Getting the facts

Employees pursued their benefits options earlier this week at the Pittsburgh campus benefits fair in the William Pitt Union lower lounge. Open enrollment for benefits options closes at 5 p.m. May 12.

The annual benefits fairs, sponsored by Human Resources, enable faculty and staff to meet with representatives from insurance carriers and other benefits providers.

The final Pittsburgh campus benefits fair is being held noon-3 p.m. today, April 29, in 11050BC Scaife Hall. Regional campus benefits fairs are scheduled for May 3 in Johnstown, May 4 in Greensburg, May 5 in Bradford and May 6 in Titusville.

Benefits information packages for the upcoming fiscal year were mailed earlier this month. More information on employee benefits can be found at www.hr.pitt.edu/benefits/.

Task force to look at open-access issues

Pitt will set up a University-wide task force to recommend policies and procedures governing open-access publishing of Pitt-generated research.

Senate Council unanimously approved the creation of the task force April 14. The action followed Faculty Assembly’s April 6 endorsement of the task force, a proposal that originated in the University Senate’s library committee. (See April 15 University Times.)

Under the resolution, Provost James V. Maher and Senate President Michael R. Pinsky are designated to appoint the task force, to be drawn from stakeholders across the University.

The task force will address open-access scholarship issues, including:

• What is the role of the University as producer and disseminator of knowledge/scholarship?

• What is the role of the individual members of the academic community in the dissemination of their own scholarship?

• How will the University evaluate and reward the dissemination of scholarship in new or nontraditional forms in the tenure and promotion process?

Workers call off strike

Some 200 striking Sodexo cafeteria workers at Pitt decided to return to their jobs yesterday, April 28, according to a union spokesperson.

The members of the Service Employees International Union (SEIU Local 32BJ) had been working without a contract since a three-year pact expired Feb. 28. They walked off their jobs at Market Central and Sutherland Hall’s The Perch on April 26.

According to SEIU spokesperson Matt Painter, negotiations between SEIU and Sodexo have been ongoing since mid-February, but he said they have not been productive.

The striking workers have staged several protests on campus this week. Following yesterday’s protest near the Towers, Painter said the union received a call from a representative of Allegheny County Chief Executive Dan Onorato, who said Onorato would be willing to intervene in the stalled negotiations. As a result of the offer, the workers decided to return to their jobs, Painter said.

“After [the April 27] contract negotiations with Sodexo hit a hurdle and no new bargaining sessions were scheduled, we were planning to stay on strike and continue to hold rallies. But we’re hopeful with Mr. Onorato’s help we can reach an agreement that provides family-sustaining wage increases and affordable, quality health care coverage,” Painter said.

Yesterday’s protest by striking Sodexo cafeteria staff elicited an address from County Chief Executive Dan Onorato to interven in the contract negotiations.
New University Club celebrates 1st year

As the University’s new faculty and staff club begins its second year of operations, administrators want to strengthen ties with Pitt departments to expand use of the facilities. “We are targeting more internal business and making sure the departments truly understand what we have available here so we can grow that business,” said Eli Shorak, vice chancellor for Business.

Membership numbers and social event bookings are exceeding initial projections and many departmental meetings and events that once were held off campus are being scheduled at the club, trend that administrators would like to see continue.

“We’re very pleased with revenue for the first year of operations,” said Shorak. “We would look for that revenue to probably double over the next three to five years.”

As an auxiliary function, the club building is expected to generate sufficient income to support the club, even without support from the education and general budget. At the time the club renovation was announced, it was anticipated that the projected annual gross income from the Family House lease, conference/banquet facilities and membership dues be $1.18 million with an annual operating cost of $645,000. (See Jan. 10, 2008, University Times.)

“The overall operations of the University Club, including debt service obligations, are projected to be self-supporting within three to four years, Shorak stated.

“The results for the first year of operation have exceeded projections for both sales and the number of faculty and staff members. As with any new venture, there are one-time startup costs and challenges with operating efficiencies that affect the first few years of an operation. We are very pleased, however, with the first-year results and believe we are on a path to have a successful University Club,” he stated.

“Shorak said relationships have been established with a number of Pitt departments. For instance, Shorak said the club will focus on engaging more departments in the year to come by reaching out to deans, department heads and administrative support staff to deans, department heads and administrative support staff to encourage them to schedule conferences and social events at the club.

“For every Pitt event we’re having here, I believe it’s an event that otherwise may have been taken off campus,” Shorak said. “I would rather departments spend money on campus than take the money to a third party.”

The club’s first-year wedding and social event bookings exceeded expectations, said University Club project manager Richard C. Iams.

“Marketing has gone extremely well, the response has been very positive,” he said.

The club hosted 25 weddings in its first year and managers are forecasting double that number this year. “A lot of people are drawn to this facility because of their affiliation with the University or their love for the institution,” Iams said, adding that the club’s proximity to Heinz Chapel “has proven to be a very, very big hit.”

Kahn said the initial budget was based on 100 social members and 300 full members. “Once we hit 800, I felt really comfortable that we’ve succeeded,” Shorak said. “For that many people to have joined tells me that we’re doing something that was right and something that is meeting the expectation of the faculty and staff.”

The current membership is 47 percent faculty, 44 percent staff, with the remainder a mix of others including Pitt executives, research associates and post docs. Earle said the balanced mix of members from across the University, Shorak said, “doesn’t look like it’s becoming a club for any specific area. It’s truly coming out to be a University club.”

Nick Broun/University Times

**Getting around**

Carnegie Mellon University students Katie Smith and Andrew Edwards test a prototype information kiosk developed through CMU’s Entertainment Technology Center for the Innovation Oakland wayfinding initiative. Using augmented reality technology, the interactive digital kiosk provides users with maps, directions and information on Oakland business, museums, attractions, transit and events.

Pitt, UPMC, CMU, Carlow University and the Oakland Task Force are partnering in the Innovation Oakland project, which is coordinated by the Oakland Business Improvement District.

The kiosk will be unveiled May 20 at the Incubation Room at Pitt Union. In the project’s next phase, the concept will be sent to a design firm for fabrication. If all goes according to plan, the kiosks will be in use by early 2011.

For more information on the project, see Jan. 21 University Times.

An elaborate chandelier and decorative ceiling are focal points in the University Club’s Ballroom B, located on the second floor of the club.

The coffee shop has yet to reach its full potential, Iams said, but a new take-out catering program set to begin in the fall is expected to boost sales.

Jim Earle, assistant vice chancellor for Business, said 843 people have joined the new University Club. Of those, more than half are social members with dining, bar and library privileges at a cost of $15 a month, the rest are full members with fitness center privileges at a cost of $45 a month. Membership is open to current faculty and staff as well as emeritus faculty and University trustees.

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Dick Howe, an artist who is in the School of Arts and Sciences, was among the first to join the new club focusing on the amenities and the convenience the University Club offers, he said, “I have to take time to go too far from the office for lunchtime or evening meetings. Howe noted he had been a member of the University Club for two years.”

CONTINUED ON PAGE 4
Pitt employees who enroll under contract with the University. About 150 Sodexo employees work at Pitt; 200 of them are SEIU members. Sodexo spokesperson Monica D'Alessandro said, "We're happy the strike is over and we’re pleased the workers have returned to their jobs. We respect their needs and we respect all employees' rights to unionize or not unionize as they choose." She added that Sodexo has contracts with more than 300 unions and locals nationwide.

Zimmer said that Onorato’s director for development, also uses letter [April 28] from SEIU that they have committed to continue and recently completed the weight management program. “It was extremely helpful. It taught me to think of food and nutrition, what’s good for you, calories, portions, nutrition. It makes me think before I buy something at the grocery store.”

Anderson, associate athletic director for marketing, also uses the club for business purposes, such as taking donors to lunch. “We’ve expanded the menu and have also changed it so we can expand and look at other opportunities for evening events, but we’re also thinking about how to use the space during the day,” she said. “They don’t want activity to be equaling it in sales.

Race winners are losers

To the editor:

I wasn’t able to attend Alec Stewart’s memorial service; I was covering a class for a sick colleague. (I debated this choice for a moment, then asked myself, “What would Doc do?” I decided to teach the class.)

As expected, the reports from the service had a central theme: what a kind, thoughtful, generous man he was. I shouldn’t speak ill of the dead, but here’s another side of the story.

When I saw him very angry.

I saw him very angry. He said.

To the editor:

Honoring Alec

I debated this choice of words. (I debated this choice of words. I don’t think anyone knows. But it can be of no better service than to honor this simple wish.

Instead of the dead, but here’s another side of the story.

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You are cordially invited to join Ron Wyatt as his guest for a complimentary breakfast, lunch or dinner event exclusive to University of Pittsburgh faculty and staff.

You Are Making Financial Mistakes Today
That Could Spoil Your Retirement Tomorrow?

Are you worried about the economy, market downturns, increased taxes or higher inflation, and confused how these obstacles could affect your retirement? If you are experiencing any of these concerns, you’ll want to sign up for this event to learn how to help secure your retirement. You’ll also receive answers to the following questions:

• Are you doing anything possible to shield yourself from higher taxes?
• Can you afford to retire now and are you attending?
• How much do you need to save to reach your goals?
• Is your portfolio positioned properly to achieve your goals without undue risk?
• How will you pay for the potential costs of long-term care?
• What should you do to hedge the effects of higher inflation?

Speaker: Ron Wyatt, CFP®
Managing Principal – Retirement Planning Specialist
JFS Wealth Advisors, 750 Holiday Drive, Pittsburgh, PA 15220

Using a team oriented approach, Ron Wyatt and JFS develop comprehensive wealth management plans for affluent individuals and families. He has been assisting clients for over 15 years and is dedicated to helping investors to make smart, educated decisions; he co-hosts a weekly cable television show “Financial Weekly”; wrote a weekly newspaper article, “In Our Backyard” for four local newspapers; taught personal financial seminars for CPA’s; and taught adult education courses at local colleges.

123 University Place • Conference Room B • Pittsburgh, PA 15260

BREAKFAST Thursday, May 20, 2010 at 8:30 AM
LUNCH Thursday, May 20, 2010 at 12:00 PM
DINNER Thursday, May 20, 2010 at 6:30 PM

Choose the time that works best for you!

This is an educational event – no specific products or services will be discussed, and there is no cost or obligation to attend. This complimentary event is limited to a limited numbers of attendees. You and your guest(s) are invited to attend. Reservations are on a first-come, first-served basis. Please call 412-921-2970 or go to www.jfswa.com and click on University Seminar now to reserve your place(s) while seating is still available.

U.S. must reintegrate growing numbers of ex-convicts into normal society

With an estimated 7,000,000 prisoners being released this year from state and federal prisons and thousands more from county and local jails due to budget cuts and prison overcrowding, the United States faces a national dilemma of how to handle the influx of such people into normal society.

Rather than helping former prisoners transition from prison to community and employment, many current state and federal laws have the opposite effect, interfering with the rights and obligations of full citizenship in society.

The New York State Legal Action Center’s national HIRE (helping individuals with criminal records re-enter through employment) network, Meyers-Peeples gave Print’s 11th annual Rubash Distinct-

Addressed by the rights and
guilded Lection in Law and Social

One of the reasons people are talking about this now is because we are in dire economic strait sts.

With the soaring prison costs, we’re beginning to recognize that we cannot incarcerate ourselves — we’re beginning to recognize that this is a national problem, particularly since we have laws and policies, both state and federal, that create roadblocks to re-entry into society. Almost all of these folks when they come back to society are looking for a chance to work, so we have to do something to make that possible.

We need solutions that are logical, fair and compassionate.

More than 7 million people in the United States either are incarcerated or on parole, that is, one in 31 adults. More than 45 million people have a criminal history on file, she noted.

“When you look at how access to information is so prevalent, that tells you how many people are potentially affected by our background check policies,” which act as a barrier to a released prisoner getting a true second chance in life, Meyers-Peeples said.

Most states, including Pennsylvania, make criminal history information accessible to the general public on the Internet, making it easy to obtain a background check against people on the basis of old or minor convictions, for example to determine if they can get employment or housing, she said.

Meyers-Peeples drew on data from the 2009 HIRE network’s national report card on “Roadblocks to Re-entry: A Report on State Legal Barriers Facing People With Criminal Records.”

She said legal barriers to suc-

cessful re-entry include:
• Many public housing author-

ities deny eligibility for federally funded public assistance or rental even if it didn’t lead to a conviction.

• Most states allow employ-

ers to deny jobs to people who may have been arrested but not convicted in the first place, in effect contradicting the “innocent until proven guilty” tenet.

• What we need is for employ-

ers to have standards to follow.

Not only do you need to look at the criminal record, but look at evidence of rehabilitation, look at how long it’s been since a crime was committed, look at the relation-

ship of the crime to the type of job, consider those factors,” Meyers-Peeples said.

• Most states bar some or all people with drug felony convic-

tions from receiving federally funded public assistance and food stamps.

Among the biggest barriers to successful re-entry for former prisoners is the stigma of being an ex-convict, Meyers-Peeples said.

“And there are so many other chal-

lenges, such as untreated addiction and mental health problems; low-

level job training, based on the do-

terest in providing training ‘behind the walls’ and jobs on the outside,” she said.

There also are occupation barriers and licensing restric-

tions: A convicted felon cannot get a barber’s license, a real estate license or a law license, for example. New York bars felons from obtaining more than 100 kinds of occupational licenses, Meyers-Peeples said.

“Socie-

m ation is restricted even if the crime committed is unrelated to the job and happened years and years ago.”

Ironically, studies document that employment reduces recidi-

vism rates of people with criminal records even while policies are in place that inhibit employment opportunities, she said.

As a result, many former prisoners experience lifelong job and even salary punishments, such as living with the stigma of having a criminal record, statutory bar-

riers to occupational licensing, particular to employment and, increasingly, limited access to post-second-
ary educational opportunities, Meyers-Peeples said.

Another factor: Many people come out of jail owing thousands of dollars in child support, while they are facing a minimum wage job, if they can get employed at all, she said.

“We need to advocate for waivers for those who owe child support,” she said. “There also are prisoners coming out with no identification. And you can’t work anywhere in this country without an ID,” Meyers-Peeples said.

The HIRE report showed Pennsylvania had 41 of the maxi-

mum 70 legal barriers in place, making the state one of the worst for the number of roadblocks facing people trying to reenter the community.

“We asked if there is a way for any state to get rid of or to decrease these barriers. We need mecha-

nisms to restore rights. In most states, the only way to do that is by a governor’s pardon, something that doesn’t happen very much,” Meyers-Peeples said.

But in seven states, parole boards or judges are allowed to issue certificates that restore more people’s rights, such as the ability to apply for licenses.

“When we heard about the license, but at least you can apply for one,” Meyers-Peeples said. “In a number of states some inmates and parolees in some states to “ban the box,” a reference to the place on standard job application forms where appli-

cants must state if they ever have been convicted of a crime.

“The purpose behind that is to give people who are qualified for the jobs a chance to be considered for the job based on their qualifications, by getting over that first hurdle. Then the employer is going to have the interview, see the person face to face, you’re no longer bound by the fact that an appli-

cant must state if they ever have been convicted of a crime,” she said.

Another positive sign is the federal Second Chance Act of 2008, which authorized funding for programs that provide services that help to reduce recidivism, such as employment, substance and alcohol abuse and housing, as well as mandating a review of federal and state barriers to re-

ter. Also, the Criminal Justice Reinvestment Act of 2009 is push-

ing states to reduce the stigma of having a criminal record by considering alternatives to jail, such as counseling, probation and house arrest, particularly for minor crimes, Meyers-Peeples said.

In addition, the National Criminal Justice Act of 2009 set up a national commission to study criminal justice reform.

Meyers-Peeples said the HIRE network recommends:
• Limiting public access to criminal records information;
• Expanding eligibility for the expunging or sealing of criminal records;
• Prohibiting private employ-

ers from asking about arrests that did not end in a conviction, and
• Strengthening the restora-

tion of rights process.

“We need to educate employ-

ers about employment barriers, and to figure out ways to overcome those barriers. The issue is not just about providing employment, because once the individual has committed to change, they still face these barriers. When we give prisoners a real second chance, we all benefit.” —Peter Hart
FY 2011 Open Enrollment

Open Enrollment for the 2010 – 2011 Plan Year continues through May 12, 2010. Remember that you DO NOT have to take action if you do not wish to make changes to your current elections. Current elections will remain the same for the next plan year if a member does not make any changes. However, if you are making changes, you must complete your online enrollment form by May 12. A confirmation statement will be mailed to all benefits-eligible members at the end of the Open Enrollment period.

Benefit Changes and Highlights

The overall increase is 2.5 percent for Fiscal 2011. As in the past, the University will fund 80 percent of the cost of the program, including the FY2011 increase. Changes for the forthcoming plan year include the following:

Inpatient Hospital Stay
The copayment increases from $100 to $250. The maximum number of inpatient hospital copayments in the plan year will be reduced from four to two.

Coverage of Adult Children
Act 4, signed into law by Pennsylvania Governor Edward G. Rendell, allows uninsured single, adult children up to the age of 30 to be covered under their parents’ health insurance plan. On the open enrollment form, please be certain to select the appropriate tier level if you are adding an adult child to your coverage. Certain provisions must be met before the dependent is added to coverage. Please complete the certification and other forms provided through the link on the Benefits web page: www.hr.pitt.edu/benefits.

Autism Spectrum Disorders
In compliance with the Pennsylvania Insurance Act (Act 62), coverage has been defined for the diagnostic assessment and treatment for autism spectrum disorders. These services are covered under the University’s medical program.

Prescription Drug Program
Copayment changes (30-day supply) in the prescription drug program apply to all medical plans. Changes are as follows:

<table>
<thead>
<tr>
<th>Type</th>
<th>Current</th>
<th>July 1, 2010</th>
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<tr>
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<tr>
<td>Preferred brand</td>
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<tr>
<td>Non-preferred brand</td>
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<td>$64</td>
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Copayments are double for a 90-day supply when obtained via mail order, the Student Health Pharmacy or Falk Pharmacy. Members may obtain a 90-day supply of medications at any participating retail pharmacy. Unlike mail order or prescriptions obtained at the Student Health Pharmacy or Falk Pharmacy, the 90-day supply copayment at a retail pharmacy is three times the 30-day supply copayment. As an example, a 90-day supply of generic medication through mail order is $20. At a retail pharmacy, the copayment is $30.

Flexible Spending Accounts
The Benefits Department is pleased to announce that effective July 1, 2010, UPMC Health Plan will be the University’s flexible spending account administrator! The provisions of the program are largely governed by IRS code and our plan will remain the same for the new plan year. The health care and dependent day care accounts have a “use it or lose it” provision as well as a claim submission deadline that is six months past the end of the plan year (the deadline is December 31).

Flexible spending account participants can enjoy the following benefits of UPMC Health Plan’s MyFlex Advantage flexible spending administration:

- Combination member ID and MyFlex Advantage MasterCard for UPMC Health Plan members and Health Care FSA members. The multi-purpose card provides the benefit of securing your UPMC medical ID card to pay for health care FSA-eligible items, such as doctor’s office co-pay, prescription drugs and other qualified medical expenses.

- Fewer instances of submitting documentation to substantiate claims after purchase. The MyFlex Advantage program provides a higher rate of claim substantiation because UPMC Health Plan will review transactions without the participant having to submit backup receipts.

- One call center for medical and flexible spending account questions, with all calls being answered by the JD Power Award-winning PITT dedicated member services unit (1-888-499-6885).

- UPMC Health Plan’s Online Claims Submission (OCS). With OCS, participants can submit claims and download receipts by following a few easy steps. Utilizing OCS starts the review process of claims much sooner than traditional claim submission methods and reduces the need to fax or mail personal health information. The OCS tool is both safe and secure.

Visionworks
All Visionworks stores accept Davis Vision. Visionworks stores are located in seven convenient locations, open seven days a week and have convenient extended hours. You can choose from thousand of frames and they have a large variety of children’s frames. Visionworks is located within several local malls and shopping centers in the Pittsburgh region.

Important Vendor Contact Information

Benefits Department
Office hours: 8 a.m. - 5 p.m. EST
200B Craig Hall
412-624-8160 (Main Line) • 412-624-3485 (Fax)
www.hr.pitt.edu/benefits
Please visit our web site for FAQs, downloadable forms and other benefits information.

Medical
UPMC Health Plan
1-888-499-6885 • www.upmchealthplan.com

Dental
United Concordia
1-877-215-3636 • www.ucd.com

Vision
Davis Vision
1-800-599-5431 • www.davisvision.com

Retirement/Savings
TIAA-CREF
1-800-842-2776 • www.tiaa-cref.org
Vanguard
1-800-523-1189 • www.vanguard.com

Flexible Spending Accounts
UPMC
1-888-499-6885
www.hr.pitt.edu/benefits/flexible.htm

LifeSolutions
1-888-667-3432
www.hr.pitt.edu/benefits/lifesolutions.htm

Payroll
412-624-8070
www.bcpitt.edu/payroll/index.html

Faculty Records
412-624-4232

UPMC HEALTH PLAN
PAAI ADVERTISEMENT
Innovation is critical to future of local governments, lecturer says

Economic pressure is one of the factors forcing change in local government across the United States, James H. Svara, director of the Graduate School of Public and International Affairs (GSPIA)’s Innovation Clinic, as precursor to a recent lecture on the role of innovation in local government.

“There has probably never been a time when the opportunity for innovation within government in our system has presented itself and we indeed will be the products of our creativity and creativity is in terms of dealing with the pressing problems” now and in the future, he said.

“I really believe we are going to enter a period of the next five to 15 years where the new challenges facing state and local governments in the United States are probably going to be as acute as they were back in the Depression,” he predicted, predicting more changes on the horizon.

“I think we have not yet seen the full impact on our state and local governments from the downturn that we’ve had in the economy. I think we’re going to enter a period where the whole stimulus environment is going to be an even greater challenge to our state governments, which are then going to, in turn, have to impact our local governments as they try to weather the storm,” he said.

“The crisis is destructive in its impact and so it is that double challenge of coming up with new innovative approaches to limited resources. New needs, but also under pressures and under conditions where infrastructure that has been constructed over time has to be re-examined or is being dismantled,” Svara said.

“We face conditions of declining resources and need to make them stretch farther,” he said. “Financial pressure is causing local government officials to re-examine some of the things they’ve been doing and find new ways of doing them, but public pressure to provide more services at a lower cost also has increased.”

“Without innovation, government will fall behind in a competitive position and they will not serve their citizens as well as they can,” Svara said.

In its narrowest definition, innovation is viewed as a breakthrough never-done-before idea that inspired new approaches.

More broadly, innovation “is efforts to bring about change with the intention of improving process or improving results,” he said. “The practices need not be groundbreaking, only new to the organization. “They may not be new or cutting-edge in themselves, but they’re innovative in comparison to previous practices,” Svara said.

“It’s this double approach that suggests that organizations not only looking for, discovering new ideas on their own but also implementing the ideas other organizations and other organizations are doing, what’s happening in other sectors, in other areas, in the economy in order to adopt those practices and build them into the practice of that organization.”

Tinkering vs. transformation

When stressful fiscal challenges arise, some organizations react by tinkering to minimize or eliminate the problem. Others develop a creative approach that often builds on practices currently in place within the organization or beyond.

“They may innovate by adapting others’ ideas. “It is rare that you can adopt someone else’s practice by simply putting it into place exactly as they have done,” Svara said.

Another approach aims for a process of continuous improvement, he said.

“The importance of innovation among nature, crises forcing innovation can support,” he noted, noting it’s an area that needs more research. “When you face conditions of decline, problems and goals increasingly will occur across sectors, across jurisdictions, across counties.”

“Innovative tendencies

Ironically, the governments that could benefit most from innovation — those with limited resources, for example — are the ones least likely to adopt it, Svara noted.

Research shows that more innovative governments typically are larger, wealthier, non-union and located in the Sun Belt. They tend to have a council-manager structure rather than a mayor-dominated approach. And public pressure and competition with other cities also play a role, Svara said.

“These conditions are not given. They don’t determine the outcome,” he stressed. “Any government — regardless of size, regardless of resources, in part because of the individual characteristics of leaders within the organization.”

Innovative tendencies

Innovative administrators, Svara said, tend to be sympathetic to principles underlying reinventing government and have more active professional contacts and better communication with associations and peers.

“They see themselves as change agents and as leaders in their organizations rather than being more limited managers in their roles, Svara said.

The presence of elected officials who focus on goal-setting and have vision provides a positive climate for innovation,” he said, noting that it’s not necessarily that elected officials come up with innovative proposals themselves, but that they create a positive framework for innovation.

“You can change the circumstances and look at those elements that can be affected by leadership, by organizational support, by dissemination of information and it is possible under the right circumstances to produce a very different kind of response than we typically find in the American pattern,” which follows a bell-shaped curve when it comes to adopting innovative practices.

“Innovative tendencies” are natural, being that new or cutting-edge in themselves, organization. “They may not be novel by an election change, or by a new originators.”

Svara said may adopt an “auteur approach,” actively involving themselves in key decisions, or may work instead to be a systematizer, utilizing a decentralized approach. Svara cited the philosophy of one recently retired Phoenix city manager Frank Fairbanks: “If I have one idea a month, that’s pretty good. If my department has one good idea a month, we have 12 good ideas. But if all 15,000 employees in the City of Phoenix have a good idea, you’ve got an enormous array of possibilities that we can consider.”

Regardless of approach, leaders must be committed to a system that rewards and implements good ideas.

A mayor, council or manager’s stated commitment to a goal can make action in the ranks, unleashing a stream of innovation, Svara said.

“Having signaled that initiative, then staff begin looking for lots of ways that broad goal can be carried out,” he said. “It’s not leader or decentralized, it’s leader and decentralized approach.”

The role of leaders

Keeping in mind that innovation can come from a variety of sources, “Any organization that tries to have a leader-controlled, leader-dominated approach to Innovation consists of getting out great new ideas, Svara said.

Leaders may adopt an “auteur approach,” actively involving themselves in key decisions, or may work instead to be a systematizer, utilizing a decentralized approach. Svara cited the philosophy of one recently retired Phoenix city manager Frank Fairbanks: “If I have one
Innovation is critical for local governments

CONTINUED FROM PAGE 4

Lessons from the private sector

Other research reinforces the notion that leaders must pay close attention to the process with regard to innovation. One study found that among the most innovative companies, in only a small fraction — 15 percent — do the leaders take responsibility for the innovation process within their organization.

“They do so by stressing certain skills that bring issues to the fore and help advance them,” he said.

“They are good at connecting seemingly unrelated ideas. So they have strong association skills. They are constantly questioning: Why do we do it this way? Could we do it better?”

Svara said such leaders ask speculative questions, perhaps suggesting seemingly ridiculous possibilities, asking, “But what if we did it this way?” as a way of sparking people to think differently.

They also show a strong focus on details, a willingness to experiment and try out ideas, and networking skills, Svara said: “Getting ideas from lots of different people and consciously trying to approach people who are like you, from a different kind of organization or different background.”

He said when researchers measured these discovery skills in a survey of innovative companies, they found top leaders were above the norm in observing, yet were not especially high in creativity. Rather than being the person to come up with the ideas, the innovative leader stimulates exploration and is willing to put ideas into practice, he said.

While government operates differently from the private sector, when it comes to innovation, there are important shared characteristics that narrow the gap and may be useful to local government innovators, Svara said.

Many of the practices employed by innovative companies involve focusing on outcomes and finding ways to get better results, he said. Improving processes and performance and cutting costs are goals of concern to local governments as well.

“Governments all across the country are dropping services at the present time, re-examining what it is that we do, what is the importance of these activities and which ones are going to continue,” Svara said. “They’re finding ways to be flexible, under the pressure of strong economic downturns.”

Governments have a few advantages of their own: for one, they can embark on “co-production” by enlisting citizens as volunteers, Svara said, noting that “many of the services government provides or problems it addresses can be done better if citizens are accepted ideas.”

“Are staff assessed? Is there a suggestion process? Is there an effort to keep up with innovative practices? Is there a suggestion process to assess: ‘Do our innovations have cumulative impact?’”

“The organizational culture also matters, he said. What is the leadership’s example? Is there a staffer or unit responsible for keeping up with innovative practices? Is there a suggestion process with recognition or rewards for accepted ideas?”

“Are staff assessed? Is there training? Does the culture support ways for staff to seek out new practices? Are innovation champions identified and encouraged?”

“Issues of style, motivation, and creativity are important shared characteristics of governments include collaboration across departments, external partnerships and connections with citizens, in addition to a focus on results. “All are associated with governments that have come up with path-breaking new approaches,” Svara said.

Conversely, a lack of leadership and centralized control with a top-down approach can stifle innovation, he said, noting that if there is a dysfunctional relationship with elected officials, staff are disinclined to risk trying new ideas.

Other negatives include an organizational culture that discourages change, competition that is not especially high in creativity, and not rule out that government is seeing many of the same kinds of changes that we see in the private sector.”

Assessing innovative performance

Svara said the Alliance for Innovation, a partner with Arizona State, is developing a framework that will enable local governments to assess their innovation performance and capacity.

“The key question is: Are you innovating?” Svara said.

Would-be innovators also must look at how many important changes are being introduced. “Are new things happening in your departments? Is there an effort to improve practices and incorporate new conditions? How do we measure up against the best departments?” he said, adding that there also is a transformative dimension to assess: “Do our innovations have cumulative impact?”

The organizational culture also matters, he said. What is the leadership’s example? Is there a staffer or unit responsible for keeping up with innovative practices? Is there a suggestion process with recognition or rewards for accepted ideas?

Are staff assessed? Is there training? Does the culture support ways for staff to seek out new practices? Are innovation champions identified and encouraged?

Is input from citizens, non-profits and business taken into account? How does the word about innovation get out? Do you tell anybody about the innovative practices you’ve introduced and can people find the information? Is it on your local government’s web site?

Key attributes of innovative governments include collaboration across departments, external partnerships and connections with citizens, in addition to a focus on results. “All are associated with governments that have come up with path-breaking new approaches,” Svara said.

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Other negatives include an organizational culture that discourages change, competition that motivates departments to hold on to their resources and ideas, silos that keep employees disconnected from one another and inattention to results.

Change is coming

Although there will be no instant depletion in the ranks of government as baby boomers reach retirement age, a generational change is coming and the balance of power is shifting, Svara noted. He predicted turnover of a magnitude not seen since the 1970s, when baby boomers came of age.

In 2021, members of the millennial generation will start turning 39 and Generation X will be 40-56 years of age “and ready to take over,” he said.

“Some approaches and methods young professionals take for granted are going to be the norm,” he said.

“The change is coming and with it new attitudes, new techniques and a familiarity with new technologies that open up really enormous possibilities.”

—Kimberly K. Barlow
Some Pitt grad programs climb in most recent U.S. News rankings

Rankings for Pitt's education schools have improved, while the business school's ranking dipped slightly. The medical school was mixed in U.S. News & World Report's latest listing of the nation's best schools.

Each year, the magazine measures graduate programs in these five areas: discipline-specific quality indicators such as peer assessment, entering students' test scores, faculty/salary ratios and reputational ratings drawn from inside and outside academia. The rankings are based on a survey of the school's graduates and professionals, a statistical index developed by the magazine, and expert consultation with experts in each field. Every school's performance is then compared to comparable schools.

As indicators of achievement, the magazine considered students' test scores, faculty salaries, the number of doctoral degrees granted and job placement rates. 

Some Pitt programs improved under this year's methodology.

The Swanson School of Engineering was tied for 37th (up from 48th last year) in the magazine's latest ranking, and Pitt's specialty program in biomedical/bioengineering tied for 48th (same as last year) among the 68 programs included in the industrial/manufacturing engineering category.

The College of Arts and Sciences, which ranked the lowest of Pitt's schools in 2009, saw four programs improve this year.

The College of Education tied for 38th (up from 47th last year) in the magazine's latest ranking, and Pitt's specialty program in education administration tied for 15th (up from 18th last year) in the same category.

The Joseph M. Katz Graduate School of Business tied for 9th (up from 10th last year) in the magazine's latest ranking, and Pitt's specialty program in finance and investment management tied for 17th (up from 18th last year) in the same category.

The Joseph M. Katz Graduate School of Business tied for 8th (up from 17th last year) in the magazine's latest ranking, and Pitt's specialty program in health care management and policy tied for 32nd (up from 38th last year) in the same category.

The Joseph M. Katz Graduate School of Business tied for 6th (tied with Carnegie Mellon University and University of Minnesota-Twin Cities, out of 179 education schools ranked) in the magazine's latest ranking, and Pitt's specialty program in education administration tied for 17th (up from 68th last year) in the same category.

The Swanson School of Engineering was tied for 10th (up from 11th last year) in the magazine's latest ranking, and Pitt's specialty program in biomedical/bioengineering tied for 48th (same as last year) among the 68 programs included in the industrial/manufacturing engineering category.

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Hispanics, American Indians and non-Hispanic whites. For purposes of this index, students classified as "ethnicity unknown/unreported" were counted as white. Our formula produces a diversity index that ranges from 0.0 to 1.0. The closer a school's number is to 1.0, the more diverse is the law school's student population. This index doesn't measure how successful schools are at meeting diversity goals.

Pitt's score was 0.28, with African Americans at 7 percent representing the largest non-white ethnic group of the student body. That tied Pitt for 128th among 185 law schools surveyed nationally. Florida A&M with a 0.66 diversity index topped the list; Duquesne and South Dakota tied for last with a diversity index of 0.12.

According to the magazine's online edition, 88 percent of 2009 Pitt law graduates incurred debt. The average debt was $81,826. That average was the 106th largest debt among 185 law schools surveyed nationally. Thomas Jefferson School of Law topped that list with 95 percent of its graduates incurring an average debt of $20,429, the lowest amount among listed schools.

**Medicine**

U.S. News issues two separate medical school rankings, one emphasizing research activity and the other a school's preparation of primary care physicians.

Pitt's School of Medicine ranked 14th (last year it tied for 13th) in the research category, among 126 accredited medical schools reporting research activity and clinical faculty member, both averaged for fiscal years 2008 and 2009. Pitt's women's health program tied with Johns Hopkins for 4th (3rd last year) among 21 such programs listed.

Medical specialty rankings were based on ratings by medical deans and senior faculty at peer schools, who were asked to identify up to 10 schools offering the best programs in each of eight specialty areas.

The Sciences

Rankings of science doctoral programs were based solely on the results of surveys sent to academicians in biological sciences, chemistry, computer science, earth sciences, mathematics, physics and statistics during fall 2009.

Schools surveyed in the sciences (except statistics) were those that awarded at least five doctoral degrees from 2003 through 2008, according to the National Science Foundation report "Science and Engineering Doctorate Awards." The American Statistical Association provided U.S. News with eligible programs for statistics. This is the first year the magazine has ranked graduate statistics programs, which may be offered through a university's biostatistics or statistics department.

Questionnaires were sent to the department heads and directors of graduate studies at each program in each discipline. According to the magazine, response rates for the doctoral sciences were: for biological sciences, 15 percent; chemistry, 25 percent; computer science, 46 percent; earth sciences, 29 percent; mathematics, 14 percent; physics, 31 percent, and statistics, 67 percent.

Pitt's biological sciences graduate program tied for 46th with nine other institutions among the 233 ranked online edition. Pitt tied with California-Santa Barbara, Carnegie Mellon, Florida, Georgia, Michigan State, Ohio State, Southern California, UMass Medical Center-Worcester and Virginia.

Pitt's chemistry graduate program tied for 38th among 151 such programs ranked nationally. Pitt tied with Arizona, California-Davis, Emory, Iowa State, Maryland-College Park and Michigan State.

The computer science graduate program here tied for 53rd among the 126 such programs ranked in the online edition. Pitt tied with Arizona State, California-Riverside, California-Santa Cruz and Indiana-Bloomington.

Pitt's earth sciences graduate program tied for 81st nationally with Florida State, Georgia, Michigan Technological, Montana, Penn, South Carolina and SUNY-Binghamton. The magazine ranked 112 such programs overall.

The mathematics graduate program tied for 96th among 127 such programs ranked nationally by U.S. News. Pitt tied with Florida, Northeastern and Virginia Tech.

The University's physics graduate program tied for 52nd nationally with California-Riverside, North Carolina State, Rochester and Southern California. The online edition ranks 148 such programs.

The graduate program in statistics tied for 45th with Boston among 69 such programs ranked nationally.

—Peter Hart

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**APRIL 29, 2010**

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**Look for these drop boxes on campus!**

For details, visit technology.pitt.edu. This program is a partnership with eLoop ILC.
RESEARCH NOTES

Tax check-off aids Pitt research
Faculty members Hannah Rabinowich of immunology and Richard Steinman of medicine and pharmacology are among the grant winners of the 2010 Income Tax Check-Off for Breast and Cervical Cancer Research.
The check-off program enables taxpayers to donate all or part of their Pennsylvania income tax refund to breast and cervical cancer research by checking “yes” on line 35 of the PA 40 tax form. Rabinowich and Steinman each received a $50,000 grant. They plan to use them to investigate how and why breast cancer recurs after remission.

Key brain areas are linked
School of Medicine researchers have found new evidence that the basal ganglia and the cerebellum are linked as an integrated functional network. The findings are available online in the Proceedings of the National Academy of Sciences.

Neurobiology faculty member Peter L. Strick, who is co-director of the medical school’s Center for the Neural Basis of Cognition, said, “The basal ganglia and the cerebellum are two major subcortical structures that receive input from and send output to the cerebral cortex to influence movement and cognition.” Each subcortical structure houses a unique learning mechanism. Basal ganglia circuits are thought to be involved in reward-driven learning and the gradual formation of habits. In contrast, cerebellar circuits are thought to contribute to more rapid and flexible learning in response to errors in performance.

“In the past, these two learning mechanisms were viewed as entirely separate, and we wondered how signals from the two were integrated,” said Strick, senior author of the research. “Using a unique method for revealing chains of synaptically linked neurons, we have demonstrated that the cerebellum and basal ganglia are actually interconnected and communicate with each other.”

This result not only has important implications for the normal control of movement and cognition, but it also helps to explain some puzzling findings from patients with basal ganglia disorders.

For example, the degeneration of a specific set of neurons and their synapses in the basal ganglia is known to be the cause of Parkinson’s disease. However, one of the treatments for the resting tremor that characterizes the disease is to interrupt signals from the cerebellum to the cerebral cortex.

Imaging studies of patients with Parkinson’s disease and patients with dystonia, another disorder thought to be of basal ganglia origin, show abnormal increases in activity in the cerebellum.

“Our findings provide a neural basis for these findings,” Strick said. “In essence, the pathways that we have discovered may enable abnormal signals from the basal ganglia to disrupt cerebellar function. The alterations in cerebellar function are likely to contribute to the disabling symptoms of basal ganglia disorders. Thus, a new approach for treating these symptoms might be to attempt to normalize cerebellar activity.”

Andrea C. Bostan, a doctoral student in Pitt’s Center for Neuroscience, and Richard P. Dum of the Center for the Neural Basis of Cognition, co-authored the paper.
The study was funded by the Department of Veterans Affairs and the National Institutes of Health.

Comp sci adds another CAREER award
Faculty member Liz Marai is the computer science department’s most recent National Science Foundation CAREER award recipient.

Three other faculty in the 19-member department currently have active CAREER awards. The grant is known as the NSF’s most prestigious award for junior faculty.

Under this grant, Marai will investigate human anatomy and dynamics to make progress in replicating human articulation capabilities.

In her project, sampled dynamic motion data will be used to infer parameters such as soft-tissue properties and motion. The cross-disciplinary project is driven by specific problems in orthopaedics and human character animation, although its focus fundamentally lies on computational and automated analysis tools.

The broad impact of the project includes applications in biology, bioengineering, ergonomics, evolutionary biology and robotics.

The research plan develops computational tools for capturing dynamic skeletal motion from medical images, for inferring biological shape and behavior from dynamic motion information and for representing and calculating with these data.

The project aims to yield a set of human-anatomy based models of articulations to aid orthopaedists’ understanding of articulation injury and disease, to lead to improved diagnosis and medical treatment and to improve the realism of digital character animation.

Gum disease, cavity gene variants found
Certain genetic variations may be linked to higher rates of tooth decay and aggressive periodontitis, according to two recently published papers by Pitt dental school researchers and their collaborators.

The paper’s senior author, oral biology faculty member Alexandre R. Vieira, and colleagues found that the rate of dental caries was influenced by individual variations, or polymorphisms, in a gene called beta defensin 1 (DEFB1), which plays a key role in the first-line immune response against invading germs. The findings are available online in the Journal of Dental Research.

“We were able to use data gathered from our Dental Registry and DNA Repository, the only one of its kind in the world, to see if certain polymorphisms were associated with the development of caries,” said Vieira, who also is affiliated with Pitt’s Department of Pediatric Dentistry, the Center for Craniofacial and Dental Genetics, the Department of Human Genetics and the Clinical and Translational Sciences Institute.

“This could help us find new ways to treat people who are particularly susceptible to tooth decay, a problem that afflicts millions of Americans.”

For the study, the researchers analyzed nearly 300 anonymous dental records and accompanying saliva samples from the registry, assigning each case a score based on the presence of decayed teeth, missing teeth due to caries and tooth fillings, as well as a score based on decayed teeth, missing teeth and filled surface of a tooth.

In general, individuals with fewer caries have lower scores on both.

Saliva samples contained one...
of three variants, dubbed G-20A, G-52A and G-110C, in the FAM5C gene. Individuals who carried a G-20A copy had scores that were five times higher than those who had other variants. The G-52A polymorphism was associated with lower scores.

"It's possible that these variations lead to differences in beta 
defense's ability to inhibit bacterial colonization," Vieira said. "In 
the future, we might be able to test for these polymorphisms as clinical markers for caries risk."

In a second paper, published earlier this month in PLoS One, Vieira, Pitt colleagues and collaborators in Brazil studied saliva samples of 189 people in 55 families to look for genetic links to aggressive periodontitis, which is rapid and severe destruction of the gums and bone that starts at a young age and is thought to be more common in women and those of African descent.

Brazil's population is composed primarily of descendants of Portuguese ancestry, Africans and native Indians. They found hints of an association between the disease and the FAM5C gene.

While further testing did not find any mutations or polymorphisms that bore out a relationship, other experiments showed elevated levels of FAM5C expression, or activation, in areas of diseased periodontal tissue compared to healthy tissue.

"The FAM5C gene recently was implicated in cardiovascular disease, in which inflammation plays a role, just as in periodontitis," Vieira said. "More research is needed to see if variation in the gene is associated with different activity profiles."

Ayla Orzurk and Pouran Fami

The University Times Research Notes column reports on funding awarded to Pitt researchers and on findings arising from University research.

We welcome submissions from all areas of the University. Submit information via email to: utimes@pitt.edu, by fax to 412/624-4579 or by campus mail to 108 Spiegel Field Hall.

For submission guidelines, visit www.utimes.pitt.edu/page?aid=6807.

of Dental Research paper.

"The non-surgical treatment 
work by causing DNA damage," she explained. "But about half of 
these patients have tumors that are resistant to these therapies. That 
could be because some people have more repair proteins that 
act quickly to fix what's broken by the treatments, allowing the 
cancer cells to survive."

Niedernhofer's team analyzed 
tumor samples from patients with 
head and neck cancers and found that 
those who had lower levels of a protein called XPF, which is 
an essential component of DNA repair pathways, tended to have 
better clinical outcomes than those whose XPF levels were high.

The research is supported by a 
Specialized Program of Research Excellence (SPORE) grant in head 
and neck cancer from the National Cancer Institute and the National 
Institute of Environmental Health Sciences.

"Anti-estrogen drugs and 
lung cancer"

"Young local workers among the nation's best educated"

A recent report in the Pittsburgh 
Economic Quarterly published by the University Center for Social and Urban Research (UCSUR) has found that 
Pittsburgh is home to the fifth most-educated young workforce in the nation.

UCSUR regional economist 
Chris Brieri used U.S. census data to compare the educational attainment of workers aged 25-34 
who have earned a graduate or professional degree, with 23.5 percent.

Boston, ranked third, had 
about 19 percent.

Only 7.2 percent of Pittsburgh workers aged 25-34 did not have a high school diploma or equivalent, the lowest percentage in the survey. At the other end of the spectrum, Houston led with 19.5 percent.

According to Brieri, when the educational attainment of Pittsburgh workers as a whole is categorized by age, it provides an illustration of the city's post-industrial transition. For the 35-44 and 45-54 age groups, the percentage of those with at least a bachelor's degree is slightly above the national average — 39.6 percent compared with 34.6 percent for the 35-44 age group and 34.2 percent compared with 32.2 percent for the 45-54 age group.

For Pittsburgh workers aged 55-64, 31.7 percent hold at least a bachelor's degree, lower than the national average of 36.7 percent. The gap widens for Pittsburgh workers over age 65, in which only 24.4 percent have a degree, compared to 14.5 percent nationwide.

The full article is available at www.ucsur.pitt.edu/files/pqg/ 
pqg_2010-03.pd.
Joanne Kowiatek, a faculty member in the Department of Pharmacy and Therapeutics and pharmacy manager, medication safety specialist, Impact Presbyterian Shadyside, was elected to fellowship of the American Society of Health-System Pharmacists (ASHP).

Kowiatek’s hospital pharmacy experience involves pharmacy operations management, including managing centralized and decentralized pharmacy services and operating room pharmacy services.

In the School of Pharmacy, she teaches medication safety and regulatory compliance and serves as a preceptor for pharmacy students and residents. She has received national awards, including the Circle of Excellence in Patient Safety Award and the Institute for Safe Medication Practices (ISMP) Medication Safety Alert! Chevers Supervisor Award and is an individual recipient of the ISMP Chevers Award.

Brian Primack has won the Early Career Investigator Award from the Society of Behavioral Medicine. Primack, a faculty member in medicine and pediatrics at the School of Medicine, was recognized for his body of research focusing on the relationship between mass media and health.

The Early Career Investigator Award recognizes one recipient each year who early in his or her career has made outstanding and lasting contributions to the field of behavioral medicine.

Since 2006, Primack has published 28 research studies in a wide variety of peer-reviewed journals, including Pediatrics, Archives of General Psychiatry, Annals of Behavioral Medicine, Archives of Pediatric and Adolescent Medicine, Addiction and the American Journal of Preventive Medicine. These studies have explored topics such as racial disparities in tobacco advertising, the role of substrates in sexual behavior in popular music, teaching principles of marketing to medical students, the patient care, and the association between “media literacy” and adolescent smoking.

Although many of his studies uncover potentially harmful effects of media, Primack also researches ways that mass media, technological advances and media literacy can be used to improve health.

Primack is the recent recipient of the Society of Adolescent Medicine New Investigator Award and a Robert Wood Johnson Physician Faculty Scholar Award.

Abbas Wased, a faculty member in the Graduate School of Public Health, has been chosen by student ballot as the Student of the 2010 James L. Craig Award for Teaching Excellence.

The award will be presented at the May 2 CSPH convocation by the CSPH Student Government Association.

Wased teaches courses in bio-statistics, including Linear Models and Introduction to Statistical Methods 1.

Head men’s basketball coach Jamie Dixon has received the Jim Phelan National Coach of the Year Award. The award is presented annually to the top coach in America by CollegeInsider.com.

The honor is voted on by a group of coaches, media members and athletic administrators.

Earlier, Dixon was named the CollegeInsider.com Big East Coach of the Year.

Despite losing four starters from the previous year’s team, Dixon guided his 2009-10 Pitt team to a 25-9 overall record, a second-place finish in the Big East and a trip to the school’s seventh consecutive NCAA Tournament appearance and a No. 3 seed entering the tournament.

Two dental school faculty members have been honored for their exceptional contributions. Primack’s scholarship of the Dean’s Scholarship Fund. Honored with Distinguished Alumni Awards at the fundraiser were F. Eugene Ewing of the Department of Dental Public Health and Information Management, a 1971 graduate, and Deborah Studen-Pavlovich of the Department of Pediatric Dentistry, a 1980 graduate and a former professional of the advanced education program in pediatric dentistry.

Members of the Health Sciences System recently received awards:

• Jonathan Erlen, history of medicine librarian, has been named associate book review editor of The Watermark. Newsletter of the Archivists and Librarians in the History of the Health Sciences and has been appointed to the local arrangements committee of the 2010 Southern Association for the History of Medicine and Science Conference.

• Carie Iwema, information specialist in molecular biology, has been appointed to the Medical Library Association’s grants and scholarships committee for a three-year term.

• Melissa Ratajekski, reference librarian, has been appointed chair of the Medical Library Association’s Top Ten List of the Best Medicine Award Jury for 2010-11.

• Patricia Weiss, reference librarian, has been appointed to the Medical Library Association’s David A. Kronick Traveling Fellowship Jury.

• John Harris Evans III, Alumni Professor of Accounting in the Katz Graduate School of Business, has been named senior editor of The Accounting Review. He will assume his duties in 2011.

• Evans served as an editor of The Accounting Review, 2008-10.

• The School of Pharmacy Alpha Omicron chapter of the Rho Chi Society selected the recipients of initial annual faculty awards.

• Dexi Liu of pharmaceutical sciences received the Outstanding Scholarship Contribution Award.

• It was chosen for his innovative research in the area of hydromedic delivery systems for gene therapy.

• Amy Seybert and Sandra Kane-Gill, both pharmacy and therapeutics, received Innovation in Teaching Awards for their devotion to students, the profession and the future of pharmacy.

Joan C. Rogers, chair of the Department of Occupational Therapy in the School of Health and Rehabilitation Sciences, recently received the AOTA AOTF Presid- ents’ Com- mendation Award.

This award, established by the American Occupational Therapy Association and the American Occupational Therapy Foundation, honors a leader in the profession who has made sustained contributions to occu- pational therapy over a lifetime of service.

Rogers, who is a fellow of AOTA, previously received the Award of Merit, AOTA’s highest award, and the Eleanor Clarke Slagle Lectureship, AOTA’s highest academic award. She served on AOTA’s board of directors, 2005-08.

Rogers also is a fellow of the Gerontological Society of America.

She holds faculty appointments in nursing and medicine, and is affiliated with the McGowan Institute for Regenerative Medicine.

Four Pitt faculty members have received the 2010 Provost’s Award for Excellence in Mentoring, which recognizes faculty for their mentoring of doctoral students. Award earners each cash prize of $2,500. Winners were selected from a pool of nominees whose research was submitted by Pitt doctoral students and faculty.

The honorees are Jean Ferguson Carr, English and women’s studies program; John Harris Evans III, Katz Graduate School of Business; John Latse, communication and the Center for Bioethics and Health Law, and Richard Scaglion, anthropol.

Carr serves as director of the School of Drama’s MFA in theater and dance program and is a former director of Pitt’s committee for the advancement of teaching.

Students mentored by Carr have published books with such publishers as the State University of New York Press and the University of Georgia Press. Many of her former students now are in tenure-stream positions as school, teaching and administrative positions.

Students mentored by Davies have earned faculty positions at such institutions as Northwestern, Penn State, Michigan State and Maryland.

• Lynne is the former director of graduate studies in the Department of Communication.

Lynne has served on committees for student dissertation chairs that have been honored by the Organizational Behavior, for the Study of Communication, Language and Gender, and twice by the National Communi- cation Association.

Students mentored by Lynne are serving as faculty members at such institutions as Alabama, Temple, Tulane, Alabama-Huntsville and North Carolina-Greensboro.

Lynne’s former students also have served in leadership roles in their professional societies, and one student received a national book award from the National Communication Association.

• Scaglion is the director of Asian Studies Center.

He has instructed a grant and research design course that was responsible for a nearly perfect 100% passing rate for students receiving external fundi- ng awards.

He also holds a dissertation-writing fellowship for his students.

Students mentored by Sca- glion have gone on to successful academic careers, and many have advanced to senior positions within their fields.

Anna C. Balazs, Distin-

PARKING PERMIT REINSTATEMENT

If you are going on a University approved leave, you may have your parking permit reinstated when you return to the University. When you complete a parking permit reactivation application, your permit will be held for your current lot/garage until your return.

You must return your permit to the Parking Office in 204 Brackenridge Hall within the first three business days of the month in order to stop charges for that month.

For submission guidelines, visit www.utimes.pitt.edu/?page_id=6807.

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Kuldeep Shastri

Over the years, the two families celebrated holidays and attended Pitt football and basketball games together, Zutter said. “He was a very dear family friend,” who reached out to junior faculty both personally and professionally, Zutter said. An accomplished chef, Shastri enjoyed inviting colleagues and students to his home for dinners. He was “Father for everybody,” Zutter added.

Shastri regularly took on additional teaching responsibilities in the Katz school to allow junior faculty more time for research, aiding their pursuit of tenure. His habit of taking on a variety of smaller elective classes enabled colleagues to focus on a narrower area of teaching, freeing them from teaching in previously over-allocated classes. The time that could take time from their research.

The day he died, Shastri was to have given three final lectures. Among his students, Shastri had been on the phone at 11 o’clock the previous evening answering questions about the upcoming exam. “He was an above-and-beyond kind of guy,” Zutter said. “He was the midst of it all. He remained a successful; in many ways without equal,” Zutter said. “He was very dedicated to the Katz school and the College of Business Administration. He was influential in the expansion of the College of Business Administration, and the MBA and College of Arts and Sciences T eaching Excellence Award and the Chancellor’s Arts and Sciences T eaching Excellence Award, respectively; Fixed Income Securities (theatre arts) and

Kuldeep Shastri was named the Roger S. Alhbraind Sr. Endowed Chair in Finance at the Joseph M. Katz Graduate School of Business. He also held an accomplished career as a professor in the Department of Finance at Pitt, where he was a professor of finance and director of finance research at the Katz School of Business.

Shastri earned a bachelor’s degree in electrical engineering from the Indian Institute of Technology in 1975, his MBA from the Katz School in 1976 and his PhD from UCLA in 1982. Finance faculty colleague Chad Zutter remembered Shastri as a “magnet for people” who welcomed junior faculty and others into his lab. He was the “epicenter of a very large extended family” of friends and colleagues from the Katz school who attended conferences together, Zutter said. Zutter recruited Shastri to join the Pitt faculty nine years ago. Shastri and his wife, Karen, Katz faculty member, became like family to Zutter and his wife, who have no relatives here.

Shastri was influential in the development of the business school’s financial analysis labora- tory. The $2.3 million lab, which resembles a financial trading room, opened in 2008.

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Herschel E. Griffin

Herschel E. Griffin, dean of the Graduate School of Public Health from 1969 to 1980, died in San Diego, Calif., on March 29, 2010. He was 91.

Griffin earned his undergraduate degree from Stanford University in 1919 and the medical degree from the University of California in 1921. He joined the faculty at GSPH in 1943. According to the U.S. Army Medical Division Office of Medical History, Griffin entered the Army Medical Corps in 1950 and soon was appointed regimental surgeon. While in the military, Griffin participated in the Armed Forces Epidemiological Board (AFEB) and its commissions. From 1978 to 1980, after he was dean at GSPH, he also served as president of the AFEB. He also organized and ad hoc committee to evaluate the Donner’s data, and prepared an extensive and proposed epidemiological studies of asbestos-related health problems.

After his military service, Griffin became the third dean of GSPH, the first Negro Dean. With dread, he expected that African American students would not attend the school. “As expected, the student body was small and mostly white,” Griffin said.

Joseph Maroon, clinical professor in the Department of Neurological Surgery at the School of Medicine, has been inducted into the National Fitness Hall of Fame.

Maroon has completed more than 100 marathons, three times completing the Ironman in Hawaii, which consists of a 2.6-mile swim, a 112-mile bicycle ride and a 26.2-mile run. He is a 2009 inductee into the western chapter of the Pennsylvania Parks Hall of Fame. He is also senior vice president of the American Academy of Neurological Medicine and team neurosurgeon for the Steelers.

Chancellor Mark A. Nordenberg, head men’s basketball coach at the University of Pittsburgh, and his wife, Joy, are among those to be honored today, April 29, with Nellie Leadership Awards. The Nellie Awards are named for the late Nellie Dein Thomas of Three Rivers, Youth, which serves at-risk youth and families. Starlis Pitt Distinguished Service Award.

George Bandik, senior lec- turer and director of undergradu- ate studies in the Department of Chemistry, was honored recently by the Kappa Kappa Gamma sorority for his work with students in chemistry. He also is faculty advisor to the department’s award- winning American Chemical Soci- ety student affiliate chapter.

Bandik is a winner of the Chan- cellor’s Distinguished Teaching Award, the Nina and David Bell Arts and Sciences Teaching Excellence Award and the Chancellor’s Distinguished Public Service Award. He also has won the Carnegie Student Center Award for Excellence in Teaching.

Bandik is involved in the honors organic chemistry high school program, the Saturday Science Academy and the local High School Olympics.

Winners of the fifth annual Elizabeth Baranger Excellence in Teaching Award have been announced. The award recognizes outstanding teaching by graduate students in Arts and Sciences.

Winners in the natural sciences are: Rocio Midei (chemistry) and Jessica Yokley (psychology), honorable mention, Michael Berzofsky (biology), and social sciences: Suset Laboy-Perez (history) and Madalina Vizureanu (anthropology). Humanities: Gabrielle “Brie” Owen (English), Thomas Pacio (theatre arts) and James Pearson (philosophy).

The winners were chosen by a committee of the Arts and Sciences Graduate Student Orga- nization.

The Baranger awards intend to make graduate student teach- ing more visible on campus, to raise the standards of teaching by graduate students and to encourage graduate students to consider teaching as a career.
Pitt proved itself the 429,292-pound gorilla when it collected enough recyclables to land in the top 10 percent among all participants in the RecycleMania challenge’s competition division.

RecycleMania’s Gorilla Challenge prizes the school that collects the highest gross tonnage of recyclables during the 10-week campus recycling competition. The 429,292 pounds collected on the Pittsburgh campus topped competing Big East schools and placed the University at No. 29 among 346 competitors across the United States and Canada. Rutgers won the Gorilla Challenge with more than 2.54 million pounds per person.

In the per capita competition, Pitt weighed in at 12.02 pounds per person, good for a No. 140 ranking. Of 346 competitors, the U.S. Coast Guard Academy won this competition with 81.75 pounds per person.

Preliminary University figures indicated the campus had just missed its internal goal of collecting 15 pounds per person (see April 17 University Times), but those figures included recyclables collected through all 10 weeks of the challenge, said Laura Zullo, Facilities Management’s senior manager of capital and special projects. Although the competition is 10 weeks long, RecycleMania considers the first two weeks a trial period and includes only the last eight weeks of the competition in its final calculations, she said.

In RecycleMania’s grand champion competition, which recognizes the top achievement in recycling and source reduction combined, Pitt ranked No. 144 of 267 competitors with a cumulative recycling rate of 25.23 percent. California State University-San Marcos took first place with 71.82 percent.

Final results were released April 16 at www.recyclemaniacs.org. The competition, which ended March 27, is a program of the RecycleMania steering committee in coordination with the College and University Recycling Coalition. It pits colleges and universities against each other in a number of recycling challenges aimed at raising awareness and increasing recycling on campuses across the United States and Canada.

The Pittsburgh campus participated last year in the non-competitive benchmarking division as a way to promote recycling in the dorms, but moved up to the competition division, expanding its efforts to include faculty and staff for the 2010 challenge, which began Jan. 17.

The challenge includes competitions for waste reduction, recycling per capita as well as overall and targeted materials collections.

In the waste minimization category, in which participants strive to produce the least amount of municipal solid waste (trash and recyclables), Pitt ranked No. 107 with 47.64 pounds per person. North Lake College topped the list of 199 competitors, producing only 6.17 pounds per person during the challenge.

In targeted recyclables competitions:
• For corrugated cardboard, Pitt ranked No. 42 overall and No. 1 among Big East schools with 7.39 pounds per person. Kalamazoo College collected 21.23 pounds per person to take first place among 231 schools competing.
• For paper, Pitt ranked No. 121 with 3.83 pounds per person. Franklin W. Olin College of Engineering topped the list of 223 participants with 30.71 pounds per person.
• For bottles and cans, Pitt ranked No. 139 with 0.8 pounds per person. Ursinus College was No. 1 among 223 competitors, with 19.44 pounds per person.

Noting that Pitt placed in the top 10 percent in the Gorilla Challenge and in the top 20 percent for collecting cardboard, Zullo said she was pleased with the results. “In the remaining categories, we were pretty much middle of the road, but we have to remember that we’re in the middle of the road with schools that care enough about recycling to enter the competition. I have to believe we’re well above the curve for all schools nationwide. Not bad for our second year in the competition,” she said.
Friday 7
Bradford Campus Nonprofit Professional Development Conference
Makiyama U. Rmn., Frame- Westerberg, UB.P, 8:30 am-4 pm (for reservations: 1-800/872-1787)
Dental Medicine Continuing Ed Lecture
“Where the Unexpected Happens: Are You Ready?” Jane Segel, 2148 Salk, 9-noon
GSPEHl Evan.H. Wei Scholarship Art Sale fundraiser
118 Parran, 10-2:30 pm (info:
www.publichealth.pitt.edu/sec-
tion.php?pageID=260)
Bradford Campus Info Session
Admissions Office, Hanley, UB.P, 10 am-7 pm
Maggie & Stella’s Secret Sale 1st fl. Semmon, 11 am-3 pm
Sr. Seminary Research Sr. “Therapeutic Potential of CD47: Putting the Brakes on Nitratic Oxide,” JeefIlsenberg, aud. 6 Scaife, noon
Dental Medicine Continuing Ed Lecture
“The Oral Surgery Experience: Tips, Techniques & Planning,” James Tauerberg; 2148 Salk, 1-4 pm

Sunday 9
Bradford Campus Spectrum Performance
“Face to Water,” Southern Tier Symphony, Bromley Family Theater, Blaisdell, UPB, 3 pm (814/362-0248)

Monday 10
Current Topics in Health Economics & Policy Lecture
“Health Insurance Reform Without Visible Effects,” Mark Pauly, Penn; 120 Starzl BST, 4-5:30 pm (resp. by May 5 to degen@pitt.edu)
HSLS Workshop
“Finding in CINAHL,” Mary Locklom; Falk Library classroom, 2, 10 am
HSLS Workshop
“Searching in CINAHL,” Mary Locklom; Falk Library classroom, 1, 1-11:30 am

Tuesday 11
HSLS Workshop
“Advise/Prep class for Beginners,” Sam Lewis; Falk Library classroom, 2, 10-am noon
Magee-Womens Work in Progress Conference/Seminar
“Diverse Functions of the Hedgehog Pathway in Differentiation of Stereotyped Gen Cell Lineages,” Humphrey Yao, Magee, 1st fl. conf. cit., noon
Pharmacology & Chemical Biology Seminar
“Cardio: Actions of PKC-delta: Roles of Phosphorylation...or Phosphorylation Rules!” Susan Steenburge, Columbia; 1195 Starlt BST, 3:30 pm

Wednesday 12
Clinical Oncology & Hematol- ogy Grand Rounds
“Immunoe Therapeutic Strategies for Cenral Nervous System (CNS) Melanoma,” Amy Hein- berger, 2nd fl. aud. UPMC Cancer Pavilion, 9 am
Dental Medicine 10th Annual Research Symposium
“Molecular Medicine: Enters the Mouth,” Lawrence Taluk, NIDCR; Scaife lecture room 5, 9 am-noon.

Thursday 13
Dental Medicine Continuing Ed Conference
“Local Aerosolthe for the Dental Hygienist, Part 1,” Sean Boyers & Paul Moore; 2148 Salk, 7-30 am-5 pm
Johnstown Campus Business & Industry Workshop
“Basics of Exporting,” Living/ Learning Center, U.P (register by April 10 at 814/269-2099)
HSLS Workshop
“EndNote Basics,” Patricia Weiss, Falk Library classroom 2, 10 am
HSLS Workshop
“Searching in CINAHL,” Mary Locklom; Falk Library classroom, 1, 1-10:30 am

Friday 14
GSPH Anne C. Sonis Memo- rial Lecture
“Tilting at Windmills: The Quest for Health Reform,” Elizabeth McGlynn, RAND, S100A Starlt BST, noon (412/268-9455)
HSLS Lunch With a Librarian
“Searching for Dollar$: Grant Resources,” Barbara Folks, Falk Library conf. rm. B, noon
HSLS Orientation
“Introduction to HSLS Resources & Services at Falk Library,” Emily Johnston; Falk Library entrance, 1 pm

Friday 15
GSPFA
“PHosphorylation Rules” Susan Humphrey Yao; Magee, 1st fl.
HSLS Workshop
“Phosphorylation Rules...or Rules of Phosphorylation,” Susan Humphrey Yao; Magee, 1st fl.
HSLS Lunch With a Librarian
“Searching for Dollar$: Grant Resources,” Barbara Folks, Falk Library conf. rm. B, noon

Friday 16
Mand L. Menten Pathology Lecture
“Biology of Prion Diseases,” Adriano Aguzzi, U. of Zurich; lecture rm. 1 Scaife, noon (8-1040)
Senate Council Mtg.
2700 Pocrow, 1 pm

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Thursday 29
HLRS Workshop
“PowerPoint for Beginners,” Saint Lewis, Falk Library, class 2, 10-10 noon
Molecular Biophysics/Structural Biology Seminar
“Insight into the Structure & Dynamics of Neurotransmitters,” Jeffrey Madura, Duquesne, 6014 BST, 11 am
Endocrine Research Conference
“Metabolic Profiling Reveals Nerv Link Between Carnitine Balance & Glucose Intolerance,” Deborah Musou; 1195 Starzl BST, noon
Human Resources Benefits Fair
1105 BC, noon-3 pm
Infectious Diseases Grand Rounds
“Future Challenges & Opportunities in Global Health & Infectious Diseases,” King Holmes, U of VA, G21 and Parry, 4 pm
Bradford Campus Performance
“Cabinets,” Windwood Theatricals; Bromley Family Theater, Blaisdell, UPB, 7:30 pm (8-1662-5113)
Friday 30
SBDC Workshop
“The 2nd Step: Developing a Business Plan,” Merri; 7-10 am (to register: 8-1142)
Endocrine Conference
“Long-Term Issues Facing Thyroid Cancer Survivors,” Christopher Coyne; 1195 Starzl BST, 10-11 am
Bradford Campus Seminar
“OSHA Oil & Gas Industry Safety,” 162Swarm, UPB, 9-10 am (to register: 814-162-5078)
WPIC Clinical Grand Rounds
“Child & Adolescent MR Services,” Martin Lubetsky & Charles Perrotta; 2nd fl. aud. Derr, 11-12:30 pm
CLAS Lecture
“Revolution, Diplomacy & Ethnicity: Cuba, Israel & the Jewish Community From 1959 to 1979,” Marigali Bejarano, Hebrew U of Jerusalem; 3703 Posvar, noon-1:30 pm
Faculty Development for Medical Educators Lecture
“Dilemmas in Teaching Basic Sciences,” Cynthia Lance-Jones; 4th fl. Scaife lecture rm. 5, noon
Institutional Review Board Workshop
“Transferring Data & Specimens Across the Street & Around the World,” Kelly Downing, Kenh Duiz & Zeke Barrera; S120 Starzl BST, noon (1-1149)
Senate Budget Policy Committee Mtg.
501 CL, 12-10 pm
Renal Electrolyte Lecture
“Chronic Kidney Disease as a Risk Factor for Cardiovascular Disease: Focus on Cystatin C,” Mark Sarnak; F1145 Presby, 12:30 pm
Pittsburgh Chromatin Club Mini Symposium
Cooper Conf.Ctr. classroom D, 1-5 pm
Saturday 1
• Spring term ends; official date for degrees awarded in spring term.
Dental Medicine Continuing Ed Conference
“Local Anesthetics for the Dental Hygienist, Part 2,” Sean Boyres & Paul Moore; 2148 Salk, 7:30 am-5 pm
Sunday 2
• Residence halls close except for graduating seniors.
Annual Commencement Convocation
Speaker: John Swanson, alumnus & trustee; Petersen, 2 pm
Monday 3
Johnstown Campus Human Resources Benefits Fair Cambria RM, Union, UPJ; 10:30 am-1:30 pm
Tuesday 4
Greensburg Campus Human Resources Benefits Fair 101 & 119 Norge, UPJ, 11 am-1:30 pm
CVR Seminar
“Exploration & Exploitation of Mycobacteriophages,” Graham Harshall; 1105 Scaife, noon
Health Services Research Seminar
“Associations Between Substance Use, Sexual Risk Taking & HIV Treatment Adherence Among Homeless People Living With HIV,” Mark Friedman, 305 Parkvale, noon
Magee-Womens Work-in-Progress Seminar
“Regulation of Spermatogenesis by Classical & Non-classical Testosterone Signaling,” Will Walker; 1st fl. conf. ctr. Magee, noon
Faculty Assembly Mtg.
U Club Ballrm. A, 3 pm
Wednesday 5
• Instructors must approve spring term grades by 3 pm.
Supplier Diversity Showcase
“The Importance of Cross-Cultural Communications,” Deborah Holland, DJL & Associates; WPUC Assembly Rm., 9:45-10 am
Supplier Diversity Showcase
“Options,” WPJC Alumni Rm., 11 am-1:30 pm (rsvp: 4p400@gmail.com)
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Renal Electrolyte Lecture “Chronic Kidney Disease as a Risk Factor for Cardiovascular Disease: Focus on Cystatin C,” Mark Sarnak; F1145 Presby, 12:30 pm
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Clinical Oncology & Hematology Grand Rounds Bendamustine — Old Remedy for New Indications: Searching for a Weapon Against Amyloidosis, Christopher Marsh, Pre-Clinical & Clinical Evaluation of PARP-inhibitor Containing Regimens for Bladder Cancer, Lily Shah, Chronic Kidney Disease as a Risk Factor for Cardiovascular Disease: Focus on Cystatin C, Mark Sarnak, noon-1:30 pm (to register: 814-162-5078)
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The University Times events calendar includes Pitt-sponsored events as well as non-Pitt events held at a Pitt candidate should identify the type of event, such as lecture or concert, and the program’s specific title, sponsor, location and time. The name and phone number of a contact person should be included. Information should be sent by email to: tacu@pitt. edu. Fax to: 412-624-5779, or by mail to: 310 Bellefield Hall. We cannot guarantee publication of events received after the deadline.