

Resource Guide for

The Perelman School of Medicine

at the University of Pennsylvania



WINTER 2018

CONTENTS

| | |
|---------------------------------------------------------|----|
| • Introduction..... | 2 |
| • PSOM Leadership..... | 3 |
| • Penn Medicine Overview | 4 |
| • Penn Medicine by the Numbers..... | 5 |
| • Animal Research..... | 7 |
| • Chief Scientific Officer..... | 8 |
| • Clinical Research..... | 9 |
| • Corporate Alliances and Partnerships..... | 10 |
| • Decision Support and Analysis..... | 11 |
| • Education..... | 12 |
| • Medical Education | |
| • Research Education and Training Programs | |
| • Facilities and Support Services..... | 13 |
| • Faculty Affairs and Recruiting..... | 14 |
| • Finance..... | 15 |
| • Global Health | 16 |
| • Grant Support..... | 17 |
| • Human Resources – Satellite Office..... | 18 |
| • Inclusion and Diversity..... | 19 |
| • Information and Technology..... | 20 |
| • Organizational Effectiveness..... | 21 |
| • Research Core Facilities..... | 22 |
| • Safety and Security Parking and Transportation..... | 23 |
| • University Offices..... | 24 |
| <hr/> | |
| • Map..... | 26 |
| • Who’s Who and Contacts..... | 27 |
| • Helpful Links..... | 29 |
| • Glossary..... | 34 |

INTRODUCTION

WELCOME!

As the nation's first medical school and home to the first teaching hospital, the Perelman School of Medicine has a long tradition of academic excellence and scientific discovery. Building on this tradition, our innovative, interdisciplinary research programs continue today to pave the way for a future of new paradigms in cutting-edge science. As an internationally renowned community of scientists and physicians, we are dedicated to both advancing knowledge and fostering a culture of excellence in training the next generation of scientific leaders. Our faculty are at the forefront of the biomedical revolution, and we are committed to sustaining a vibrant intellectual environment, with the ultimate goal of translating ground-breaking discoveries into medical therapies that will eradicate disease and improve health care around the world.

I hope you will find this resource guide helpful, and please do not hesitate to contact me or any one of the offices and/or individuals listed on pages 27 and 28 with any questions. I wish you a happy and successful career at Penn Medicine, and thank you in advance for the contributions you will make to enriching our scientific community.

My very best,



Jonathan A. Epstein, MD

William Wikoff Smith Professor

Chief Scientific Officer and Executive Vice Dean

Penn Medicine

6th Floor South Pavilion

3400 Civic Center Blvd.

Philadelphia, PA 19104

215.898.8731

PSOM LEADERSHIP



J. Larry Jameson, MD, PhD

Robert G. Dunlop Professor of Medicine
Executive Vice President, University of Pennsylvania for the Health System
Dean of the Perelman School of Medicine



Lisa M. Bellini, MD

Vice Dean for Academic Affairs
Professor of Medicine
Vice Chair, Education and
Inpatient Services
Department of Medicine



Jonathan Epstein, MD

Executive Vice Dean and Chief
Scientific Officer
William Wikoff Smith Professor of
Cardiovascular Research
Department of Medicine



Glen N. Gaulton, PhD

Vice Dean and Director of Global
Health
Professor, Department of
Pathology and Lab Medicine



Eve J. Higginbotham, SM, MD

Vice Dean for Inclusion and
Diversity
Professor, Department of
Ophthalmology



Caryn Lerman, PhD

Vice Dean for Strategic Initiatives
John H. Glick, M.D. Professor in
Cancer Research
Department of Psychiatry



Kevin B. Mahoney

Executive Vice President of the
University of Pennsylvania
Health System
Executive Vice Dean, Perelman
School of Medicine



**Christopher D. Masotti, CPA,
MBA**

Vice Dean of Finance and
Operations



Emma Meagher, MD

Vice Dean and Chief Clinical
Research Officer
Director, Clinical and
Translational Research Training
Senior Associate Vice Provost,
Human Research



Suzanne Rose, MD

Senior Vice Dean for Medical
Education

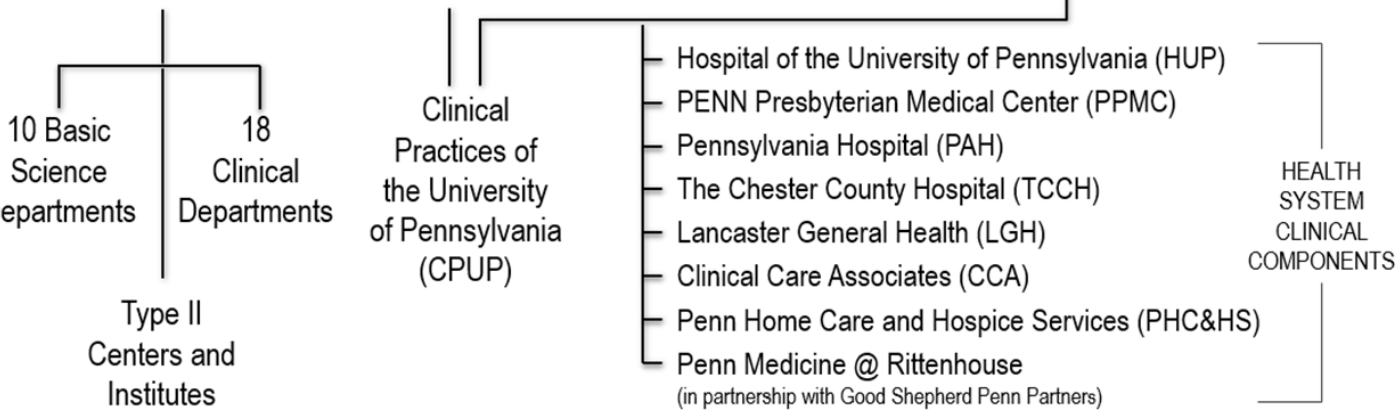


Peter D. Quinn, DMD, MD

Vice Dean for Professional Services
Perelman School of Medicine
Senior Vice President for CPUP,
University of Pennsylvania Health
System

PENN MEDICINE OVERVIEW

TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA



BASIC SCIENCE DEPARTMENTS:

- Biochemistry and Biophysics
- Biostatistics and Epidemiology
- Cancer Biology
- Cell and Developmental Biology
- Genetics
- Medical Ethics and Health Policy
- Microbiology
- Neuroscience
- Physiology
- Systems Pharmacology and Translational Therapeutics

CLINICAL DEPARTMENTS

- Anesthesiology and Critical Care
- Dermatology
- Emergency Medicine
- Family Medicine and Community Health
- Medicine
- Neurology
- Neurosurgery
- Obstetrics and Gynecology
- Ophthalmology
- Orthopaedic Surgery
- Otorhinolaryngology
- Pathology and Laboratory Medicine
- Pediatrics
- Physical Medicine and Rehabilitation
- Psychiatry
- Radiation Oncology
- Radiology
- Surgery

PENN MEDICINE by the NUMBERS*

PENN MEDICINE is...

The Raymond and Ruth Perelman School of Medicine and the University of Pennsylvania Health System.

RESEARCH & EDUCATION

| | |
|-----------------------------------|----------------|
| Total Sponsored Research | \$742 million |
| NIH Awards | \$392 million |
| State Research Funding | \$1.7 million |
| Licensing Revenue | \$49.2 million |
| New Patents Awarded | 83 |
| Full-Time Faculty (includes CHOP) | 2,363 |
| MD Students | 783 |
| PhD Students | 608 |
| MD/PhD Students | 189 |
| Residents & Fellows | 1,300 |
| Postdoctoral Fellows | 662 |

PHILANTHROPY

| | |
|-----------------------------|---------------|
| Gifts | \$213 million |
| Donors | 28,288 |
| Alumni Giving Participation | 26% |

COLLABORATIVE RESEARCH: BY THE NUMBERS

1,400+

STUDENTS & POSTDOCS

5,200+

FACULTY & STAFF

28

BASIC & CLINICAL DEPARTMENTS

24

INTERDISCIPLINARY CENTERS & INSTITUTES

RESIDENCY SNAPSHOT FOR GRADUATING CLASS OF 2016



140

Graduates



37

Students training at Penn, CHOP, and Scheie Eye



8

Students pursuing careers in business



18

States where grads are training



TOP 3

SPECIALTIES:
Internal Medicine, Pediatrics, Emergency Medicine



63%

Students who completed certificates or advanced degrees

PENN MEDICINE by the NUMBERS*

| PATIENT CARE | TOTAL | HUP | PAH | PPMC | CCH | LGH | PSOM |
|--------------------------------|-----------|-----------|---------|---------|---------|-----------|--------------------|
| Licensed Beds | 2,546 | 788 | 496 | 375 | 257 | 630 | |
| Physicians ¹ | 5,351 | 1,968 | 768 | 1,143 | 515 | 957 | |
| Adult Admissions | 117,442 | 34,691 | 19,724 | 17,218 | 13,855 | 31,954 | |
| Outpatient Visits ² | 3,734,086 | 1,696,718 | 212,796 | 205,880 | 448,616 | 1,170,076 | |
| ED Visits | 304,614 | 61,250 | 34,846 | 46,336 | 44,959 | 117,223 | |
| Births | 16,160 | 4,078 | 5,197 | -- | 2,628 | 4,257 | |
| Employees ³ | 35,273 | 7,057 | 2,797 | 2,380 | 2,253 | 7,800 | 5,874 ⁴ |

CLINICAL FACILITIES and Programs

Penn Medicine includes five acute-care hospitals and hundreds of outpatient centers throughout the region, as well as educational facilities for the Perelman School of Medicine.



The Hospital of the University of Pennsylvania is recognized annually as one of the nation's top ten Best Hospitals by *U.S. News & World Report*, along with Penn Presbyterian Medical Center. HUP's 2.4 million-square-foot complex consists of 15 interconnecting buildings and is a busy inpatient hub for cancer, neurosciences, cardiac care, and many

other specialties.



Penn Presbyterian Medical Center is consistently recognized as a center of excellence for cardiac care, ophthalmology, and the Musculoskeletal Center's outpatient facility located at Penn Medicine University City. Its 1.35 million-square-foot campus is spread over 10 buildings, including the Pavilion for Advanced Care, home to Penn

Medicine's Level I Regional Resource Trauma Center.



Pennsylvania Hospital is the nation's first hospital, cofounded by Benjamin Franklin in 1751. Today its many outstanding clinical programs include the Spine Center, orthopaedics, the Center for Transfusion-Free Medicine, maternity and newborn services, and behavioral health. It comprises a 1.2 million square-foot campus of 15 buildings, including Penn Medicine Washington Square, the hospital's outpatient facility.



Chester County Hospital includes a 553,430 square-foot hospital complex in West Chester, specializing in heart and vascular care, cancer, and orthopaedics, among many other areas, with satellite locations in Exton, West Goshen, New Garden, Jennersville, Kennett Square, and West Grove.



Lancaster General Health includes the Lancaster General Hospital, the Women & Babies Hospital, and a network of more than 60 outpatient facilities and physician practices in Lancaster, Chester, and Lebanon counties, for a total of 1.3 million square feet in facility space.

KEY TO SUPERSCRIPTS:

- (1) Includes physicians with privileges at >1 hospital
- (2) Includes CCA/CHCA
- (3) Includes CCA, Corp, CPUP, HCHS
- (4) Includes staff and full-time faculty

KEY TO ABBREVIATIONS:

- CCA: Clinical Care Associates
- CCH: Chester County Hospital
- CHCA: Clinical Health Care Associates
- CHOP: The Children's Hospital of Philadelphia
- CPUP: Clinical Practices of the University of Pennsylvania
- ED: Emergency Department
- HCHS: Home Care & Hospice Services
- HUP: Hospital of the University of Pennsylvania
- LGH: Lancaster General Health
- PPMC: Penn Presbyterian Medical Center
- PAH: Pennsylvania Hospital
- PSOM: Perelman School of Medicine

Princeton Health
joined in 2018



*The following figures were reported for 2017

ANIMAL RESEARCH

• Main Contacts:

- Stuart Isaacs, MD, Associate Dean for Animal Research (ADAR), isaacs@penntermedicine.upenn.edu
- Derrick Dow, Associate Director for Vivarium Facilities and Planning, dadow@upenn.edu
- Yale Cohen, PhD, Chair, Institutional Animal Care and Use Committee (IACUC), ycohen@penntermedicine.upenn.edu
- Greg Reinhard, Director of the Office of Animal Welfare (OAW), reingr@upenn.edu

• **ULAR Website:** http://www.upenn.edu/research/offices/reporting_offices/ular

• **IACUC Website:** <http://www.upenn.edu/regulatoryaffairs/>

ADAR: In close partnership with the University Laboratory Animal Resources (ULAR), the Associate Dean for Animal Research provides guidance on animal research and resources at the PSOM.

IACUC/OAW: To assure safety, maintenance, care and use of vertebrate animals and to comply with federal, state, and local laws, prior to initiation, all course work and research projects involving vertebrate animals must be reviewed and approved by the IACUC. Contact the IACUC/OAW with any protocol questions.

ULAR provides veterinary care, animal husbandry, procurement of animals and regulatory support for biomedical research at Penn. ULAR is comprised of veterinarians, veterinary technicians, animal care technicians, facility managers, diagnostic technicians and trainers and totals more than 160 personnel that contribute directly to the animal care program.

CONTACT ULAR FOR HELP WITH:

- Purchasing, importing and exporting animals
- Questions regarding regulatory requirements for the care and use of animals
- Accessing animal facilities
- Husbandry and animal space questions
- Animal health information

PSOM CAMPUS VIVARIA

| Location | Facility Type | Animals |
|---------------|----------------|-------------------------|
| BRB | Barrier | Rodents & large animals |
| CRB | Barrier | Rodents |
| Hill Pavilion | Barrier | Rodents |
| John Morgan | Conventional | Rodents |
| Smilow | Barrier & Conv | Rodents & large animals |
| Stemmler | Conventional | Rodents & large animals |
| TRL | Barrier & Conv | Rodents |

CHIEF SCIENTIFIC OFFICER

- **Main Contacts:**

- Jonathan A. Epstein, MD, Executive Vice Dean and Chief Scientific Officer, psom-evdco@penncmedicine.upenn.edu
- Dorothy Leung, Senior Executive Director for the EVD/CSO, dorothy@penncmedicine.upenn.edu
- Susan R. Passante, Senior Executive Director, Research and Research Training, passante@penncmedicine.upenn.edu

- **Website:** <http://www.med.upenn.edu/vdresearch/>

The **Office of the Executive Vice Dean and Chief Scientific Officer** supports the research and research training missions of the Perelman School of Medicine (PSOM) at the University of Pennsylvania. In this regard, the office seeks to promote excellence in research and research education, and to support PSOM faculty in the creation and dissemination of new knowledge and development of new therapies. The Executive Vice Dean has operational, planning, and financial responsibility for the academic components of all research and research training activities within the School of Medicine.

CONTACT THE EVD/CSO OFFICE FOR HELP WITH:

- Conflict of Interest
- Letters of Support
- Misconduct in Science
- Multidisciplinary Proposal Development Support
- Space Allocations
- Strategic Recruitment
- Visiting Scholars

Offices reporting to the Executive Vice Dean and Chief Scientific Officer include: Biomedical Graduate Studies, Biomedical Postdoctoral Programs, Combined Degree and Physician Scholar Programs, Masters Programs, Office of Clinical Research, and Research Program Development.

Standing PSOM Research Committees include:

- Animal Research Committee (SOMARC)
- Conflict of Interest Faculty Advisory Committee (COI-FAC)
- Limited Applications Committee
- Research Core Facilities Committee
- Space Committee
- Strategic Research Initiatives Committee

CLINICAL RESEARCH

- **Main Contact:** Emma A. Meagher, MD, Vice Dean for Clinical Research and Chief Clinical Research Officer, emma@upenn.edu
- **Website:** <http://www.med.upenn.edu/ocr/>

The **Office of Clinical Research (OCR)** is a central office in the Perelman School of Medicine designed to support the management and conduct of clinical research while promoting compliance. This is accomplished through standardizing the approach to clinical research across the various research centers and departments in the Perelman School of Medicine, and supporting investigative teams through regulatory and operational assistance, and enhancements in study management and oversight.

The Office of Clinical Research seeks to promote human research for the advancement of healthcare while ensuring the highest level of research participant safety and facilitating the highest quality research by:

- Realizing the best research standards through adherence to university and government research policies and regulations;
- Supporting investigators and research teams through process improvement, innovative technologies, and education and training initiatives;
- Propagating best operational practices to maximize the efficiencies of research activities;
- Collaborating with University organizations involved with human research.

CONTACT OCR FOR HELP WITH:

- Study preparation
- Protocol design/review
- Informed consent
- HIPAA authorization
- Recruitment plan and guidelines
- Penn IRB review and submission
- Research involving human tissue banks
- FDA regulated drug and device research
- General guidelines of study management
- Research finances, contracts and billing
- Regulatory binder content and organization
- Data management
- Data and safety monitoring
- Consenting, screening and enrollment
- Research visits and subject management
- Study closeout
- Intellectual property

CORPORATE ALLIANCES & PARTNERSHIPS

- **Main Contact:** Viviane Martin, PhD, Director of PCI PSOM Licensing Group, martinv@upenn.edu
- **Website:** <http://pci.upenn.edu/>

The **Penn Center for Innovation (PCI)** helps to translate Penn discoveries and ideas into new products and businesses for the benefit of society. It does this by facilitating technology development connections between Penn and the private sector. Whether the end result is a technology license, an R&D alliance, the formation of a new venture or an integrated combination of any or all of these activities, PCI serves as a dedicated one-stop shop for commercial partnering with Penn.

CONTACT PCI FOR HELP WITH:

- Technology disclosures
- Assessment (recommendations on IP protection strategy and assesses the invention's commercial value)
- Intellectual property
- Corporate contracts and agreements*
- Commercialization strategy
- Corporate partnerships

* For consulting arrangements and conflict of interest matters that arise within the School of Medicine, please contact Kelly Curran, Esq., Compliance Attorney, 215.573.6102, curranks@mail.med.upenn.edu. Ms. Curran is the PSOM Compliance Attorney, as well as an Associate General Counsel of the University of Pennsylvania.

DECISION SUPPORT & ANALYSIS

- **Main Contact:** Lynn Meaney, Director, meaney@upenn.edu
- **Website:** <http://www.med.upenn.edu/planrep/>
- **Department email:** dss@mail.med.upenn.edu

The **Office of Decision Support and Analysis** provides support on faculty compensation, including development and management of policies, practices, systems and processes; data analyses on areas such as sponsored program activity (Proposals and Awards) and Research Space Utilization (RSU); and management of other School wide projects.

CONTACT DECISION SUPPORT AND ANALYSIS FOR HELP WITH:

- Faculty Compensation Data and Systems: compensation information for School's faculty and annual faculty salary increase and survey process; faculty compensation analysis
- Decision Supportal (decision.med): This system provides online access to School reports to senior School leadership and administration (including chairs)
- Faculty Analytics dashboard: This dashboard provides leadership with summary data related to all activities of PSOM full-time faculty. The Office serves as content expert
- Non-Financial Data Analysis, including analysis of:
 - Sponsored program activity (Proposals and Awards)
 - Faculty salaries – equity analyses, market scattergrams, productivity charts
 - Space and Research Space Utilization
 - Other areas as requested
- Support for School Academic Planning Processes: This comprises support for the school academic planning process including data and analysis for:
 - Department Review Resource Documents
 - Chair Recruitment Information Packages
- Mission continuity – Project leader, School of Medicine
- Manage external and internal requests for School wide data and survey responses (ex. AAMC, US News)
- Liaison to University offices for data warehouses and processes (payroll, space, PennERA)

EDUCATION

The Perelman School of Medicine is recognized worldwide for its superior education programs and tradition of excellence in training the next generation of leaders in science and medicine. Our medical school is not only the nation's oldest but one of its best, with a top five ranking from the US News and World Report. Our research and training programs encompass all basic science and clinical disciplines and, collectively, these contribute to a rich and vibrant intellectual environment that generates wide-ranging innovation and advancement in medical care.

MEDICAL EDUCATION

Main Contacts

- **Undergraduate Medical Education**, <http://www.med.upenn.edu/admissions/>
 - Suzanne Rose, MD, Vice Dean for Medical Education, suzirose@upenn.edu
 - Anna Delaney, Director, Curriculum Office, delaneya@pennteam.upenn.edu
 - **Graduate Medical Education**, <http://www.uhs.upenn.edu/gme/>
 - Jeffrey S. Berns, MD, Associate Dean of Education and Designated Institutional Official (DIO), jeffrey.berns@uhs.upenn.edu
- **Continuing Medical Education**, <http://penncmeonline.com/>
 - Suzanne Rose, MD, Vice Dean for Medical Education, suzirose@upenn.edu
 - Mila Kostic, CHCP, FACEHP, Director, CME, mkostic@upenn.edu

RESEARCH EDUCATION AND TRAINING PROGRAMS

Main Contacts

- **Biomedical Graduate Studies (PhD)**, <http://www.med.upenn.edu/bgs/>
 - Kelly L Jordan-Sciutto, PhD, Associate Dean for Graduate Education, jordank@upenn.edu
 - Judy A. Jackson, Administrative Director, jajackso@pennteam.upenn.edu
- **Combined Degree and Physician Scholars Programs (MD-PhD, MD-Masters)**, http://www.med.upenn.edu/educ_combdeg/
 - Skip Brass, MD, PhD, Associate Dean of the Combined Degree and Physician Scholar Programs, brass@pennteam.upenn.edu
 - Maggie Krall, Director of Administration, krall@pennteam.upenn.edu
- **Masters Programs**, <http://www.med.upenn.edu/masters.shtml>
 - Donna George, PhD, Associate Dean for Masters Programs, georged@pennteam.upenn.edu
 - Nam Narain, PhD, Director for Education, Financial Planning and Management, narain@pennteam.upenn.edu
- **Biomedical Postdoctoral Programs**, <http://www.med.upenn.edu/postdoc/>
 - Susan Weiss, PhD, Associate Dean of Postdoctoral Research Training, weissr@pennteam.upenn.edu
 - Mary Anne Timmins, Director of Administration, timmins@pennteam.upenn.edu
- **Other Educational Programs**, <http://www.med.upenn.edu/othered.shtml>

FACILITIES & SUPPORT SERVICES

- **Main Contact:** Eric M. Weckel, AIA, weckel@penntermsine.upenn.edu; 215.669.7427 cell, 215.898.4611 office
- **Website:** <http://www.med.upenn.edu/spo/>

The **Office of Space Planning and Operations (SPO)** provides oversight of the Perelman School of Medicine’s physical resources and support services, to enable and enhance our academic research and patient care mission. Area of responsibility includes all School “main campus” facilities, SCTR, JMEC, SPE8/9, and all leased sites including TRL and 3535 Market Street.

CONTACT SPO FOR HELP WITH:

Space Planning and Capital Projects – Maureen Ward, AIA, 215.898.0705

- Space Inventory, Programming and Planning
- Capital Project Initiation and Management
- Furniture Layout and Specification
- Lease Space Procurement and Management

Building Operations – Susan Fry, 215.573.6786

- Maintenance or Housekeeping Concerns
- Signage
- Internal Moves
- Works Requests for Minor Alterations and Equipment Installation

Support Services – Martha Penny, 215.573.8851

- Mail and Distribution Services
- Biowaste Collection and Disposal
- Alcohol Service Center
- SCTR Glasswash and CO2 Services

Scheduling and Events Services – Lori M. Freda, 215.898.8121

- Scheduling of PSOM Shared Meeting Resources
- Academic Scheduling
- Event Coordination and Set-Up
- Catering Specifications

Media Technology and Production – Charles Bears, 215.573.8848

- Audio/Visual and Classroom Technology Services
- Live Streaming, Lecture Capture and Video Conferencing
- AV Technology Specification and Installation Management
- Video/Media Production and Studio Broadcasting Service

FACULTY AFFAIRS & RECRUITING

- **Main Contact:** Victoria Mulhern, Executive Director, vmulhern@upenn.edu
- **Website:** <http://www.med.upenn.edu/fapd/>

Faculty Affairs and Professional Development (FAPD) works with the leadership, faculty and administrators of the Perelman School of Medicine and the Health System to support an overarching goal of PENN Medicine - the implementation of the highest standards of excellence in academic medicine. The mission of FAPD is to support this goal by facilitating the recruitment and appointment, promotion, and retention of distinguished faculty.

Please see page 31 for additional resources available through FAPD.

CONTACT FAPD FOR HELP WITH:

All resources accessible on <http://www.med.upenn.edu/fapd/>

Recruitment process

- Request to Recruit online application for recruitment of tenure, clinician-educator, research track faculty; full-time academic support staff; Penn Medicine Clinicians
- Offer letter and compensation statement templates
- Faculty search policies and processes – **Karen Grasse – 215-898-7167**
 - Search committee resources
 - Faculty Opportunity Fund and Dual Career Program
 - Diversity Search Advisors and related diversity initiatives in collaboration with the Office of Inclusion and Diversity

Faculty appointments, reappointments, promotions, and other faculty actions

- Faculty track descriptions
- Guidelines for PSOM Committee on Appointments and Promotions (COAP)
- Departmental COAP guidelines
- Faculty dossier checklists
- Penn's *Handbook for Faculty and Academic Administrators*

Faculty professional development – Stephanie Taitano – 215-898-7160

- *Advance* institutional mentoring program : teaching excellence, career development and achievement, leadership and management, research and scholarship, technologies

FINANCE

- **Main Contact:** Michelle Lai, Executive Director, lai88@upenn.edu
- **Website:** <https://www.med.upenn.edu/finance/>

The **Division of Finance** provides leadership for the fiscal stewardship of resources that support the patient care, education and research missions of the Raymond and Ruth Perelman School of Medicine while reporting on financial data and providing analyses to senior leadership and the Trustees of the University of Pennsylvania.

CONTACT FINANCE FOR HELP WITH:

Financial Planning and Analysis – Paul Umbriac – 215.573.1296

- Fall Planning Process
- Annual Budgeting Process
- Financial Reporting
- Financial Analysis
- Financial Modeling
- Capital projects, equipment, rents and leases

Controller's Office – Mary Correll – 215.898.6402

- Central Finance function for the school.
- Payroll
- Commitments
- Travel /Concur Support
- Systems Support & Training
- Gifts and Endowments Funds
- Procurement/Purchasing Support
- Asset Management

Other Areas

- Audit Coordination (Internal & External)
- Financial aspects of large initiatives and projects
- Liaison role to Central Penn, CPUP and UPHS on financial issues and fund transfers
- Surveys for AAMC, AAHC and PSOM data for all external requests

GLOBAL HEALTH



- **Main Contacts:**

- Glen N. Gaulton, PhD/Vice Dean and Director, Center for Global Health
gaulton@penmedicine.upenn.edu
- Megan Doherty, MPH, Administrative Director, megand@penmedicine.upenn.edu

- **Website:** <http://www.med.upenn.edu/globalhealth/>

The **Center for Global Health** coordinates the global activities of the Perelman School of Medicine, and supports the international aspects of our research, educational, and service programs. Activities include: (i) placement of PSOM trainees in international research and clinical rotations, and hosting of international medical students at Penn; (ii) facilitation of international research initiatives and sponsored programs undertaken by faculty of the School of Medicine; (iii) coordination of global activities with other schools of the University, and the Office of the Provost; (iv) provision of information for faculty, students, and administration; and (vi) representation of the School of Medicine in interactions with international institutions.

CONTACT the CGH OFFICE FOR HELP WITH:

- Information regarding PSOM's global education, research and clinical programs
- Facilitation of international research and training collaborations
- Placement of PSOM trainees and hosting of international trainees

GRANT SUPPORT



- **Main Contact:** Marianne Achenbach, Executive Director, achenbac@pennmedicine.upenn.edu
- **Website:** <https://www.med.upenn.edu/orss/>

The **Office of Research Support Services (ORSS)** was established in February 2000 to promote the research endeavors of the School of Medicine Faculty and serves as the designated office to provide dean's approval on all extramural grant applications as well as institutional level approval for many applications when faculty collaborate with other universities. Through ORSS's partnership and MOU with the University's Office of Research Services (ORS), ORSS has access to otherwise restricted university systems which allows ORSS to manage and conduct certain activities for PSOM's grant portfolio.

CONTACT ORSS FOR HELP WITH:

- Providing assistance in developing and submissions of proposals to outside funding agencies
- Providing oversight management of sponsored programs including data analysis on accounts receivables, awards and expenditures
- Ensuring compliance with school, sponsor and university expectations for managing sponsored program funds
- Serving as a resource for the School of Medicine regarding sponsor policies and federal regulations
- Providing training in pre and post award grants management; proposal preparation, post award management, grants management reports, and policies and procedures
- Providing staff resources for departments going through staff turnover or staff absences

HUMAN RESOURCES - SATELLITE OFFICE

- **Perelman School of Medicine Contact:** Robert Dugan, Executive Director, rdugan@pennmedicine.upenn.edu; 215.573.0681
- **HR Contacts:** Albert Johnson, Staff Relations, alberj@upenn.edu; 215.898.3659
Cassandra Harris, Benefits & Administrative Support, cbharris@upenn.edu; 215.898.7993
Oforie Murray, Recruitment, oforie@upenn.edu; 215.898.6522
Melissa Halpin, Compensation, mhalpin@upenn.edu; 215.898.1366
Michelle Hackett, Benefits and Staff Relations, hackettm@upenn.edu; 215.573.9181
- **Website:** <http://www.med.upenn.edu/hr/index.shtml>

The Human Resources Shared Services Team in the Perelman School of Medicine is a satellite office of the University of Pennsylvania's Division of Human Resources.

The Team is composed of five University staff members who provide assistance in all areas of Human Resources. In addition, the team members have special areas of expertise which are indicated here: <https://www.hr.upenn.edu/contact>.

CONTACT HR FOR HELP WITH:

U@Penn

U@Penn (https://portal.apps.upenn.edu/penn_portal/u@penn.php) is the main portal for faculty and staff at Penn. Access the U@Penn site to:

- Change your home contact information
- View pay advices
- View, enroll and change your benefits
- Monitor pre-tax expense account claims
- View important University announcements
- Get information on Penn resources
- Obtain Payroll, Human Resources, and Tax form

STAFF COMPENSATION

FY15 Perelman School of Medicine Reclassification and Salary Adjustment Guidelines can be found here: <http://www.med.upenn.edu/hr/compensation.shtml>

STAFF RECRUITMENT

<http://www.med.upenn.edu/hr/recruitment.shtml>

Additional Information on Staff Relations, Benefits (including medical coverage and savings plans), Recruitments, and Retirement can be found on the main website:

<http://www.med.upenn.edu/hr/index.shtml>

INCLUSION & DIVERSITY

- **Main Contact:** Eve J. Higginbotham, SM, MD, Vice Dean, ehig@upenn.edu
- **Website:** <http://www.med.upenn.edu/inclusion-and-diversity/>

To strengthen the quality of education, and to produce innovative research and models of healthcare delivery by fostering a vibrant inclusive environment and fully embracing diversity, the Office of Inclusion and Diversity strives to 1) recruit the best talent; 2) retain and ensure the success of a diverse community of faculty, staff, and students; and 3) reaffirm the benefits of inclusion and diversity.

CONTACT **OID** FOR HELP WITH:

- Increasing student and faculty satisfaction
- Increasing women and diverse faculty compared to 3 year rolling averages
- Enhancing the infrastructure to support the submission of K and R awards among fellows and junior faculty
- Establishing the benefit of return on investment of mentoring and intensive support of specific faculty to achieve their academic goals
- Reviewing the recruitment and appointment process for faculty and determine strategies to streamline
- Enhancing transparency while maintaining confidentiality with regards to key metrics such as space and rates of promotion
- Researching the benefits of a structured vs unstructured approach for Diversity Search Advisor (DSA) engagement
- Developing a database of potential faculty candidates
- Establishing and maintaining an Office of Inclusion and Diversity website listing programs, special interest groups, and community programs
- Developing and implementing a cadre of leadership programs, emphasizing inclusion

INFORMATION & TECHNOLOGY

- **Main Contact:** Andre, Jenkins, Corporate Director, jenka@upenn.edu
- **Website:** <http://www.med.upenn.edu/pmacs/>

The **Penn Medicine Academic Computing Services (PMACS)** organization is a centralized IT service provider to the PSOM. The PMACS team now consists of 100 information technology professionals providing services such as desktop support, server administration, storage management, high performance computing, software development, data base development, vendor application deployment/support and staff leadership.

PMACS is part of Penn Medicine's Corporate Information Services. As part of the larger department, it can also bring to bear other services such as data analytics, clinical systems and data stores, etc.

CONTACT PMACS FOR HELP WITH:

- Customer support
 - Device support
 - Email and listserv administration and support
 - Network support
 - Server support
- Enterprise applications such as:
 - Laboratory Information Management Systems (LIMS)
 - Remote Data Capture (REDCap)
 - VELOS (Clinical Research Management Suite)
 - High Performance Computing (HPC)
- Application development
- Research solutions
- Web design and hosting
- Consulting
- Security
- Training

ORGANIZATION EFFECTIVENESS



- **Main Contact:** Charles Haughton, Director, haughton@pennmedicine.upenn.edu; 215.898.1968
- **Website:** <http://www.med.upenn.edu/oe/>

The **Office of Organization Effectiveness** provides training, development, and consulting resources to help Perelman School of Medicine faculty, staff and their organizations work at their fullest potential.

CONTACT ORGANIZATIONAL EFFECTIVENESS FOR HELP WITH:

- **INTERVIEWING & SELECTION:** Tools and training to improve your hiring effectiveness
- **ORIENTATION:** Provide new hires the information they need to get up to speed quickly
- **TRAINING & DEVELOPMENT:** Programs to support job effectiveness and career growth through skill development
- **ENGAGEMENT & RETENTION:** Tools and strategies to cultivate the energy and commitment of your faculty and staff
- **CONSULTING:** Advice on restructuring, team effectiveness, succession planning and other challenging organizational issues

RESEARCH CORE FACILITIES

- **Main Contact:** Lou Soslowsky, PhD, Associate Dean for Research Integration, soslowsk@upenn.edu
- **Website:** <http://www.med.upenn.edu/cores/>

Twenty three research cores offer a wide variety of services, ranging from molecular profiling to cell sorting to high resolution electron microscopy. Through these diverse resources, we provide access to state-of-the-art equipment and instrumentation, technical expertise and training and education all designed to support innovative, cutting-edge research.

The PSOM Research Core Facilities Committee, chaired by Dr. Soslowsky, provides oversight for the School's core facilities and is an advisory committee to the Chief Scientific Officer.

| RESEARCH CORE FACILITIES | |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Bioinformatics Core | Neurobehavior Testing Core |
| CDB Microscopy Core | Next Generation Sequencing Core |
| CRISPR Cas9 Mouse Targeting Core | Penn Genomic Analysis Core |
| Cell Center Services Facility | <ul style="list-style-type: none">• DNA Sequencing Facility• Molecular Profiling Facility |
| Cell Center Stockroom | Penn Gnotobiotic Mouse Facility |
| Clinical Cell & Vaccine Production Facility | Quantitative Proteomics Resource Core |
| Clinical Research Computing Unit | Research Instrumentation Shop |
| Electron Microscopy | Small Animal Imaging Facility |
| Flow Cytometry & Cell Sorting Facility | Stem Cell and Xenograft Core |
| High Throughput Screening | Transgenic & Chimeric Mouse Facility |
| Human Immunology Core | Vector Core |
| Investigational Drug Service | |

SAFETY & SECURITY | PARKING & TRANSPORTATION

- **Main Contact:** James Atkinson, 215.898.0196, atkinsoj@penndmedicine.upenn.edu
Website: <http://www.med.upenn.edu/spo/>

The **Office of Safety and Security/Parking and Transportation** oversees the security of the Perelman School of Medicine buildings and grounds, including physical security, closed circuit video surveillance, controlled access and a 24/7 Security Operations Center. Area of responsibility include all School “main campus” facilities, SCTR, JMEC, SPE8/9, and TRL. This office also serves as a liaison for University parking solutions to the PSoM community and operates the TRL Shuttle.

CONTACT SECURITY FOR HELP WITH:

Safety and Security – Darren Johnson

- Questions
- Reporting of Incidents
- Automatic Door Operators
- TRL Shuttle Operations

Building Access – Alison Carey

- “Black Key” Activation
- Swipe Card Activation

Parking Services – Kaneisha Adlam

- Parking Requests

SCTR/PCAM Complex Security – Kevin O’Keefe

Emergency Numbers

- University Public Safety
- PSoM Security Operations Center
- HUP Security
- PCAM Security

UNIVERSITY OFFICES



Environmental Health and Radiation Safety (EHRS)

Matthew Finucane, Executive Director, 215.898.6057; <http://www.ehrs.upenn.edu/>

The University of Pennsylvania's Office of Environmental Health and Radiation Safety (EHRS) promotes health, safety and environmental protection in teaching, research, health care and administrative activities by providing services, advice and compliance assistance. EHRS provides leadership in developing, implementing and supporting high quality programs that allows students, faculty and staff to protect themselves from hazards they may encounter at the University. EHRS provides the expertise needed to direct efforts towards compliance with health and safety laws and regulations.

Institutional Review Board (IRB)

Tracy Ziolk, Director Human Research Protection, 215.746.6272;
<http://www.upenn.edu/regulatoryaffairs>

The mission of the IRB is to promote the rights and welfare of human research participants, to facilitate excellence in human research by providing timely and high quality review of human research, and to provide professional guidance and support to the research community.

Office of Research Services

Elizabeth Peloso, Associate Vice President/Associate Vice Provost, 215.746.0234;
<http://www.upenn.edu/researchservices/>

ORS provides administrative support to faculty and departmental managers for sponsored project activities. ORS is responsible for proposal submission and agreement negotiation for federal sponsors and non-profit sponsors. ORS is responsible for many post-award activities, regardless of sponsor.

Penn Center for Innovation (PCI)

John Swartley, Associate Vice Provost, 215.573.4511; <http://www.pci.upenn.edu/>

The Penn Center for Innovation (PCI) helps to translate Penn discoveries and ideas into new products and businesses for the benefit of society. It does this by facilitating technology development connections between Penn and the private sector. Whether the end result is a technology license, an R&D alliance, the formation of a new venture or an integrated combination of any or all of these activities, PCI serves as a dedicated one-stop shop for commercial partnering with Penn.

UNIVERSITY OFFICES



University Laboratory Animal Research (ULAR)

Diane Gaertner, Director 215.898.2434; <https://www.ular.upenn.edu/>

University Laboratory Animal Resources (ULAR) is responsible for the procurement, care, and use of all University-owned animals used for teaching, research, and testing as approved by the Institutional Animal Care and Use Committee (IACUC) and as mandated by federal law and regulations. As an organization of specialists in a university, ULAR has additional responsibilities in the academic areas of teaching and research. In the conduct of its duties, ULAR is responsible to the Vice-Provost for Research, who is designated to the United States Department of Agriculture and the Public Health Service as the "Institutional Official." The Director of ULAR serves as the "Attending Veterinarian" for Penn's research and teaching animals. ULAR Veterinarians participate in the Institutional Care and Use Committee to ensure animal welfare and to oversee the use of animals in research and teaching.

Vice Provost for Research

Dawn Bonnell, PhD, Vice Provost for Research, 215.898.7236;
<http://www.upenn.edu/research/>

The Vice Provost for Research is an advisor to the Provost and has oversight of the University's vast research enterprise, encompassing a broad spectrum of research support services, regulatory bodies, multi-disciplinary campus-wide Centers and Institutes, and partnerships to further develop investigator inventions. OVPR collaborates with Penn constituents and external partners to promote meaningful scholarship, uphold research integrity, and foster new discoveries, thereby helping to fulfill the University's education and research mission as embodied by the Penn Compact.

MAP



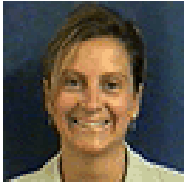
Predominantly Wet Bench Research Space:

- Biomedical Research Building II/III (BRB)
- Clinical Research Building (CRB)
- John Morgan Building (JMB)
- Johnson Pavilion
- Smilow Center for Translation Research (SCTR)
- Stellar Chance
- Stemmler Hall

Predominantly Dry Research and Administrative Space:

- Anatomy Chemistry
- Blockley Hall
- Richards Building

WHO'S WHO & CONTACTS



Grants Support, Proposal Development, Post-Award Grants Management Oversight, Pre and Post Award Grants Management Training

Marianne Achenbach, Executive Director
achenbac@penmedicine.upenn.edu | Tel: 215.573.8798



Human Resources, Staff Compensation and Benefits

Robert Dugan, Executive Director
rdugan@penmedicine.upenn.edu | Tel: 215.573.0681



Office of the Executive Vice Dean and Chief Scientific Officer

Carolyn Henry, Executive Assistant
carolynp@penmedicine.upenn.edu | Tel: 215.573.9306



Information and Technology

Andre Jenkins, Corporate Director
jenka@upenn.edu | Tel: 215.898.9834



Office of the Executive Vice Dean and Chief Scientific Officer

Dorothy Leung, Senior Executive Director
dorothyl@penmedicine.upenn.edu | Tel: 215.746.8496

WHO'S WHO & CONTACTS



Departmental Strategy and Operations

Tracey Longs, Executive Director

tlongs@penmedicine.upenn.edu | Tel: 215.573.0943



Faculty Compensation, Data Analytics, Special Projects

Lynn Meaney, Director

meaney@upenn.edu | Tel: 215.898.1969



Recruiting, Faculty Affairs, Promotions, Professional Development

Victoria A. Mulhern, Executive Director

vmulhern@penmedicine.upenn.edu | Tel: 215.898.6923



Research Education and Training, Misconduct in Science

Susan Passante, Senior Executive Director

passante@penmedicine.upenn.edu | Tel: 215.898.0131



Facilities Planning and Operations, Media Technology, Scheduling and Event Services

Eric Weckel, Executive Director

weckel@penmedicine.upenn.edu | Tel: 215.898.4611

HELPFUL LINKS

UNIVERSITY BENEFITS

Quick Links - <http://www.med.upenn.edu/hr/benefits.shtml>

- Enrolling in your Benefits
- Address Changes
- Benefits Forms
- Holiday Schedule
- Paid Time Off (vacation time)
- Bridging of Service Period
- Reciprocal Service (HUP transfers)
- Tuition

UNIVERSITY BENEFITS CALL CENTER

Call the Penn Benefits Center at 1.888.PENN.BEN (1.888.736.6236) for answers about:

- Medical and Dental
- Prescription Drug
- Group Life Insurance
- Dependent Care Pre-Tax Expense Accounts
- Healthcare Pre-Tax Expense Accounts

UNIVERSITY BENEFITS RESOURCES

To Enroll On-Line

www.upenn.edu/u@penn

(Under “Benefits” click on: “Health Benefits – view, enroll, change”)

If you have any problems enrolling online, call 1.888.PENN.BEN (888.736.6236)

ON-LINE INFORMATION

- Medical Coverage
- Dental Coverage
- Vision Coverage
- Life Insurance
- Pre-Tax Expense Accounts
- Tuition Benefits

STAFF COMPENSATION

Quick Links - <http://www.med.upenn.edu/hr/compensation.shtml>

- Justification Requirements for New and Replacement PSOM Positions
- FY15 Perelman School of Medicine Reclassification and Salary Adjustment Guidelines
- Perelman School of Medicine Financial Review Form (Revised 06/11)
- Policy Manual
- Overview of Penn’s Salary Structure
- Overtime Compensation
- Classification and Salary of Staff Positions
- Extra Compensation
- Regular Part-time Employees
- Compensation Forms
- SALINC Information
- Total Compensation Summary

HELPFUL LINKS

STAFF HIRING OFFICER QUICK LINKS - <http://www.med.upenn.edu/hr/recruitment.shtml>

- Jobs@Penn website
- Five Steps to Hiring at the SOM
- Unique Advantage (temporary employment agency)
- Office of Affirmative Action
- OIP (Office of International Programs)
- Employment Verifications
- Employment Forms
- Policy 101
- Hiring Officer Handbook

STAFF RECRUITMENT

PSOM Recruitment Documentation - <http://www.med.upenn.edu/hr/recruitment.shtml>

- **NEW!** Minor/Intern/Trainee Checklist
- **NEW!** FAQ for Background Checks for Programs Involving Minors
- TALX I9 User Manual
- TALX I9 Applicant Instructions
- TALX I9 FAQ
- TALX I9 Implementation Presentation
- TALX I9 Acceptable Documentation (extended with pictures)
- TALX I9 Access Form

RETIREMENT RESOURCES

To Enroll On-Line - www.hr.upenn.edu/retirement

Retirement Call Center

- 1.877.Penn.Ret (877.736.6738)

On-Line Information

- Human Resources Retirement - <https://www.hr.upenn.edu/myhr/benefits/retirement>
- TIAA-CREF - <https://www.tiaa-cref.org/public/index.html>
- Vanguard - <https://investor.vanguard.com/corporate-portal/>

One-on-One Counseling Sessions for Retirement Savings (403B and IRA)

- TIAA-CREF - https://www.tiaa-cref.org/public/products-services/retirement-consultation/index.html?tc_mcid=vnevents090409?
- Vanguard - <https://retirementplans.vanguard.com/VGApp/pe/ekit/registration/organizations.jsf>

HELPFUL LINKS

EVD/CSO

<http://www.med.upenn.edu/research/welcome.shtml>

Standing Research Committees (Conflict of Interest Faculty Advisory Committee, SOM Animal Research Committee and SOM Research Core Facilities Committee)

<http://www.med.upenn.edu/vdresearch/committees.shtml>

Perelman School of Medicine Administration

http://www.med.upenn.edu/administration_az.shtml

PSOM Calendar

<http://events.med.upenn.edu/faculty/>

PSOM Policies and Procedures

<http://www.med.upenn.edu/policy/>

PSOM Research Offices

<http://www.med.upenn.edu/research/>

Research Training Offices

Biomedical Graduate Studies (PhD Program)

<http://www.med.upenn.edu/bgs/>

Combined Degrees - MD/PHD Program

http://www.med.upenn.edu/educ_combdeg/

Masters Programs

<http://www.med.upenn.edu/masters.shtml>

Biomedical Postdoctoral Programs

<http://www.med.upenn.edu/postdoc/>

Certificate and Other Training Programs

<http://www.med.upenn.edu/othered.shtml>

Office of Clinical Research

<http://www.med.upenn.edu/ocr/>

Extramural Disclosure and Conflict of Interest
Glen N. Gaulton, PhD, Kelly Curran, Esq, FADS,

Misconduct in Science

Glen N. Gaulton, PhD, Susan Passante

HELPFUL LINKS

University Research Offices

<http://www.upenn.edu/researchdir>

Office of the Vice Provost for Research

The Office of the Vice Provost for Research provides a wide range of services to researchers and coordinates the following offices:

Institutional Review Board

<http://www.upenn.edu/IRB/>

Office of Animal Welfare: IACUC and Compliance

<http://www.upenn.edu/regulatoryaffairs/index.php?option>

Office of Environmental Health and Radiation Safety

<http://www.ehrs.upenn.edu/>

Office of Research Services

<http://www.ehrs.upenn.edu/>

Penn Center for Innovation

<http://pci.upenn.edu/>

Research Integrity Office

http://www.upenn.edu/research/compliance_training/research_integrity/

University Laboratory Animal Resources

http://www.upenn.edu/research/offices/reporting_offices/ular

Notary Services **By Appointment Only*

The Penn Center for Innovation provides notary public services in connection with official University of Pennsylvania business related to technology transfer, including patent filings. These services are not in lieu of local notary services that may be available through your school or department.

Please contact Jessica Brennan at 215.898.0436; jcbrenn@upenn.edu or Jackie Miraglia at 215.573.4502; jadavis@upenn.edu to make an appointment to have a document notarized at the PCI home office (3160 Chestnut Street, suite 200).

There is also a notary located at the Perelman School of Medicine in PCI's Satellite Office, please contact Samantha Koo at 215.573.5402; (samkoo@upenn.edu) to make an appointment to have a document notarized in Anatomy Chemistry Building 218-220, 3620 Hamilton Walk, Philadelphia, PA 19104.

HELPFUL LINKS

Resources Available on FAPD Website <https://www.med.upenn.edu/fapd/> :

[Faculty Track Descriptions \(Chart\)](#)

[Offer Letter Templates and Compensation Statements](#)

[Departmental COAP Guidelines](#)

[COAP Guidelines](#)

[Faculty Handbook](#)

[Conflict of Interest Policy for Faculty Members](#)

[ADVANCE, Faculty Professional Development Program](#)

[Extensions](#)

[Search Committee Resources](#)

[Request to Recruit](#)

[Academy of Master Clinicians](#)

[Preparing Your Promotion Dossier – Tenure, Clinician-Educator, Research](#)

[Preparing Your Promotion Dossier – Academic Clinician](#)

[Faculty Careers: Surveying the Road from Appointment to Promotion](#)

[Contacts: COAP Member List](#)

[Contacts: Department COAP Chairs](#)

[Contacts: Department Chairs](#)

[Contacts: Department Education Officers](#)

[Contacts: Department Faculty Coordinators](#)

[Contacts: PSOM Diversity Search Advisors by Department](#)

[Contacts: Department Business Administrators](#)

GLOSSARY

- **BEN** – Business Enterprise Network (the suite of web-based applications that support University-wide financial functions)
- **BGS** – Biomedical Graduate Studies (<http://www.med.upenn.edu/bgs/>)
- **BPP** – Biomedical Postdoctoral Programs (<https://www.med.upenn.edu/postdoc/>)
- **CDP** – Combined Degree and Physician Scholars Program (<http://www.med.upenn.edu/mstp/>)
- **CPUP** – Clinical Practices of the University of Pennsylvania
- **EHR** – Environmental Health and Radiation Safety (<http://www.ehrs.upenn.edu/>)
- **FAPD** – Faculty Affairs and Professional Development (<http://www.med.upenn.edu/fapd/>)
- **HUP** – Hospital University of Pennsylvania (<http://www.pennmedicine.org/hospital-university-pennsylvania/>)
- **IACUC** - Institutional Animal Care and Use Committee. Reviews research at Penn involving animals
- **IRB** - Institutional Review Board. Approves all research at Penn involving human volunteers
- **ITMAT** – Institute for Translational Medicine and Therapeutics (<http://www.itmat.upenn.edu/>)
- **JMEC** – Jordan Medical Education Center
- **LSP** - Local Support Provider (for desktop, laptop support)
- **OCR** – Office of Clinical Research (<http://www.med.upenn.edu/ocr/>)
- **ORS** – Office of Research Services (<http://www.upenn.edu/researchservices/>)
- **ORSS** – Office of Research Support Services (<https://www.med.upenn.edu/orss/>)
- **PAH** – Pennsylvania Hospital (<http://www.pennmedicine.org/pahosp/>)
- **PCAM** – Perelman Center for Advanced Medicine
- **PCI** – Penn Center for Innovation
- **PIK** – Penn Integrates Knowledge (<https://pikprofessors.upenn.edu/>)
- **PMACS** - Penn Medicine Academic Computing Services (<http://www.med.upenn.edu/pmacs/>)
- **PSOM** – Perelman School of Medicine (<http://www.med.upenn.edu/>)
- **RFDF** – Research Facilities Development Fund (https://provost.upenn.edu/uploads/media_items/fy2015-rfdguidelines.original.pdf)
- **SAS** - School of Arts and Sciences. One of Penn’s twelve schools and four undergraduate schools
- **SEAS** - School of Engineering and Applied Science. One of Penn’s twelve schools
- **SPO** – Space Planning and Operations (<https://www.med.upenn.edu/spo/>)
- **UPHS** – University of Pennsylvania Health System (<http://www.pennmedicine.org/>)
- **VAMC** – Veterans Administration Medical Center
- **VIVO** – Find a Research Collaborator (<https://vivo.upenn.edu/vivo/>)

