

## Models of Excellence

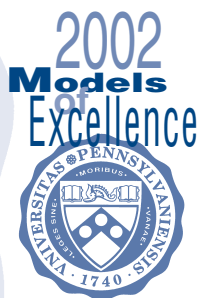
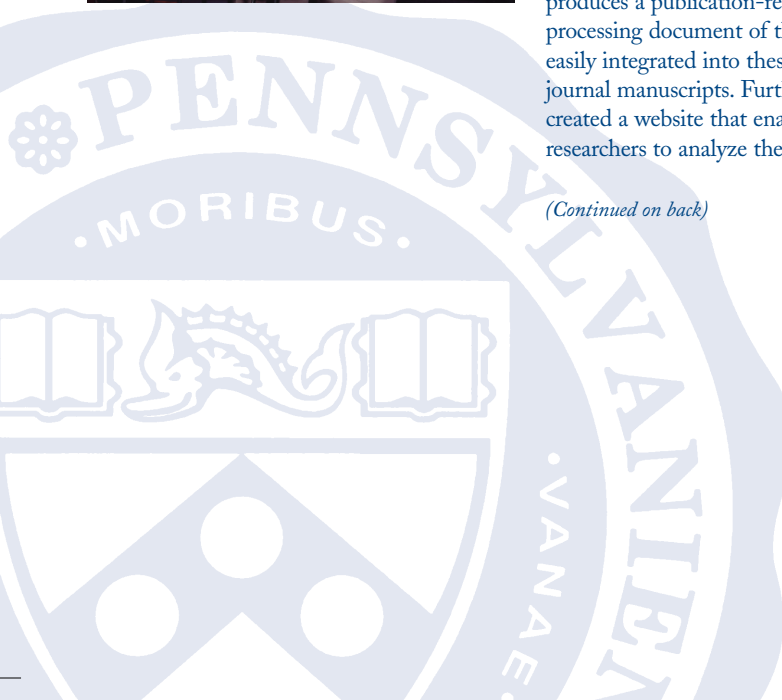
### **PATRICK J. CARROLL, Ph.D.**

Director, X-Ray Facility  
Department of Chemistry  
School of Arts and Sciences



Dr. Patrick Carroll is being honored for revolutionizing the speed, accuracy and reporting of x-ray crystal structure determinations, dramatically improving the outcomes and competitiveness of Department of Chemistry research. Recognizing the need for equipment upgrades, Dr. Carroll identified a funding source and obtained grant dollars for new equipment. He then designed hardware and software innovations that produced an instrument capable of rapid, automatic and reliable determination of small molecules. The enhanced capability of this equipment was so dramatic that structure determinations that previously took a week to complete now take one day. In addition, Dr. Carroll's innovations streamlined the process of data reporting. The new software produces a publication-ready, word processing document of the results that is easily integrated into theses and research journal manuscripts. Further, Dr. Carroll created a website that enables department researchers to analyze the structures of their

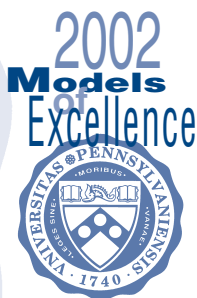
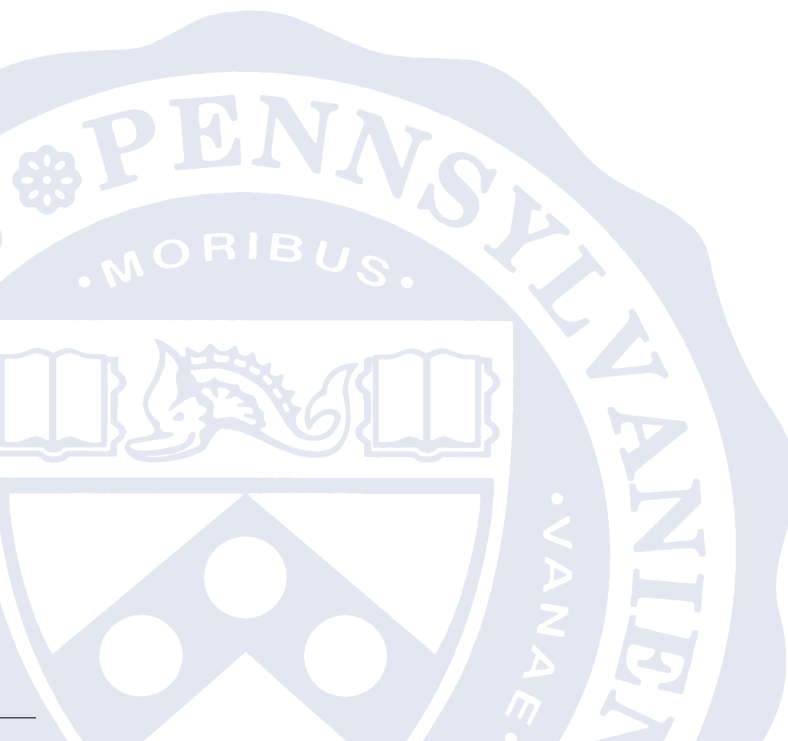
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## Models of Excellence

**PATRICK J. CARROLL, Ph.D.**

molecules and manipulate their data on their own computers. As a result of Dr. Carroll's efforts and innovations, Department of Chemistry faculty and students are able to tackle complex problems with a rate of success and confidence that puts them at a substantial advantage over investigators at peer institutions. These innovations reflect Dr. Carroll's extraordinary commitment to research and outstanding service to the faculty and students of the Department of Chemistry.



## Models of Excellence

### PENN ANIMAL BLOOD BANK NURSING TEAM

*(in order of appearance, from left to right)*

#### **Donna A. Oakley, CVT,VTS (ECC)**

Director of Nursing  
Director, Penn Animal Blood Bank  
School of Veterinary Medicine

#### **Kym Marryott**

Certified Veterinary Technician  
School of Veterinary Medicine

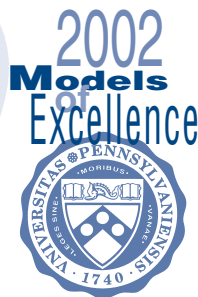
#### **Wendy L. Hatchett**

Certified Veterinary Technician  
School of Veterinary Medicine



Donna Oakley, Kym Marryott, and Wendy Hatchett, members of the Penn Animal Blood Bank (PABB) Nursing Team, are recognized for designing and implementing canine and small animal blood donor and blood collection systems that overcome significant challenges in the field of veterinary medicine. A canine blood shortage developed when an infectious disease spread through blood donor animals raised by veterinarians and kennels. The PABB nursing staff established a community outreach, canine and feline volunteer blood donor program, "Pets Helping Pets." Adapted from human blood-banking techniques, the volunteer donor program relies on developing relationships with breeders and owners of dogs and cats and taking a mobile unit to collect blood where the animals are, typically in the suburbs. Currently there are nearly 1,000 donor dogs and several hundred donor cats enrolled in the program. Another innovation of the PABB nursing team was a small animal closed blood collection system that makes it easier and quicker to collect blood donations from small donor animals and expands the usability of the blood components. They also implemented a system for maintaining meticulous records of blood sample sources

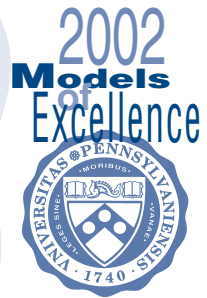
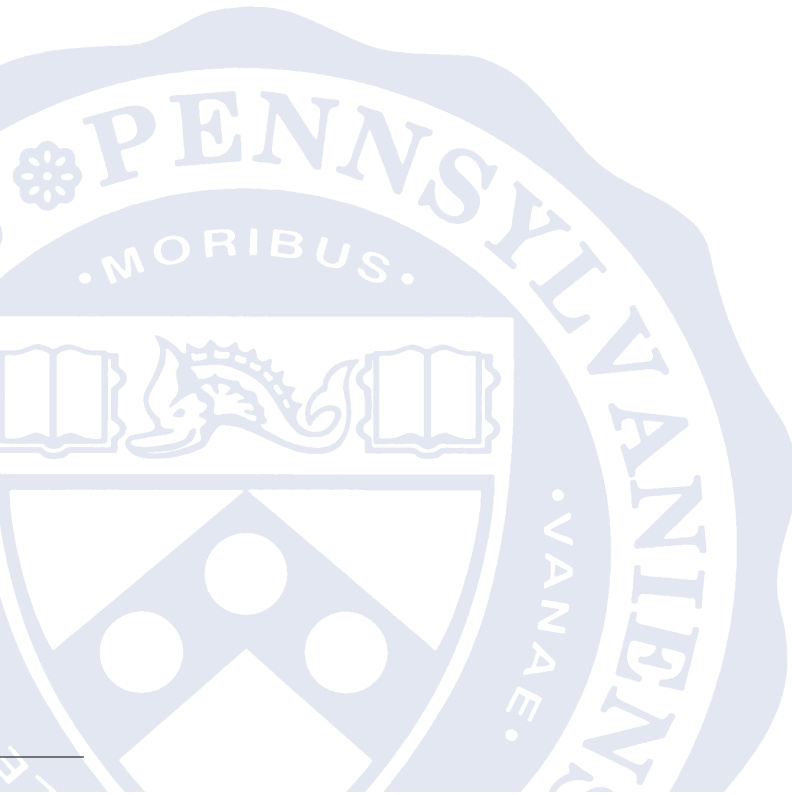
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## **Models of Excellence**

### **PENN ANIMAL BLOOD BANK NURSING TEAM**

and recipients, enabling them to track and ameliorate the impact of a disease found last year in donations. And last, but not least, they initiated a protocol that enables veterinarians throughout the east coast to call for emergency blood products for their patients any time, day or night. Thanks to the creativity, dedication, leadership and hard work of the PABB nurses, the Penn Animal Blood Bank now serves as a state-of-the-art animal blood bank being copied by institutions in the United States and abroad.



## Models of Excellence

### **PENN POLICE ACCREDITATION TEAM**

*(in order of appearance in photograph, from left to right)*

#### **Deputy Chief Michael J. Fink**

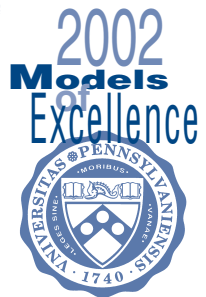
Deputy Chief of Operations  
University of Penn Police Department  
Division of Public Safety

#### **Lieutenant Gary Heller**

Commanding Officer  
Accreditation and Training Unit  
University of Penn Police Department  
Division of Public Safety



Deputy Chief Michael Fink and Lieutenant Gary Heller are selected as Models of Excellence for leading the University of Penn Police Department (UPPD) through a process to gain national accreditation. This arduous task started with Deputy Chief Fink's efforts to investigate the process for gaining accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Deputy Chief Fink, with the help of Lieutenant Heller, reviewed all UPPD directives, policies and procedures, compared them with the 439 standards mandated by CALEA, and made adjustments to comply with these standards. Next, they met with members of accredited agencies across the country to learn the best ways to introduce these changed practices and procedures into their department. They designed training programs and orientation materials to update UPPD officers on the expectations and requirements of the revised directives and policies. After four years of preparation, the University of Penn Police Department went through the accreditation process and became the first campus law enforcement agency in Pennsylvania to attain national accreditation. Ignited by their passion for the betterment of the Department, and by extension, the entire Penn community, Deputy Chief Fink and Lieutenant Heller dedicated themselves to virtually creating a new and better Penn Police force. This translates to a safer Penn campus and West Philadelphia community.



## Models of Excellence

### THE SFS “e-BILL” TEAM

*(Members of the SFS “e-Bill” Team,  
in order of appearance in photograph, from left to right)*

#### Back row:

##### Yan Teresh

Senior Programmer Analyst  
Information Systems and Computing

##### Dennis Dean

ISC Project Leader for SFS Systems  
Information Systems and Computing

##### Robert Tisot

Assistant Director  
Information Systems and Computing

##### Estha Venter

Senior Programmer Analyst  
Information Systems and Computing

#### Front row:

##### Berthilla Wiscount

Financial Counselor  
Student Financial Services

##### Michael Merritt

Senior Director  
Administrative Support  
Student Financial Services

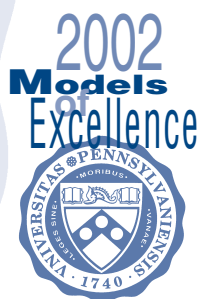
##### Regina Koch

Director, Systems Development  
Student Financial Services



The Student Financial Services (SFS) “e-Bill Team” is being honored for their creative modification of existing billing technology into a cost-effective, yet user-friendly, web-based student tuition management system; one that is particularly appropriate for Penn’s specific needs. In the Fall of 2000, SFS formed the “e-Bill Team,” a multi-function team of both business and IT experts, with the common goal of revamping the student bill delivery process by using modern technology. After much research, the team decided to reduce the financial impact of purchasing new technologies and partnered with an outside organization with a foundation billing system that would serve as an excellent base. However, the team

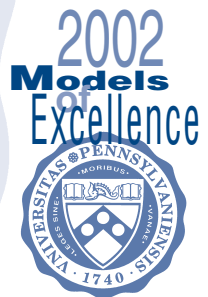
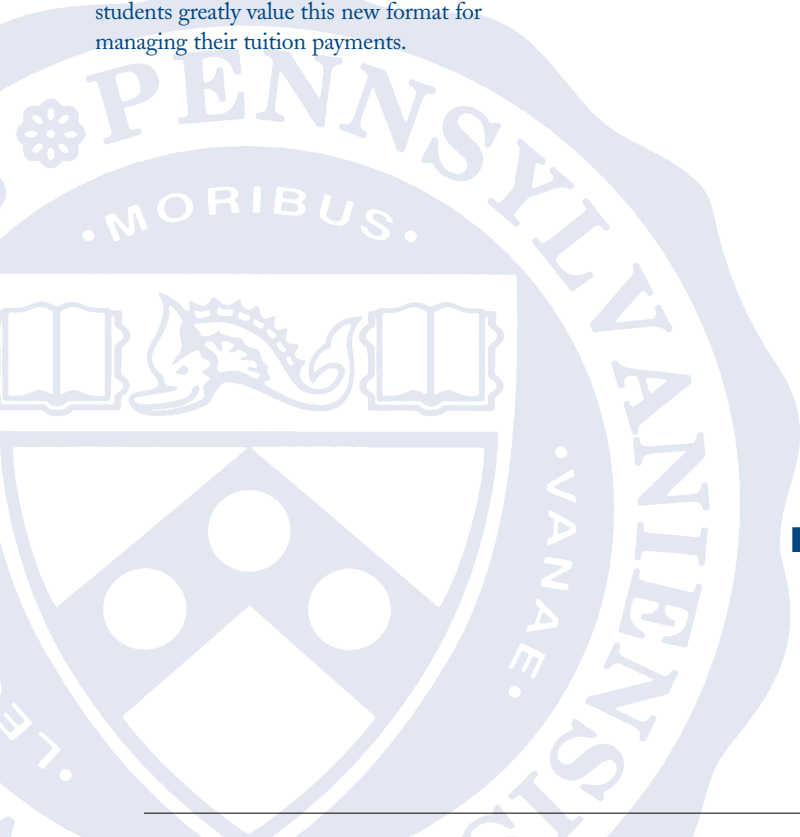
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## Models of Excellence

### THE SFS “e-BILL” TEAM

recognized that much revision would be necessary to meet the dynamic needs of our student community and make the experience more user-friendly. They used student feedback throughout the design and development process, assuring that the final product would work well for our globally diverse, multi-payer environment. Besides meeting the goal of improving customer service, moving to online communications affords the University time and resource savings. Now bills are delivered immediately, payments are received more quickly, and on-going systems maintenance and security are the responsibility of the third-party systems manager. SFS has reduced the monthly cost of producing a student bill from \$1.59 to \$ .39. Feedback confirms that students greatly value this new format for managing their tuition payments.



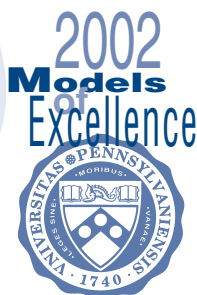
## HONORABLE MENTION

### ANGELA IORIANNI-CIMBAK, MSN, RN

Director, The Mathias J. Brunner  
Instructional Technology Center  
School of Nursing



Angela Iorianni-Cimbak has been awarded Honorable Mention for her outstanding leadership in transforming the existing, basic skills Nursing Student Instructional Center to a cutting-edge, interactive training laboratory. When the School of Nursing received a donor gift to upgrade the existing instruction center, Ms. Iorianni-Cimbak was given the assignment to actualize the donor's vision and change the lab into a technologically sophisticated, state-of-the-art facility, in a mere nine months. She met with faculty, staff, and students to assure that the outcome accommodated immediate needs and long-term academic goals. The result is a state-of-the-art facility that utilizes the most innovative and interactive technology available today and is the first of its kind for nursing schools in this country. Once the facility was designed, Ms. Iorianni-Cimbak was instrumental in helping faculty to identify how to integrate this resource into the curriculum, bridging the gap between technology and traditional nursing education. Her colleagues say that it is Angela Iorianni-Cimbak's creativity that led to such an outstanding facility, and her vision that enables them to take the greatest advantage of this new resource for learning. Nursing orientation programs offered through CHOP and UPHS' Gateway Program also utilize this lab, reflecting its broad application and value. Under the continuing direction of Ms. Iorianni-Cimbak, the center serves as a model of instructional and technological excellence for many other professional health care programs throughout the country and world.



## HONORABLE MENTION

### PENN CHILDREN'S CENTER TRANSITION TEAM

*(in order of appearance, left to right)*

#### **Back row:**

##### **Frances Jackson**

Infant Teacher  
Penn Children's Center

##### **Chrisstle Russell-Jordan**

Infant Assistant Teacher  
Penn Children's Center

##### **Marie Witt**

Associate Vice President  
Business Services

#### **Third row:**

##### **Rita Kelly**

Toddler Assistant Teacher  
Penn Children's Center

##### **Elizabeth Gillard**

Administrative Assistant  
Penn Children's Center

#### **Second Row:**

##### **Constance Lydon**

Toddler Teacher  
Penn Children's Center

##### **Denise Brooks**

Pre-School Assistant Teacher  
Penn Children's Center

#### **Front Row:**

##### **Marie Moses**

Infant Assistant Teacher  
Penn Children's Center

##### **Anjali Chawla**

Director  
Penn Children's Center

##### **Dawn Klemash**

Pre-School Teacher  
Penn Children's Center

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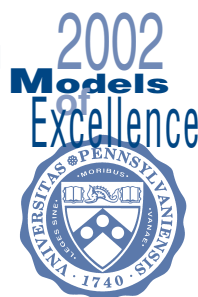
##### **Diane Coleman**

Assistant Teacher  
Penn Children's Center



The Penn Children's Center (PCC) Transition Team was accorded Honorable Mention for handling, with great skill and sensitivity, the needs of PCC students and their parents during the tumultuous transition to a new facility. In the beginning, it was thought that this would be an easy move to another location when the Center's existing space was needed for new school construction. However, future space became difficult to identify and the situation got worse when demolition and construction timetables required parts of the program to move to alternate space prior to the final move. In spite of all of these difficulties, the PCC Transition Team was able to retain program integrity, calm concerns of parents, most of whom are Penn faculty, staff and students, and identify and develop new space for the

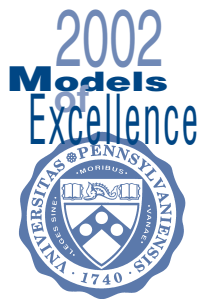
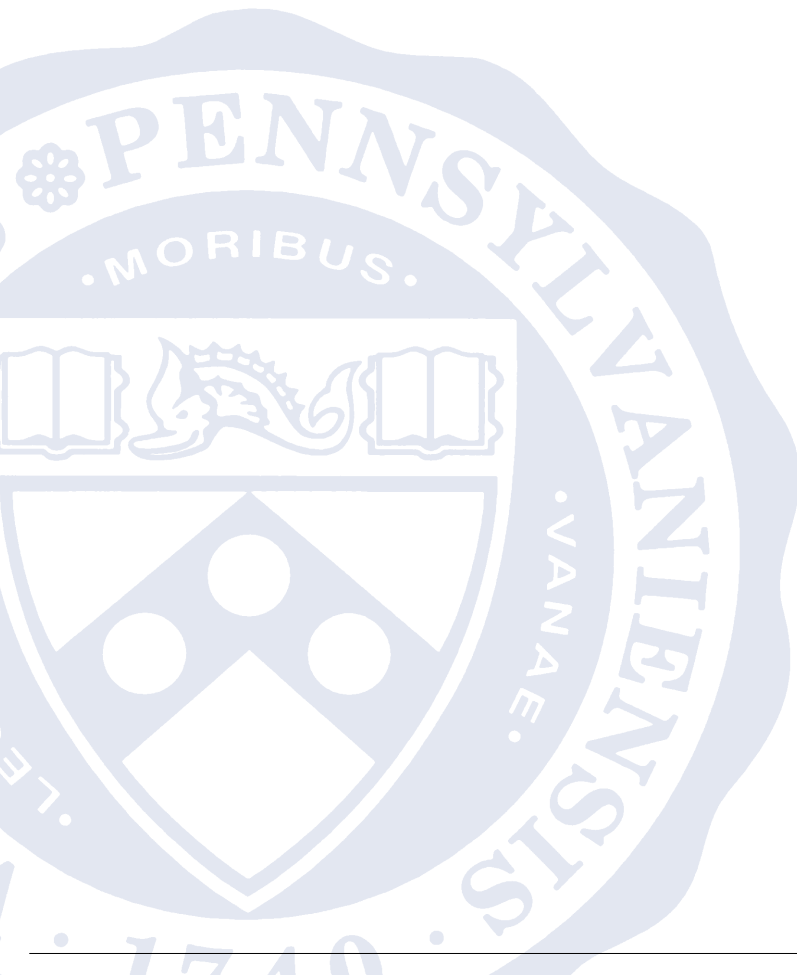
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## HONORABLE MENTION

### PENN CHILDREN'S CENTER TRANSITION TEAM

program. When funding was uncertain, Ms. Witt, Associate Vice President for Business Services with responsibility for the welfare of the Center, changed direction, analyzed potential partnership options and kept the project moving forward. The team managed the transitions from the original space to interim quarters and finally to the new Center quite efficiently, without interruption of services to the children or their parents. Thanks to the vision and follow-through of this team, PCC families experienced a successful final move to a top-drawer facility that will serve the University community for many years to come.



## HONORABLE MENTION

### SAS ADMINISTRATIVE TEAM

*(in order of appearance, left to right)*

#### **Maryellen Cook Malek**

Departmental Administrator  
Music Department

#### **Elyse Saladoff** *(seated)*

Business Administrator  
Bennett Hall Business  
Administration Services  
School of Arts and Sciences

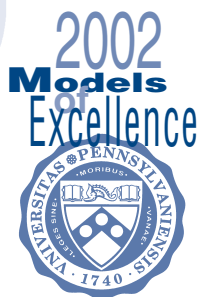
#### **Miriam Mann Guerrero**

Manager, Administration and Finance,  
Bennett Hall Business  
Administration Services  
School of Arts and Sciences



The School of Arts and Sciences (SAS) Administrative Team receives Honorable Mention for proactive leadership in merging their individual business administration offices into a regional business office, with extraordinary results. Originally, the three administrators were responsible for business administration activities for their respective departments, i.e., Music, English and History of Art. Aware of the trend over the past several years for SAS Departments to move to regionalized business offices, they considered the advantages of such a merger, such as economies of scale and a team focus on financial management. They concluded that this redesign could benefit their departments. They came together to develop a proposal for this change, gathered data to document the benefits, and researched ways to handle the challenges of the transition, such as need for a different space. They recognized the

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## HONORABLE MENTION

### SAS ADMINISTRATIVE TEAM

importance of faculty buy-in and set about gaining it in a coordinated fashion. As they ran into concerns and/or challenges, they developed innovative solutions that addressed the specific needs and preferences of the faculty within each of the departments. Strong positive relationships with faculty provided the basis for the confidence they engendered in the plan. Their proposal, while designed to serve the goals of the affected departments and SAS as a whole, also reflected an appreciation and frank analysis of what each of them could bring to the new structure, in terms of individual strengths and abilities. It also took into account personal preferences and needs. After the plan was implemented, outcomes exceeded expectations in increased efficiency, productivity, and cost-effectiveness. And as a bonus, the nominees experienced the benefits of cross-training and personal control and influence over their work. They now devote themselves to tasks they enjoy and are able to contribute the best they have to offer.

