In Review...

The University of Pennsylvania's Division of Facilities and Real Estate Services oversees and maintains the University's physical infrastructure, while working closely with Penn Schools, Centers, Health System, and city, state and government agencies towards the goals in the Penn Compact and the Penn Connects plan. We work hard to provide valuable information and services to the students, faculty, staff, alumni, and vendors of Penn. As stewards of Penn’s physical environment, this Division strives to provide innovative and cost-effective solutions that embrace our rich past and enhance the quality of the University’s living and learning experience. Under the direction of the Vice President, the Division provides the expertise, business processes, policies and standards required to plan, design, construct, operate, maintain and renew the physical assets of the University. In addition, our Division is responsible for the strategic planning, management, and operation of non-academic University property, and for partnering with the neighborhood to create a safe, diverse, and economically vibrant destination. Momentum continues as we implement urban land development and planning that increases the quality of life for Penn and its surrounding community.

With the rollout of Penn Connects 2.0 in 2012, the campus and its surroundings have seen significant activity around new construction, renovations and adaptive reuse, land development and master planning, and the addition of linked open spaces weaving throughout. The launch of the Century Bond program has allowed for increased focus on facilities renewal, while gaining momentum with implementation of more efficient and effective operations and maintenance processes. Finally, the continued emphasis on environmentally sustainable initiatives in support of our Climate Action Plan goals has reduced our carbon footprint and impacted behavioral change. This report captures the highlights, progress, and accomplishments of our team over the past two fiscal years (unless otherwise noted) on a multitude of projects and initiatives as we collaborate for a sustainable tomorrow.
The Office of the University Architect guides the planning and design of new construction and preservation of the campus, while the Design & Construction Department manages the design and implements new construction and renovation of existing properties. Both teams facilitate the Capital Plan in conjunction with the Operations & Maintenance and Administration Departments.

Major Completed Projects

The construction of the $91.5m KRISHNA P. SINGH CENTER FOR NANOTECHNOLOGY, which first broke ground in February 2011, was completed in Fall 2013. Bringing science and technology together in one place, this regional center for cutting-edge innovation serves nanotech researchers from across Penn’s campus as well as neighboring institutions. The 78,000 sq ft facility includes microscopy labs, a clean room, conference rooms, a café, a public galleria where visitors can watch scientists at work, and a cantilevered forum for events and symposia. Located on the 3200 block of Walnut Street, the Center’s landscaped courtyard serves as a campus gateway from the east. The overall renovation of both sides of that block of Walnut Street also included the completion of a project to replace sidewalks and curbs, maintain and re-plant trees.

The SMILOW CENTER FOR TRANSLATIONAL RESEARCH of the Perelman School of Medicine, which first opened in 2010, received three additional floors of fitout space in Fall 2012. The new space focuses on supporting a team of interdisciplinary scientists and physicians to further advance the goal of giving patients faster access to the most advanced treatment.

In April 2012, The Penn Law School held a ribbon cutting ceremony to open GOLKIN HALL. The 45,000 sq ft, $33.6m Golkin Hall replaced existing Pepper Hall to provide space for faculty offices, research centers, administrative offices, student organizations, teaching facilities, and informal gathering spaces. Golkin Hall has earned the LEED Gold certification.

The HUTCHINSON INFILL & GYMNASIUM construction project was completed in August 2013 and reopened as the Tse Ping-Cheng Cheung Ling Sports Center. The $22m project renovated the Infill Building’s lobby, practice basketball courts, multi-use spaces, 2nd floor offices, conference rooms, and corridors. The gymnasium renovations included upgrading locker rooms and training spaces on the ground floor as well as the gymnastics and fencing areas on the 2nd floor. Targeting LEED Silver Certification, both buildings received new heating, cooling, and mechanical units.

250

approximate number of FRES projects started per year, with 1,000 projects open at any given time.
Wharton’s **STEINBERG HALL-DIETRICH HALL** added a West wing through a $15.9m construction project that resulted in a new entrance with an open pavilion and glass tower; two fully remodeled classrooms, 32 new offices, several conference rooms, and a landscaped plaza. Covering 29,500 sq ft, the West Addition aligns with the University’s commitment to sustainability and boasts a green roof and a chilled beam system for heating and cooling.

In Fall 2012, Penn Law’s historic **SILVERMAN HALL** completed a two-year, multiphased project, renovating 20,000 sq ft of space on the exterior and interior. On a $5.4m project budget, Silverman Hall received new entrances and ornamental iron fencing, new classrooms, student journal spaces, and a state-of-the-art mock courtroom.

The **SYNGCUK KIM ENDODONTIC CLINIC**, a cutting edge education, research, and clinical care facility, opened at the School of Dental Medicine in January 2013. The renovated facility features 23 chairs, two surgical suites, a consultation room, and modular operatories, each with an operating microscope and computer. The new clinic remains in its previously existing space on the second floor of the Evans Building, but gained square footage by expansion into an adjoining area.

In February 2013, **VAN PELT-DIETRICH LIBRARY** reopened its 7,000 sq ft 6th floor, introducing The Kislak Center for Special Collections, Rare Books, and Manuscripts. The $5m renovation created a brand new rare book and manuscript reading room that utilizes natural light, a pavilion for lectures and special events, an outdoor terrace, seminar rooms, and an advanced media lab. Van Pelt’s 5th floor also underwent renovations, resulting in a new conservation laboratory, state-of-the-art stack space for rare books, and an exhibit preparation area.

On a $2.5m project budget, **THE EDUCATION COMMONS** at Franklin Field was completed in March 2012 as a 168-seat, 7,000 square foot state-of-the-art study and information facility designed to support teaching, collaborative learning, and individual study.

The 5th and final renovation phase of **FAGIN HALL** at the School of Nursing was completed in Summer 2012, resulting in a fully restructured first floor and expanded, cutting edge simulation classrooms and clinical skills learning spaces. The classrooms utilize audio/visual systems for student monitoring from a remote control room, contain compressed air and vacuum connections at each bed, sinks, and power and lighting to effectively replicate and prepare students to confidently enter a hospital environment.

After a summer-long, $6m renovation project, **1920 COMMONS** reopened its 47,600 square feet of space in Fall 2012 featuring a transformed underground retail dining area with extended hours, a revamped patio space, and two conference rooms.

During Summer 2012, the 8,500 sq ft University Business Services Office at **3401 WALNUT STREET** underwent interior modifications, HVAC system renewal, and revamped light distribution. The renovations allowed for more staff members to be housed in this location, enhanced comfort levels, and positively impacted energy use in the building.

Widener Lecture Hall in the **PENN MUSEUM** reopened in April 2013 after undergoing a full, $3.1m restoration. Fully climate controlled and equipped with a state-of-the-art audiovisual system as well as balcony seating, the versatile, 5,300 sq ft Widener Lecture Hall is now an ideal setting for lectures, meetings, dinners, and live performances.

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Design & Construction

Opened in early 2014, the ARCH renovation project restored the historic building to its original grandeur, with the addition of modern amenities such as a lounge, gallery, conference and group study rooms, an outdoor terrace and indoor café. The home of many of Penn’s cultural groups as well as the Center for Undergraduate Research and Fellowships (CURF), the remodeled building serves as another focal point for student activities. The restored ARCH comes in at 29,000 sq ft and includes a large, hi-tech auditorium, fully upgraded mechanical and electrical systems, and a new elevator.

Now in the design phase, the MODULE 7 CHILLER PLANT at the campus’ southern gateway will be expanding to further support campus growth. This project will expand MOD 7, adding 10,000 tons of cooling capacity to meet the increasing demand of the campus’ chilled water loop.

Construction began on the NEW COLLEGE HOUSE at 34th and Chestnut Streets in December 2013 with expected completion by Fall 2016. At 200,000 sq ft, the new college house will establish a gateway to campus at the northeastern corner of the University and host up to 350 undergraduate students and 15 faculty and staff in three and four-bedroom suites, each including private bathrooms and living rooms. A dining facility with an adjacent 2-story multi-purpose room will be used for informal gathering and special events. Targeted for a minimum LEED Silver Certification, the building will implement best practices for waste recycling and storm water management, and will include a green roof.

RICHARDS MEDICAL RESEARCH LABS, which houses various Perelman School of Medicine labs and offices in three towers and common support in a central fourth tower, is undergoing a multiphase renovation plan. The first phase will encompass lab spaces in the D Tower and support spaces in the C Tower to accommodate Penn’s Center for Cognitive Neuroscience. This renovation project began in early 2014 and provides a prototype for future phases of work at Richard Labs.

PERRY WORLD HOUSE, to be located along Locust Walk at 38th Street, will become a central home for international engagement. Scheduled to open in August 2015, the World House will be a gathering place for faculty and students from all of Penn’s schools to interact and collaborate with world leaders, to address matters of global significance, and conduct innovative interdisciplinary research.
Penn Medicine’s **SOUTH PAVILION EXPANSION** which began construction in Spring 2012, will add five stories of clinical care to the Perelman Center for Advanced Medicine (PCAM) and be directly linked to the existing central atrium and amenities of the facility. Expected to be completed in Winter 2014-2015, this facility will form the base of a future phased research and office tower above.

Aligned with the phased master plan for the Perelman Center for Advanced Medicine, the proposed three-story **JORDAN MEDICAL EDUCATION CENTER** will be built above the South Pavilion Expansion. This $63.5m project will reinforce the opportunities for translational medicine between students, faculty, researchers and clinicians. Expected for completion in 2015, the education center will provide state-of-the-art facilities for the students in the Perelman School of Medicine and offices for faculty and research nurse coordinators.

The West Philadelphia Trust Building at the corner of 36th and Walnut Streets will be renovated and, with an addition, transformed into the **RONALD O. PERELMAN CENTER FOR POLITICAL SCIENCE AND ECONOMICS** to house Penn’s political science and economics departments in one central location. Construction is scheduled to begin in Fall 2015, with occupancy to follow in Spring 2018.

Construction of the **NEURAL-BEHAVIORAL SCIENCES BUILDING**, a new 78,000 sq ft building, began in December 2013 and is scheduled to open in 2016, housing the Biology, Psychology, and Biological Basis of Behavior programs. The building will feature state-of-the-art research laboratories, teaching facilities, an auditorium, a café, and spaces specifically designed to foster interaction. Slated to be the campus hub for life sciences, the Neural-Behavioral Sciences Building will consolidate many of the life sciences students and faculty members into one building, paving the way for unparalleled exchange, collaboration, and integration of knowledge.

Penn's continuous effort and dedication to enhance the college house system, numerous renovations have been completed and are underway to renew and upgrade university housing. **KINGS COURT ENGLISH COLLEGE HOUSE** underwent a $10m renovation project in Summer 2011. New bathrooms, hallways, furniture and floors were installed, stairs and lighting were updated, and student rooms were repainted and outfitted with new window coverings. In Summer 2012, **MAHER HALL** completed an $8.5m renovation project, its first renovation since originally constructed in 1964. The overhaul included brand new flooring throughout the building and extensive electrical infrastructure improvements, as well as new bathrooms, fixtures, kitchenettes, and furniture in all student rooms. The college houses of the **QUAD** also underwent renovations in summer 2012, culminating in painted and refreshed finishes in 950 student rooms, 160 bathrooms, kitchens, and various public spaces, in an $7m project budget. Most recently, at **GREGORY COLLEGE HOUSE**, a two-part renovation project has begun, to significantly improve its facilities. Phase one occurred during Summer 2013 and phase two will take place in Summer 2014.

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**$7m**

Spent on improvements to the College Houses of The Quad during Summer 2012.

**COLLEGE HOUSE RENOVATIONS**

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Open Space & Landscape Design

SHOEMAKER GREEN
was completed in Fall 2012 and provides the community with 2.75 acres of green space. Costing $8.5m, Shoemaker Green is a welcoming open space of lawns, tree-lined walkways, and seating areas in the core of campus. Also a model for sustainable campus design, Shoemaker Green will help to reduce runoff through an innovative stormwater management system, improve water quality, and create native plant and animal habitats. Shoemaker Green was awarded two stars as a Sustainable Sites Initiative (SITES) pilot project for landscape design.

EDWARD W. KANE PARK
located in front of the Hospital of the University of Pennsylvania (HUP) and the Penn Museum of Archaeology & Anthropology at 33rd and Spruce Streets, opened in early December 2012. On a $2.57m project budget, the ½ acre Edward W. Kane Park transformed an asphalt parking lot into a picturesque green space that features benches, lighting, seasonal plantings, street trees, decorative paving, and a lawn area.

The LENAPE BOTANICAL GARDEN came into full bloom in May 2013. Elements of the garden design, as well as the species of plants used in this space at the Greenfield Intercultural Center, all relate to the themes and environment embraced by Native Americans.

Landscape design during this period also included restoration of the FELS GARDEN at 3814 Walnut to its 19th century standard, significant maintenance to the CLASS OF 1986 AMPHITHEATRE on College Green, and hardscaping, benches, and plantings at the PENN WOMEN’S CENTER GARDEN. The landscaped area next to the RINGE Squash Courts provides an important passageway between Shoemaker Green and Penn Park. This small area sees a good deal of foot and bicycle traffic, and so has been attractively landscaped and well-lit. The redevelopment of 1920 COMMONS included redesign of the outdoor patio, with an attractive trellis, new seating and pavers. Outdoors at STEINBERG HALL-DIETRICH HALL the trellis was rebuilt with reclaimed ipe wood and awaits regrowth of the wisteria vine. The courtyard at Steinberg-Dietrich is now an attractive gathering place featuring an active water fountain and granite amphitheater. Landscaping improvements in the SOUTH PRECINCT of campus, which includes those areas south of Spruce Street, include the creation of a parklet at Blockley Hall and a well-lit, secure corral for about 180 bikes.

157,400 sq ft of open space was added during FY12 and FY13 — including Shoemaker Green, the lawn in front of the Singh Center, and Kane Park. This is in addition to the 24 acres recently added by Penn Park. Overall, 221,285 sq ft of open space has been improved or renovated, including courtyards, gardens, and athletic fields.
Penn Connects 2.0: A Renewed Vision For the Future

The Penn Connects plan, launched in 2006, is a blueprint for Penn’s land use, urban design, and campus development. Penn Connects 2.0 (2011-2015) builds upon the accomplishments of Phase I of that plan, simultaneously advancing the planning and design vision for the campus. The renewed vision is based on four principles relating to connectivity, sustainability, and educational growth. These principles coalesce around five themes that communicate the priorities of Penn Connects 2.0 and set the stage for five years of facilities services in support of heightened knowledge integration through academic pursuit, translational science, community and global engagement, enhanced undergraduate life, and campus development and modernization.

The Five Themes

Penn Connects: 12 OUTSTANDING SCHOOLS encourages integration, exchange, and collaboration of knowledge between Penn’s 12 schools. This theme supports Penn’s mission of interdisciplinary pursuit by embarking on academic priority construction projects within the core of the campus, enhancing and reinforcing the compact urban design, and dramatically renovating and reinvesting in existing academic facilities.

Penn Connects: RESEARCH AND CLINICAL CARE focuses on the interdisciplinary and collaborative research discovery and clinical care opportunities that are afforded to students and faculty members due to the physical proximity, renovations, and open designs of Penn’s medical facilities.

Penn Connects: CAMPUS AND COMMUNITY involves the development of open spaces and projects to effectively establish a University presence, advance local community engagement, and physically and meaningfully connect Penn to the surrounding urban environment.

The Four Principles

1. Focus the academic mission in the core campus, highlighting the integration of Penn’s outstanding 12 schools
2. Encourage connections within and beyond the campus to embrace interdisciplinary academic pursuit, research discovery, and clinical care
3. Develop vibrant living and activity spaces that support the learning environment
4. Employ university sustainability goals and objectives to inform future development. In particular, balance new construction with adaptive reuse opportunity

Penn Connects: LIVING AND LEARNING promotes the integration of knowledge outside of the classroom. This theme enhances housing, learning, study centers, sports, recreation, and mixed use facilities throughout the campus.

Penn Connects: PAST AND FUTURE furthers integration of knowledge via reinvestment and new growth. Penn Connects 2.0 supports this through a number of new projects and campus expansion sites.
As part of an overall educational and transparency effort on utility management, the FRES and Green Campus Partnership websites now link to a **REAL-TIME ENERGY TICKER**. It is updated every five minutes, providing the current, regional wholesale price of electricity — making people aware of the costliest times for energy use and encouraging conservation.

Also displayed on the FRES website is a graph of the campus’ electrical demands on a given day, along with a comparison of the same day in the previous year, and corresponding temperatures and humidity levels.

The Division of Facilities and Real Estate Services extensively contributes to the initiation and achievement of University sustainability initiatives through energy management, waste management and recycling, sustainable design, and frequent collaboration with various constituents around the University and the City of Philadelphia. The Vice President of FRES chairs the Environmental Sustainability Advisory Committee (ESAC), a group of faculty, staff, and students who advise the President on environmental sustainability issues in order to progress on Penn’s *Climate Action Plan*. Numerous FRES staff members sit on one of ESAC’s six subcommittees: Academics, Physical Environment, Energy and Utilities, Waste Management and Recycling, Transportation, and Communications.

Utility Management

The Operations and Maintenance Department (O&M) manages campus-wide energy related initiatives, provides technical support to construction projects and service contracts, and facilitates special events on campus.

In 2010, Penn entered into a 20-year **STEAM SUPPLY AGREEMENT** with Veolia Energy North America to receive steam for all campus systems that require thermal energy, about 56% of Penn’s energy usage. As a result of Penn’s supply agreement, Veolia invested $60m to build two new natural gas fired rapid response boilers and to expand their natural gas delivery pipeline. These upgrades, completed in January 2013, improved reliability and reduced carbon emissions more than 25% for all steam users in the region.

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The Operations Control Center in FRES can now better regulate utilities at the building level at a significant number of locations on campus thanks to the installation of **UTILITY METERS** that monitor building performance relating to steam, chilled water, and electric power. At the end of FY13, 322 utility meters had been installed across campus, completing 82% of the total number of meters in those buildings where their installation is planned. The remainder will be installed by the end of June 2014.

The 2012 Power Down Challenge resulted in a combined savings of 71,000 kWh across Penn’s campus over the course of three weeks. Eleven campus buildings and all 12 college houses participated and kept track of the competition through the Building Dashboard, an online interactive tool that allowed teams to view their own and competitor energy usage, the Twitter feed (@GreenPenn), and Facebook postings.

### Campus Electrical Demand

![Electric Usage](image)

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**Number of utility meters installed across campus by the end of FY13: 82% of planned installations.**
Green Programs

The **GREEN OFFICE CERTIFICATION PROGRAM** was launched, recognizing staff and faculty efforts to green their daily activities and workplaces. Offices accumulate points and attain certification levels 1-4 through the completion of designated sustainable actions. Fifty-five offices across campus have received one or more levels of certification and three have achieved Level 4 Certification.

Through the **CLASS TREE PROGRAM**, carried out with Penn’s Morris Arboretum, a tree is planted on Penn’s College Green in the name of the graduating class. This recent tradition maximizes student environmental engagement. The classes of 2012 and 2013 dedicated a Yellowwood and Chestnut Oak, respectively, as their Penn Trees.

Through the **GREEN LABS PROGRAM** provides Penn laboratories with an outline and checklist for lab “greening” through energy and water conservation, waste reduction, and purchasing. Labs that commit to actions on the checklist receive a Commitment Sticker to prominently display in the lab.

Through partnerships with Philadelphia Parks & Recreation and the Pennsylvania Horticultural Society, FRES continued to sponsor the **CREATING CANOPY TREE GIVEAWAY PROGRAM**, supplying nearly 500 free yard trees to homeowners of the University community over the last three years, along with tree planting and care education.

**GREEN FUND PROJECT HIGHLIGHTS**

Financed by FRES, the **GREEN FUND** provided 22 grants for innovative green projects in the past two academic years, totaling 49 project grants since the fund’s inception in Fall 2009.

**Fall ’11:** Organic Compost Tea Program, Ice Rink Water Density System, Chemical Inventory and Waste Management System, Penn Sustainability Review, One Towel At A Time: Ozone Washing Machine, Murphy Laboratory Building Energy Audit, PennCycle: Bike Share Pilot, PennRoutes Shuttle Efficiency System, Franklin’s Farmers

**Spring ’12:** Recycling Room at The School of Engineering and Applied Sciences, Digital Shower Timers Project, Electric Vehicle Pilot at School of Arts and Sciences, Green Cleaning Initiative, Hand Dryer Pilot Project in Ware College House

**Fall ’12:** Civic House Passive House Study, The Effectiveness of Stormwater BMPs and Low-impact Development (LID) at Shoemaker Green, Lenape Botanical Garden, Composting at Penn Museum

**Spring ’13:** Bike Repair Stations, GreenVote App, Green to Go Dining, Ben’s Attic Enhancements
The **ECO-REPS**, Penn’s environmental leadership program, has expanded to include **ATHLETICS ECO-REPS** as well as Green Teams within the Staff/Faculty Eco-Reps Program. The Athletics Eco-Reps are a group of student athletes that formed in 2012 to promote environmental consciousness in Penn’s athletic communities. Thirteen Athletics Eco-Reps represented 11 varsity teams. The **GREEN TEAMS** within participating departments act as environmental ambassadors and assist the Faculty/Staff Eco-Reps in coordinating and executing sustainability projects, events, and creative informational campaigns.

Green Campus Partnership and Stouffer College House conducted a pilot program to recognize students who exhibit environmental conscientiousness on a personal level. Participating students earn points for their green lifestyle choices, to receive a **GREEN LIVING CERTIFICATION** sticker to display. The program expanded to all college houses in the 2013-2014 academic year.

Penn has created a **STORMWATER MANAGEMENT PLAN** to increase environmental sustainability and green space, and reduce utility costs associated with stormwater runoff. The plan has included the evaluation of buildings for the potential of green roofs and the identification of areas to consider for porous pavement conversion, bioretention, and subsurface infiltration/detention. As future campus development is proposed, project planners and designers will be directed to review the stormwater master plan to determine if their projects can accommodate stormwater storage.

**M.I. GREEN** is the New Student Orientation (NSO) engagement program that educates incoming students about sustainable lifestyles and about the University’s **Climate Action Plan**. M.I. GREEN 2012 closed with 15 tons of cardboard recycled, 1,000 CFL bulbs distributed, and 900 students signed up for Green Campus Partnership’s e-newsletter.

**ORGANIC COMPOST TEA PROGRAM**

In an effort to employ more organic solutions in Penn’s landscape maintenance, FRES has begun treating campus soil, grass, turf, and plants with **COMPOST TEA** an all-natural substance that improves soil and vegetation health, thereby decreasing weed growth and the necessity for pesticides. Created by sending campus food and paper waste to an off-site facility for an eight-week water soaking process, each tank of compost tea holds 250 gallons. Penn’s Urban Parks staff started the ongoing compost tea applications in summer 2012, spraying 20 campus green spaces with the tea.
Green Academic Initiatives

Facilities and Real Estate Services coordinates with the Academic Sub-Committee of the Environmental Sustainability Advisory Committee (ESAC) and works with the Office of the Provost, students, and faculty to encourage University-wide support of sustainability education.

INTEGRATING SUSTAINABILITY ACROSS THE CURRICULUM (ISAC) summer program began in 2012 and has paired eight undergraduates with faculty members to develop and revise 14 sustainability-focused courses. Resulting courses planned for the 2013-2014 academic year include Landscape Sustainability, Critical Approaches to Popular Culture, and Metropolitan Nature.

FRES contributes funding to the BENJAMIN FRANKLIN SCHOLARS (BFS) COURSE DESIGN GRANTS to support faculty proposals for new BFS seminars incorporating sustainability themes. Examples include Environmental Management Law and Policy (Wharton, Fall 2012) and Where the Wild Things Aren’t: Zoos, Science Museums, and the Culture of Nature (School of Arts and Sciences, Fall 2014).

The VAGELOS INTEGRATED PROGRAM IN ENERGY RESEARCH (VIPER), is an innovative, dual-degree undergraduate program jointly offered by the School of Arts and Sciences and the School of Engineering and Applied Science. Students in the VIPER program share an eagerness to apply science to energy research - with an added flavor of environmental awareness.

The SUSTAINABILITY COURSE INVENTORY is a comprehensive list of sustainability related and -themed courses offered at the University. Created to expand awareness of the broad range sustainable learning opportunities, these courses can be found in departments such as History, Education, Economics, Geology, Architecture, African Studies, and Mechanical Engineering as well as in the professional schools, including Law and Medicine.
The strategic planning, management, and operation of the non-academic property for the University falls under the responsibility of Facilities & Real Estate Services. Partnerships are the hallmark of the work of the Real Estate department in FRES: In collaboration with several Philadelphia-area real estate brokerages, this department identifies opportunities for commercial, retail and real estate development.

The Real Estate Department assists University Schools and Centers with space planning by seeking and obtaining **LEASED LOCATIONS** that may be used for increased office or research space in the greater Philadelphia area and international locations.

In early 2013, construction began on **EVO AT CIRA CENTRE SOUTH**, a housing project targeted toward graduate and professional students. Set to open in Fall 2014, the 33-story building located at 30th and Chestnut Streets will provide extensive amenities such as a concierge service, media room, fitness center, study lounges, a library technology center, and a rooftop swimming pool. This $158.5m project is expected to achieve LEED Gold certification.

The acquisition of this 23-acre parcel of land just south of the University Avenue Bridge – the former DuPont Labs site – has yielded an important area to accommodate campus growth as well as free up valuable core campus space. **PENN’S SOUTH BANK** will support a dynamic campus environment that drives technology-led economic development, fosters broad-based collaboration with Penn’s leading researchers, supports business innovation, and promotes the development, transfer, and commercialization of cutting-edge research. With current tenants ranging from Transit Services to the Penn Vet Working Dog Center and The Free Library of Philadelphia, long-term master planning for this site is underway in coordination with the Philadelphia Industrial Development Corporation (PIDC) and Schuylkill River Development Corporation (SRDC) as an element of the Lower Schuylkill Development Plan.
Piper Boutique is a small, trendy, and affordable women’s fashion store that opened in October 2011 at 140 South 34th Street.

Medical professionals, staff, patients and other visitors to the University of Pennsylvania Hospital University City campus enjoy a retail selection that was recently upgraded to include Jimmy Johns, Gia Pronto, and Wholly Cow Chocolates.

Gia Pronto café reopened in April 2013 with an expanded menu and on-site kitchen at a new location on 3736 Spruce Street. Cinemark Motion Pictures at 4012 Walnut Street renovated its 6-screen movie theatre along with its bar & grill. The Wawa at 38th & Spruce Streets was completely redesigned in the Summer of 2013 to follow a new floor plan prototype, with Penn-specific imagery decorating the walls. As part of the opening celebration, Wawa made a donation to support the work of the Penn Vet Working Dog Center.

Blue Mercury at 3603 Walnut Street is a source for beauty, skin, and haircare products and services.

Eager to receive input from the communities it serves, FRES conducted a series of Focus Groups and an online survey on retail options on and near the Penn campus in Spring 2013. Responses about services such as banking and salons, restaurant options and shops for food, clothing and other necessities inform updates to retail master planning. The University uses this plan to seek out and secure a variety of tenants to meet the needs of students, faculty, staff, and neighborhood residents.

Brysi Cafe at 233 South 33rd Street offers good-for-you salads, sandwiches, energy drinks, and smoothies.

Opened in September 2012, Harvest Seasonal Grill & Wine Bar at 200 South 40th Street offers a healthy, seasonal, and local menu with paired wine selections.

Adolf Biecker Studio at 138 South 34th Street is a spa and salon with a wide range of services.

Doc Magrogan’s Oyster House at 3432 Sansom Street opened in July 2012, a seafood house serving daily selections of more than 20 different oysters as well as fresh caught crabs, shrimp, scallops, and larger seafood entrees.
Neighborhood Initiatives

Dedicated to contributing to the development of a better quality of life for Penn and its surrounding community, FRES sponsors an array of cultural venues and local events that draw attendance from across the city and performers from around the world.

Each year, the University City District, The Rotunda, FRES, and Penn’s Division of Public Safety produce the 40TH STREET SUMMER SERIES, a free family-friendly outdoor concert series in University City hosted on the green-space at 40th and Walnut Streets. In 2013, the Summer Series expanded to five Saturday concerts, as it continued to host world-renowned performers and support festive activities and entertainment. The diverse concert roster has included artists representing genres such as Middle Eastern, Jazz, Tropical, and Blues. An estimated 350-450 people attended each performance.

The NEIGHBORHOOD PRESERVATION AND DEVELOPMENT FUND was created as a partnership between the University of Pennsylvania, the University of the Sciences, and Fannie Mae with the goal of helping sustain moderate-cost rental housing in University City. While the partnership has changed, the mission remains the same. Now more than five years along, this program continues to fund apartment building rehabilitation and leasing at below-market-value prices, with about 400 units in 25 buildings.

Through the ARTS EDGE program, FRES and Kelly Writers House offer space for a year-long residency to an emerging writer in an effort to support their work and foster an environment that will inspire innovative writing and enrich West Philadelphia. The 2012-2013 resident is a writer, actor, and musical performer who frequently teaches workshops on performance composition and queer performance culture. His one-man show at The Rotunda in March 2013 marked the first time an Arts Edge resident formally collaborated with The Rotunda during residency.

The 40th Street ARTIST-IN-RESIDENCE Program awards West Philadelphia artists one year of free studio space at 40th and Chestnut Streets. In exchange, each artist shares his/her experience with West Philadelphia by leading workshops, teaching classes, and exhibiting in the area. Founded in 2003, the program addresses the need for studio space in West Philadelphia, assists artists with career development, and makes the 40th Street area a nexus for visual arts. A diverse range of artists is chosen for the program and their specialties include painting, collage, photography, installation, illustration, and video.

The University is an official sponsor of the annual PHILADELPHIA FILM FESTIVAL, held for 10 days in October, hosting screenings, parties, and special events throughout the city, including opening and closing nights in 2011 and 2012 at Penn’s Annenberg Center.

As the longest running university sponsor of the PHILADELPHIA FRINGE FESTIVAL, Penn hosted many festival productions in September 2012, including five at The Rotunda’s Sanctuary. The University continued sponsorship in Fall 2013.

APPLAUSE FOR THE ROTUNDA
Best of Philly 2012 in the Small Music Venue Category by Philadelphia Magazine (nominated)
Best Culture Venue 2013 by Philadelphia City Paper (nominated)
2013 Philadelphia Knight Arts Challenge $7,000 grant from The John S. and James L. Knight Foundation
May 2013, The Penn Provost Interdisciplinary Arts Fund
$8,000 grant for the production of the school version of Avenue Q

THE ROTUNDA, at 4014 Walnut Street, serves as a community gathering space intended to fuel meaningful partnerships between Penn and surrounding neighborhoods through the arts. The majority of the Rotunda’s 300 events are free and nearly 20,000 people of all ages gather here annually for live music, film, spoken word, theatre, art exhibitions, dance, yoga, lectures, support groups, parties, and afterschool programs.
Facilities and Real Estate Services continues to improve the way services are delivered to the campus through the introduction of new programs and technology and a focus on continued process improvement. For the purpose of maintaining Penn’s historic campus buildings and landscapes, and infusing elements of environmental sustainability into all projects, FRES provides education, incentives, and in some cases, seed money, to schools and centers to raise interest in getting work done.

Process Improvements

LEAN PROCESS IMPROVEMENT, a FRES initiative to streamline the work flow process for maintenance requests, rolled out in 2009, now reaches 23 shops and covers 9 support processes. Since these shops have successfully maintained reductions in the number of days to close work requests — an average 43% decrease in work order duration — the team continues to examine FRES processes to identify root causes and fix bottlenecks, and to transition their attention from corrective to preventative maintenance.

Across the business of FRES, attention has been given to the processes of CONTRACT REVIEW AND PROCURMENT. Since January 2012, Design & Construction has implemented an A/E On-Call program through which FRES can select architectural and engineering services for certain types and sizes of projects without taking each piece of design work out for bid. This has greatly increased workflow efficiency, as has the standardization of contracts for both Construction Management and Construction Services. The Operations & Maintenance team has competitively procuring services and more actively managing vendors. O&M’s new process to formalize contracts has resulted in an increase in the number of contracts signed or re-signed by vendors in a timely manner.

SAFETY remains O&M’s number one priority. More than $1.7m was spent on life safety projects in FY12 and FY13 in total, much of it in collaboration with the City of Philadelphia and the University’s departments of Environmental Health and Radiation Safety and Risk Management.

To position FRES for future success, HUMAN RESOURCES has worked to expand the organization as there has been an increased need for an expanded skilled workforce. In FY13, 11 new positions were added across the division. In alignment with the rest of the University, all FRES employees now use the online performance management system. The hiring process for Trades has been formalized as have the Staff and Housekeeping hiring processes. In addition, recognition for FRES retirees has been standardized across the organization.
FRES continues to offer several different incentive programs to schools and centers, including: Energy Reduction Fund (ERF), Matching Facilities Renewal Fund (Matching FRF), Century Bond funds, Green Fund awards, and a Recommissioning program. Through these collaborative efforts, FRES leverages available funding to get more work done than might otherwise be possible by either our division or the schools and centers on their own.

With the intention of bringing existing buildings back up to the level at which they were designed to operate, the Recommissioning program evaluates facilities and then recommends maintenance and repair. This process, begun during 2007 but fully launched in 2010, has identified many energy-saving opportunities (ESOs). Over this cumulative time period, ending June 2013, the Recommissioning team had identified 386 ESOs with a potential campus-wide energy reduction of 6.7%. Among these, 172 have been implemented, reducing campus energy usage by 5.3%. Also of note, 39 ESOs are in progress, and 36 have been transferred to the ERF program.

Since 2010, the Matching Facilities Renewal Fund has enabled schools and centers to apply for matching funds for capital improvements. This program provides a 1:1 match to school contributions for immediate and high priority FRF projects. More than $17m has been awarded via the Matching Facilities Renewal Fund program since 2010, nearly $13m of that in FY12 and FY13. Projects that have benefitted from this funding in this period include replacement of the windows in Hutchinson Gymnasium, the air handling unit in the main clinic at the School of Dental Medicine, and the radiology infrastructure in the west wing of the John Morgan building.

The Energy Reduction Fund (ERF) is a self-sustaining fund in which the dollar savings generated by these projects is reinvested to fund future ERF work. Over time, the amount in this fund will decrease, as schools and centers take on energy efficiency projects themselves. Eleven projects totaling $9.5m were selected for FY13 ERF funding in December 2012. Three are in construction, five are being studied or are in design, and three are being estimated to support capital project approval.

The Matching Facilities Renewal Fund (FRF) provides a 1:1 match to school contributions for immediate and high priority FRF projects. Most recently approved projects in FY12 and FY13 include the replacement of the windows in Hutchinson Gymnasium, the air handling unit in the main clinic at the School of Dental Medicine, and the radiology infrastructure in the west wing of the John Morgan building.

The Century Bond program, Facilities and Real Estate Services will be managing many projects on campus that will improve building energy efficiency while addressing deferred maintenance. The projects will include upgrading to T12 lighting (imperative as these bulbs are no longer manufactured), and incandescent lights, in approximately 45 buildings.

As part of the Century Bond program, Facilities and Real Estate Services will be managing many projects on campus that will improve building energy efficiency while addressing deferred maintenance. The projects will include upgrading to T12 lighting (imperative as these bulbs are no longer manufactured), and incandescent lights, in approximately 45 buildings.

The amount spent on life safety projects in FY12 and FY13 in collaboration with the City and Penn EH&RS is $1.7m.
IT Improvements

In coordination with University ISC resources, FRES has increased the focus on **CYBER SECURITY** both in the area of systems and people. FRES IT has conducted mandatory security training sessions for all users and, as part of a cross-disciplinary team, completed a cyber-security plan to comply with the more rigorous standards required for the imminent introduction of real-time metering across campus. This plan will also serve as a guideline in the upcoming **SCADA SYSTEM** implementation, in addition to completion of the PECO/Department of Energy Smart Grid grant. SCADA is a centralized computer management system that oversees the operations of campus buildings and related infrastructure. Security requirements have been incorporated in all new project initiatives and the FRES network evaluated to determine where we can reduce our risk in today’s cyber environment.

**ENHANCEMENTS TO KRONOS**, a time management application, have been implemented over the last two fiscal cycles, expanding its timekeeping functions to include a new leave management component for FMLA cases and leaves of absence, and a pilot of an automatic overtime distribution and tracking module in Housekeeping. Timing has been good for the implementation of **VIRTUAL PREMISE**, the software program that tracks and manages the details of all lease contracts. With an upcoming change to lease accounting rules anticipated, this system will allow the seamless integration of this new information.

**MOBILE DEVICES** were introduced to trade staff and managers to further support the Lean Process implementation. The new technology now provides real time access to work order information from the field. An additional web tool, created for the Penn community, allows customers to enter work requests directly. These requests are then accessed and routed by the O&M organization. The introduction of these two tools has improved response time, access to information and efficiency.

**E-BUILDER**, a capital project management software used by FRES for all major construction and renovation projects, is now fully deployed. In coming months, the team plans to further develop the system’s reporting and workflow capabilities.
Facilities and Real Estate Services hired a total of 212 new employees in FY12 and FY13. FRES holds an Annual Employee Recognition Luncheon for those employees celebrating milestones in their years of service with Penn. Three employees celebrated 40 years of service in 2012 and one in 2013. All staff continue to benefit from professional development, technical and compliance training, and improved standardization, automation, and human resource processes. Leadership continues to develop internal programs for all staff to encourage retention and further enhance productivity and work-related knowledge.

The **STEP-UP REWARD AND RECOGNITION PROGRAM**, FRES’s official recognition program highlights, encourages, and provides a means to recognize FRES staff for exemplary behavior that demonstrates the following attributes: Safe Work Practices, Teamwork, Eminent Service, Pioneering, Urgent Action, and Proactive. STEP-UP awards are identified in each quarter — 186 Step-Up awards have been distributed since 2011.

The **FRES ENGAGEMENT COMMITTEE** was established in May 2012 to coordinate programs for FRES staff throughout the year, encouraging them to participate in diverse activities within FRES and the Penn Community. With approximately 16 members, the Engagement Committee has held FRES Blood Drives and participated in a Holiday Gift Drive as well as a Take Our Children to Work Day.

Each year, the **ALL FRES ANNUAL UPDATE MEETINGS** are held over the course of one week to update and inform all employees about FRES’s recent accomplishments, statistics, and department-specific highlights and goals. All FRES employees attend and are encouraged to bring any and all FRES-related questions, comments, and concerns to be addressed by the division leadership.

**FRES UPDATE MEETINGS** were held four times in FY12 and three times in FY13, inviting leadership from schools and centers to present their office’s role at the University and collaboration efforts with FRES management. Each meeting focused around a different theme, including Energy at Penn, the Century Bond Program, and the History of South Bank.
The **FRES ANNUAL LEADERSHIP RETREAT** was held over two days in Fall 2011 at in the Agora Room at the Annenberg Public Policy Center; and in the UPHS PCAM Executive Board Room to discuss the topic, Mastering Organizational Politics, Influence, and Alliances. In Fall 2012, FRES Leadership met at Dunning Coaches Board Room overlooking Shoemaker Green with the theme, Strengthening Organizational Leadership and Communications. Two follow-up sessions were held to encourage staff accountability for implementing 30-day individual performance action plans.

**FRES WOMEN IN MANAGEMENT PROGRAM** continues to bring together management-level female employees on a monthly basis to offer mentorship, professional support, guidance, and encouragement. Female leaders from around the University and beyond are invited to speak on their career path and offer advice to FRES women.

Operations & Maintenance holds an **EDUCATIONAL SERIES** to help their team and building administrators better understand how the campus buildings function. In 2012 and 2013, twelve seminars were held, with topics including preventative maintenance, design and construction capital projects, and becoming a better building steward.

In Spring 2013, FRES supervisory and management staff took **MYERS-BRIGGS AND FIRO-B ASSESSMENTS** to explore their leadership styles, strengths, and challenges. After the assessment, staff attended a workshop entitled, “The Art of Working with Other People.” They participated in follow-up discussions on their leadership portraits and designed plans for improving their leadership skills and further developing interpersonal relationships. Managers were then asked to take these assessments back to their teams.

As a division of an institution of higher learning, FRES takes seriously its role in mentoring and education. FRES has hosted **HIGH SCHOOL AND COLLEGE INTERNS**. Co-op students from Drexel and Temple have worked with our staff in each department of FRES. Students from the ACE (Architecture, Construction, Engineering) Mentor Program of Eastern Pennsylvania have also visited FRES.
The many initiatives and projects from FRES’ five departments were internally communicated and externally promoted via website, e-newsletters, and social media. Through FRES’ own media relations efforts, and in partnership with University Communications, campus buildings, green spaces, sustainability initiatives and development projects received attention from Penn publications, local radio, top media market newspapers, and local and national blogs.

The FRES WEBSITE, the main hub for information from this division of the University, underwent major upgrades in the past two years. In 2012, a new section for the Penn Community debuted, accessible to staff members with a PennKey. This section is the portal to training and educational presentations, project forms, and FRES Intranet content. Additionally, facilities.upenn.edu was relaunched in Spring 2013, redesigned in alignment with the University design template. The new version features updated links, enhanced contact information, reconfigured content, and redrawn campus maps that highlight new parks and buildings, as well as campus art and bike racks. An average of 22,300 unique visitors use the FRES website each month.

The FRES E-NEWSLETTER, distributed electronically to nearly 300 employees each semester, shares FRES news on upcoming events, project updates, real estate news, sustainability initiatives, departmental awards and accolades, and employee recognition.

The public can find project statuses, renderings, photos, and a list of press coverage on the PENN CONNECTS WEBSITE, pennconnects.upenn.edu, the online version of the Penn Connects campus development plan.

Average number of New Visitors, each month in 2013, to the Green Campus Partnership website.
Increasingly, the Green Campus Partnership is communicating through **SOCIAL MEDIA**. The distribution of “green” news has become more relevant and timely through postings to Twitter (@GreenPenn) and on the Facebook page (Penn Green Campus Partnership).

The **GREEN CAMPUS PARTNERSHIP E-NEWSLETTER**, *The Red & Blue On College Green*, shares news about sustainability initiatives and upcoming events and programs across campus. Published several times per year, this green e-newsletter reaches more than 6,000 members of the Penn community and the interested public.

The **GREEN CAMPUS PARTNERSHIP WEBSITE**, revamped and relaunched in Fall 2012, continues to be a user-friendly repository of information regarding the University’s sustainability initiatives and programs, and progress on the goals outlined by the *Climate Action Plan*. About 2,850 visits, on average, are made each month to upenn.edu/sustainability.
AWARDS & RECOGNITION

2013 Models of Excellence for
  Lean Process Improvement Team & Electricity Literacy
  University of Pennsylvania

Tree Campus USA
  4th Consecutive Annual Designation
  Arbor Day Foundation

The Wall Street Journal Best of 2013: Architecture
  "The Virtues of Restraint"
  Singh Center for Nanotechnology

International Sustainable Campus Network
  Recognition of Academic Component of Penn's Climate Action Plan

Brick in Architecture Awards Program
  2013 Best in Class — Educational (Higher Education) for Penn Law Golkin Hall

George A. Weiss Pavilion at Franklin Field
  2012 Grand Jury Award
  Preservation Alliance for Greater Philadelphia

Excellence in Planning for an Existing Campus
  2013 Honor Award for Penn Connects
  Society for College and University Planning

2013 Best of Year Award Education: Library
  Winner: Education Commons at Franklin Field
  Honoree: The Kislak Center for Special Collections, Rare Books, and Manuscripts in Van Pelt Library
  Interior Design Magazine

John S. and James L. Knight Foundation Grant
  Sanctuary
  University of Pennsylvania Provost's Interdisciplinary Arts Fund Grant Avenue Q
  The Rotunda

Green Power Challenge Winner
  6th Year of Recognition
  U.S. Environmental Protection Agency (EPA)

2012 Models of Excellence for Load Serving Entity
  Campus Energy Management Program Team
  University of Pennsylvania

University of Pennsylvania Law School Golkin Hall
  LEED Gold Certification
  U.S. Green Building Council

Wharton San Francisco Campus at Hills Brothers Plaza
  LEED CI Gold Certification
  U.S. Green Building Council

Horticulture Center of The Morris Arboretum
  2011 Land Development Award
  Montgomery County (PA) Planning Commission

2013 Models of Excellence for
  Load Serving Entity
  Campus Energy Management Program Team
  University of Pennsylvania
DIVISION LEADERSHIP

Anne Papageorge
VICE PRESIDENT

OFFICE OF THE UNIVERSITY ARCHITECT
David Hollenberg
University Architect

Daniel Garofalo
Environmental Sustainability Director

Chris Hanson
Data and Document Manager

Mark Kocent
Principal Planner

Robert Lundgren
University Landscape Architect

James Mann
Graphic Designer

Richard Russell
L&I Coordinator

DESIGN & CONSTRUCTION
Michael Dausch
Executive Director

Steve Becker
Director

Mariette Buchman
Director

Chris Kern
Director

Jennifer Wetzel
Director

Mike Vasko
Senior Capital Account Manager

REAL ESTATE OPERATIONS
Ed Datz
Executive Director

Dennis Flannery
Operations Manager

Laura Park-Smith
Director, Portfolio Management

Paul Sehnert
Director, Development Management

OPERATIONS & MAINTENANCE
Kenneth Ogawa
Executive Director

James Bean
Director, Labor Relations

John Hopler
Woodland Director

Gerry McGillian
Director, Technology Trades

Paul Ostrander
Locust Director

Betsy Robinson
Special Projects

Ben Suplick
Director, Engineering & Energy Planning

John Zurn
Director, Century Bond

ADMINISTRATION
Marilyn Jost
Executive Director

Karen DiMaria
Controller

Anita Hall
Financial Manager

Victoria Iannotta
Director, IT

Chereese Martin
Director, Human Resources

William McKeaney
Director, Finance and Accounting

Mike Stack
Director, Facilities Administration

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