BUILDING UP for University City. The estimated statewide economic impact from these on capital investments. Penn's capital investment strategy is comprised participation on construction projects.

owned businesses, as well as targets for minority and female labor force contracts on major projects ($5 million and above) to minority- and women-owned businesses. Under the University of Pennsylvania’s Economic Opportunity Plan, Penn has set aggressive targets for awarding 20-25% of contracts on major projects ($5 million and above) to minority- and women-owned businesses, as well as targets for minority and female labor force participation on construction projects.

<table>
<thead>
<tr>
<th>Building Project</th>
<th>Year</th>
<th>Total Cost</th>
<th>MBE/WBE Contracts</th>
<th>MBE/WBE Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harnwell College House</td>
<td>2005</td>
<td>$16.4m</td>
<td>31%</td>
<td>37%</td>
</tr>
<tr>
<td>Lynch Life Sciences</td>
<td>2006</td>
<td>$46.7m</td>
<td>25%</td>
<td>21%</td>
</tr>
<tr>
<td>Vernon and Shirley Hill</td>
<td>2006</td>
<td>$35.3m</td>
<td>35%</td>
<td>23%</td>
</tr>
<tr>
<td>Skirkanich Hall</td>
<td>2007</td>
<td>$67.6m</td>
<td>33%</td>
<td>20%</td>
</tr>
<tr>
<td>Domus apartments (third-party development)</td>
<td>2008</td>
<td>$50.2m</td>
<td>30%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Recently completed capital projects illustrating Penn's commitment to including certified minority- and women-owned businesses in the construction industry.

In addition, $2.5 million of other expenses have been allocated to businesses located in Philadelphia, Penn has undertaken extensive efforts to provide opportunities for local residents, minorities and recently completed capital projects illustrating Penn's commitment to including certified minority- and women-owned businesses in the construction industry.

As a certified women-owned business owning a large portion of land in Philadelphia, Penn has undertaken extensive efforts to provide opportunities for local residents, minorities and certified minority- and women-owned businesses in the construction industry. Recently completed capital projects illustrating Penn's commitment to including certified minority- and women-owned businesses in the construction industry.

with a goal of being a model employer who values work-life balance and promotes diversity and inclusion. This goal has been achieved by offering competitive salaries, benefits, and professional development opportunities. As a result of these efforts, Penn has been recognized as a model employer by various organizations and has won numerous awards for its commitment to diversity and inclusion.

In the coming year, several new projects will be completed that will strengthen minority inclusion. One such project is the Perelman Center for Advanced Medicine. To date, minority- and women-owned businesses have been involved in the construction and operation of the Perelman Center, and the University of Pennsylvania has set aggressive targets for awarding 20-25% of contracts on major projects ($5 million and above) to minority- and women-owned businesses, as well as targets for minority and female labor force participation on construction projects.

Furthermore, Penn has been committed to providing opportunities for local residents, minorities, and certified minority- and women-owned businesses in the construction industry. In addition, $2.5 million of other expenses have been allocated to businesses located in Philadelphia. Through these efforts, Penn has demonstrated its commitment to economic inclusion and has been recognized as a model employer by various organizations.

Penn has also been recognized as a model employer by various organizations and has won numerous awards for its commitment to diversity and inclusion. Despite its size and complexity, Penn has been successful in providing opportunities for local residents, minorities, and certified minority- and women-owned businesses in the construction industry. As a result of these efforts, Penn has been recognized as a model employer by various organizations and has won numerous awards for its commitment to diversity and inclusion.
Economic Opportunity

Through its Economic Opportunity Plan, Penn has set aggressive targets for awarding 20%-25% of contracts on major projects ($6 million and above) to minority and women-owned businesses, as well as targets for minority and female labor force participation in construction projects.

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<thead>
<tr>
<th>Building Project</th>
<th>Year</th>
<th>Total Cost</th>
<th>% of MBE/WBE</th>
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</tr>
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<tr>
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<td>$46.7 m</td>
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<td>21%</td>
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<tr>
<td>Perelman Center</td>
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<td>$67.6 m</td>
<td>33%</td>
<td>20%</td>
</tr>
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<td>Skirkanich Hall (third-party development)</td>
<td>2007</td>
<td>$35.3 m</td>
<td>35%</td>
<td>23%</td>
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<tr>
<td>Domus apartments (renovations)</td>
<td>2006</td>
<td>$8.1 m</td>
<td>28%</td>
<td>34%</td>
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Penn has set aggressive targets for awarding 20%-25% of contracts on major projects ($6 million and above) to minority- and women-owned businesses, as well as targets for minority and female labor force participation in construction projects. Penn has been committed to workforce diversity and has set aggressive targets for minority and female participation on construction projects. In addition, $2.5 million of other expenses have been allocated to businesses located in the Philadelphia area, and women-owned firms have accounted for $58 million of construction expenditures on this project. As a certified women-owned business, and as a family business that takes great pride in quality workmanship, participating in Penn’s economic inclusion initiative has leveled the playing field for us. We have greater opportunity to bid work, and a platform to show our strengths in the construction field. Our revenue increased by 30% in the past year—this would not have been possible without Penn’s economic inclusion initiative.

Penn is a leader in the construction industry. Penn is an ideal place to be located if you are a minority- or women-owned business. In addition, Penn’s strong foundation in diversity and inclusion sets it apart from other institutions that Penn has awarded contracts to minority- and women-owned businesses, as well as targets for minority and female labor force participation in construction projects.
Economic Opportunity

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As a certified women-owned business, and as a family business that takes great pride in quality workmanship, participating in Penn’s Economic Inclusion initiative has been a positive experience for us. We have been able to grow our business substantially, from a staff of eight employees to 40-plus employees, with an average of 25 full-time employees who have been certified minority- or women-owned businesses in the construction industry.

Recently completed capital projects illustrating Penn’s commitment to including minority- and women-owned businesses, as well as minority and women-owned contractors on major projects ($5 million and above) to minority- and women-owned businesses, as well as targets for minority and female labor force participation on construction projects.

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Penn's capital investment strategy is comprised of extensive efforts to provide opportunities for local residents, minorities and women-owned businesses, as well as targets for minority and female labor force participation on construction projects. By the end of other initiatives has been achieved in businesses located in Pennsylvania.

Economic Inclusion at the University of Pennsylvania

A commitment to workforce diversity

Penn's Economic Inclusion Program is designed to increase employment opportunities by improving job skills, providing employment and workforce capacity. The program is committed to participating in the economic activity of Philadelphia's largest private employer. Through its Economic Inclusion Program, Penn has set aggressive targets for awarding 20%-25% of construction projects over $5 million are awarded to minority- and women-owned companies.

Three subcommittees of the committee meet to review and monitor progress made in construction, workforce development and procurement, at the University of Pennsylvania:

• Aspire to 20%-25% of construction projects over $5 million are awarded to minority- and women-owned companies.
• Support small businesses through the procurement of locally-provided products and services.
• Increase employment opportunities by improving job skills and workforce capacity.

The Franklin Building Suite 721
3451 Walnut Street
Office of the Executive Vice President

Penn Compact
Pennsylvania launched the Penn Compact at the inauguration of President Amy Gutmann, the University of Pennsylvania:

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Chair: Scott Specord, Vice Provost for University Life

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### Economic Opportunity

#### Through its Economic Opportunity Plan, Penn has set aggressive targets for awarding 20%-25%

- of contracts on major projects ($5 million and above) to minority- and women-owned companies.
- for minority and female labor force participation on construction projects.

Penn has set targets for awarding 20%-25% of contracts on major projects ($5 million and above) to minority- and women-owned companies, as well as targets for minority and female labor force participation on construction projects. Through its Economic Opportunity Plan, Penn has set aggressive targets for minority- and women-owned companies, as well as targets for minority and female labor force participation on construction projects.

### Economic Inclusion

#### at the University of Pennsylvania: a commitment to workforce diversity

Penn's Economic Inclusion Plan is a commitment to workforce diversity. The plan is designed to increase employment opportunities for minority and women-owned businesses as well as for minority and female labor force participation on construction projects.

#### Benefits of Economic Inclusion

- Increased job opportunities for minority- and women-owned businesses.
- Increased minority and female labor force participation on construction projects.

#### Key Strategies

- Setting aggressive targets for economic inclusion.
- Increasing minority and female labor force participation on construction projects.

#### Implementation

- Penn has established a dedicated team to oversee the implementation of its Economic Inclusion Plan.
- The plan includes initiatives to increase minority and female labor force participation on construction projects.

### Construction Projects

#### Completed Projects

- **2005**
  - Harnwell College House: 2005, $16.4 million
  - Perelman Center: 2005, $27.0 million
- **2006**
  - Skirkanich Hall: 2006, $19.1 million
  - Pavilion: 2006, $35.3 million
  - Vernon and Shirley Hill Building: 2006, $8.1 million
- **2007**
  - pp: 2007, $67.6 million

#### Contracts

- **MBE/WBE Contracts**
  - Completed projects are categorized by MBE/WBE status.

#### Workforce Development

- **MBE/WBE Workforce Development**
  - Targeted efforts for minority and female employment.

### Conclusion

Penn's Economic Inclusion Plan is designed to increase employment opportunities for minority and women-owned businesses as well as for minority and female labor force participation on construction projects. The plan includes initiatives to increase minority and female labor force participation on construction projects.

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**1.** U.S. Virgin Islands developer in Philadelphia. N.J. % under the Construction Industryos (CIs) for the past 2 years to meet the needs of the growing construction industry.

**2.** The percentage of minority- and women-owned companies that have been awarded contracts on major projects.

**3.** The percentage of direct expenditures on campus and health system construction and renovations, as well as spending to leverage private development funds.
Diversity suppliers are businesses that are certified as at least 51% owned and operated by a minority individual or group, or minority- or women-owned businesses that are not profit-driven. Diversity suppliers can also include businesses that are owned by veterans or by disabled, veteran-owned, and veteran-owned businesses.

The University of Pennsylvania has made a commitment to diversity and local businesses. The University’s mission is to provide best-in-class buying and service requirements. Penn utilizes this initiative to identify suppliers that can meet its business needs while promoting diversity and inclusion. Launched in 1994, this innovative approach to diversity supplier inclusion has resulted in significant business opportunities for minority suppliers.

The University has leveraged its buying power, knowledge assets, and professional networks to design an effective program designed to help local suppliers, who are often small and local, grow into world-class companies. In all its activities, Purchasing Services strives to promote economic inclusion while meeting its mission to provide best-in-class buying and service requirements.

The University of Pennsylvania’s DIVERSITY SUPPLIER DEVELOPMENT PROGRAM is a collaborative effort among Penn Purchasing Services, Drexel University Business Services Division, and the Pennsylvania Minority Business Enterprise Center. This program is designed to help bridge the gap between Penn’s procurement-to-pay technology business requirements and supplier capabilities.

Purchasing Services, supported by the Office of Diversity, is working with the new Diversity Supplier Program and referring these minority- and women-owned suppliers to the University so they can participate in Penn’s eProcurement application used by Penn faculty and staff to order their products, including participation in the University of Pennsylvania Health System (UPHS) as well as Penn’s departments and agencies.

TELROSE CORPORATION
Teresa Lake
President
3200 Foulkon Rd., Toronto, Pennsylvania 19044

TELROSE has grown to be a significant supplier of office paper, copy paper, and toner to the University of Pennsylvania. In 1994, Teresa Lake brought her company to Penn, and in 1995, she was awarded as the Penn Diversity Supplier of the Year. “The opportunity to work with the University of Pennsylvania has been invaluable to my company. We have grown our staff from three to twenty-two. This growth is directly correlated to the University’s commitment to diversity.”

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Diversity Suppliers
- Minority-owned businesses
- Women-owned businesses
- Veteran-owned businesses
- Disabled-owned businesses

Creating Capacity for Employment

Penn utilizes its buying power, knowledge assets, and professional networks to identify suppliers that can meet its business needs while promoting diversity and inclusion. In all its activities, Purchasing Services strives to promote economic inclusion while meeting its mission to provide best-in-class buying and service requirements.

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In the United States, the largest private employer in Philadelphia and one of the nation’s largest private employers, the University of Pennsylvania Health System (UPHS) has increased significantly within the past few years. The University of Pennsylvania Health System (UPHS) has established strong affirmative action principles for its faculty and staff. We appreciate the opportunities at Penn will afford me the skills and expertise to obtain my Bachelor degree and continue on to the Master and Doctor of Philosophy programs. This inspires me to want more for my own life. My hope is to bring such an enormous vision to pass. Working for Penn has been a reward in itself. As a Penn employee, I have learned the importance of diversity and inclusion, and I have been able to bring these principles to my work. As the largest private employer in Philadelphia and one of the nation’s largest private employers, the University of Pennsylvania Health System (UPHS) has increased significantly within the past few years.

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Diversity suppliers are businesses that are certified as at least 51% owned and operated by a minority individual or group, or minority or women-owned businesses that are government-contracted. Diversity suppliers can also include disabled-owned and veteran-owned businesses.

The University strives to have buying power, knowledge assets, and other resources leveraged, with a commitment to providing opportunities to diverse businesses to participate in the UPHS marketplace.

NEW TRAINING, NEW SKILLS

PIPELINE DEVELOPMENT

This program has been successful in providing opportunities for career development to residents of the West/Southwest Philadelphia area. Awarded 9th Pennsylvania, 2007

NEW EMPLOYMENT PROGRAM

HIGH SCHOOL PAID EMPLOYMENT PROGRAM

This program has been successful in providing opportunities for career development to residents of the West/Southwest Philadelphia area. Awarded 9th Pennsylvania, 2007

CREATING CAPACITY FOR Employment

The University’s School of Nursing has been successful in preparing students for careers in the health sciences.

NEW TRAINING, NEW SKILLS

In 2000, Reynolds’ “Women Making a Difference” awards.

FELLOWSHIPS

As staff of the School of Nursing, I most enjoy being in an environment where creativity, innovation, and excellence are celebrated in the classroom and the clinic. The environment facilitates the growth and development of all faculty and students. Furthermore, the diverse and changing faculty and student demographics provide opportunities for learning and teaching.

PHILADELPHIA’S WRAP-AROUND CASE MANAGEMENT PROGRAM

THEREZA LAKE, 2000, West Philadelphia, PA

In 2000, Reynolds’ “Women Making a Difference” awards.

MINORITY AND FEMALE REPRESENTATION

Minority

Female

% of employees

% of managers

% of executives

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Diversity suppliers are businesses that are certified as at least 51% owned and operated by a minority individually or group, or multi-ethnic businesses that are in any combination of 51% owned. Diversity suppliers can also include veteran-owned businesses.

PREP=Procurement and Penn is committed to increasing the percentage of contracts awarded to minority and female-owned businesses and to local suppliers. The annual amount purchased from Local Community Businesses is as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Local Community Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY99</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>FY00</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY01</td>
<td>$4,000,000</td>
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<tr>
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The University of Pennsylvania has taken a proactive approach to diversity and inclusion, recognizing the importance of supporting businesses owned by underrepresented groups. As a leading research university, Penn has a responsibility to promote economic inclusion while meeting its mission to provide best-in-class buying methods and price supplier business relationships. These initiatives include:

ECONOMIC DIVERSITY SUPPORT
- Support local suppliers: Penn has a strong commitment to supporting local businesses, especially those owned by minorities, women, and veterans. Through its business with local suppliers, Penn has generated approximately $86 million in products and services from local suppliers.
- Economic development: Through its programs and initiatives, Penn has supported the development of meaningful and mutually beneficial relationships with local businesses.
- Supplier diversity: Penn has implemented a Supplier Diversity Program to support businesses owned by minorities, women, and veterans.

Outreach Activities
- Participation in career fairs: Penn participates in career fairs sponsored by organizations such as the NAACP and Council of Women’s Business Centers.
- Local outreach: Penn works with community organizations such as the Business Services Division to identify diversity suppliers and support their growth.

In addition to these initiatives, Penn has implemented a Diversity Supplier Development Program to help businesses owned by minorities, women, and veterans develop the skills needed to succeed in the business world. Through this program, businesses are provided with training, coaching, and other resources to help them achieve success.

The University of Pennsylvania has made a commitment to diversity and local businesses, recognizing the importance of supporting businesses owned by underrepresented groups. Through its initiatives, Penn is working to promote economic inclusion while meeting its mission to provide best-in-class buying methods and price supplier business relationships. By supporting local suppliers, Penn is helping to create opportunities for economic growth and development in the local community.

As part of its commitment to diversity, Penn is working with the new Diversity Supplier Program and referring these suppliers to Penn's purchasing department. An increasing number of major suppliers are working with the University of Pennsylvania to provide equipment and supplies to the University of Pennsylvania.

The opportunity to work with the University of Pennsylvania has been a blessing. The opportunities for growth have caused my opportunities at Penn will afford me the skills and expertise to bring such an enormous vision to pass. Working for Penn has been a real inspiration for me, and I have witnessed the positive impact that education can have on personal and professional growth.
Diversity suppliers are businesses that are certified as at least 51% owned and operated by a minority individual or group, or businesses that have approximately $86 million in products and services from local suppliers. Launched in 1994, this innovative approach to diversity supplier inclusion has resulted in significant business opportunities for diversity suppliers. Since its inception, Penn has purchased approximately $758 million. During Fiscal Year 2007, Penn purchased approximately $100 million in products and services from local suppliers. An increasing number of major suppliers are working with the new Diversity Supplier Program and referring these suppliers to Penn. A collaborative effort among Penn Purchasing Services, Drexel University, and Unique Advantage, this program is designed to help bridge the gap between Penn’s methods and price supplier business relationships. These initiatives include:

- **SUPPLIER DIVERSITY PROGRAM**
  - **DIVERSITY SUPPLIER DEVELOPMENT PROGRAM**
  - **LOCAL COMMUNITY BUSINESS PROGRAM**
- **OUTREACH ACTIVITIES**
  - **NEW TRAINING, NEW SKILLS**
- **TUSK ROSE CORPORATION**

Penn’s policies and procedures ensure that the University’s buying power, knowledge assets, and resources are leveraged to the advantage of local suppliers. The University leverages its buying power, knowledge assets, and resources to support diversity supplier development through various initiatives. The University has established strong affirmative action principles for its faculty and staff. We have developed policies and procedures to support diversity in the hiring process. Our hiring practices and partnerships encourage the recruitment, retention and development of a highly qualified, committed, and diverse workforce. We have established strong affirmative action principles for our faculty and staff. We have developed policies and procedures to support diversity in the hiring process. Our hiring practices and partnerships encourage the recruitment, retention and development of a highly qualified, committed, and diverse workforce. We have established strong affirmative action principles for our faculty and staff. We have developed policies and procedures to support diversity in the hiring process. Our hiring practices and partnerships encourage the recruitment, retention and development of a highly qualified, committed, and diverse workforce.

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New Hiring Practices and Partnerships

Penn strives to create a working environment that welcomes and provides opportunities for targeted recruitment efforts. We provide skills development training and coaching to help them advance their careers in clinical areas where severe shortages exist. PIPELINE DEVELOPMENT

Penn, in partnership with UPHS, started a program that offers paid employment opportunities for high school students, providing both after-school and summer positions at UPHS entities. A very interactive experience for the students with long-term life goals. Of the students currently participating, 91% of them are from the West/Southwest Philadelphia community, with 14% of the enrollees residing locally. This program has been successful in providing opportunities for career development to residents of the West/Southwest Philadelphia community, with 14% of the enrollees residing locally. This program has been successful in providing opportunities for career development to residents of the West/Southwest Philadelphia area.

Diverse and Local Businesses

Purchasing Services, a department of Penn’s Business Services Division, reflects the University’s commitment to the economic inclusion while meeting its mission to provide best-in-class buying methods and price supplier business relationships. These initiatives include:

- Penn Marketplace
- eProcurement
- Diversity Supplier Program
- Supplier Diversity Program
- Pennsylvania Minority Business Enterprise Program
- Trade Union Program

Penn utilizes this initiative to identify and leverage its buying power, knowledge assets, and commitment to socially responsible purchasing to provide tangible business opportunities for local suppliers which have produced approximately $86 million in products and services from local suppliers. Since the launch of this initiative in 1986, the total amount purchased from local community businesses has been approximately $758 million. During Fiscal Year 2007, Penn purchased approximately $80,000,000 from Local Community Businesses.

NEW TRAINING, NEW SKILLS

Creative thinking, and encourages a culture in which different views are welcome. We have grown our staff from three to twenty-two. This growth is directly correlated to the new Diversity Supplier Program and referring these individuals. As Penn’s African American Student Network aims to provide a working environment that welcomes and provides opportunities for targeted recruitment efforts. We provide skills development training and coaching to help them advance their careers in clinical areas where severe shortages exist. PIPELINE DEVELOPMENT

Reynolds’ “Women Making a Difference” conference. This conference is sponsored by groups such as the NAACP, Council of Spanish Speaking Organizations (Concilio), Philadelphia Community College, and the Mayor’s Office; presentations at meetings and ceremonies such as Penn’s African American Student Network’s annual awards ceremony; partnerships with non-profits; and community-wide activities such as Penn’s African American Student Network’s annual awards ceremony; partnerships with non-profits; and community-wide activities such as December 2000 and December 2007.

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Economic Opportunity

Through its Economic Opportunity Plan, Penn has set aggressive targets for awarding 20%-25% of contracts on major projects ($5 million and above) to minority- and women-owned businesses, as well as targets for minority and female labor force participation on construction projects.

Penn and its health system spend an average of $300 million annually on capital investments. Penn's capital investment strategy is comprised of direct expenditures on campus and health system construction and on capital improvements.

As a certified women-owned business, and as a family business that takes great pride in quality workmanship, participating in Penn's economic inclusion initiative has leveled the playing field for us. We have greater opportunity to bid work, and a platform to show our strengths. Our revenue increased by 30% in the past year—this is a direct reflection of Penn’s inclusion initiative. Serving the University of Pennsylvania: Kim Galie, President; Marie Witt, President; Lynn Williams, Treasurer; Anthony Wigglesworth, Director of Human Resources; Glenn Bryan, Director of Facilities and Real Estate Services; Gary T. Ruhlar, Director of Purchasing Services; Patricia Coulter, Director of Purchasing Services; and Steve Eisen, Director of Purchasing Services.

Recently completed capital projects illustrating Penn’s commitment to including economic inclusion are:

- Perelman Center for Advanced Medicine: Total: $160 million, 2006-2009, 2006 Funded: $16.4 million, 2006 Percent MBE/WBE: 20% (associates), 8% (suppliers), 8% (construction), 20% (labor); 2007 Funded: $35.3 million, 2009 Percent MBE/WBE: 15% (associates), 12% (suppliers), 12% (construction), 15% (labor); 2008 Funded: $67.6 million, 2009 Percent MBE/WBE: 15% (associates), 12% (suppliers), 12% (construction), 15% (labor).

As a testament to our continued commitment, Penn is pleased to announce that we will be going after a Penn Compact project. In addition, $2.5 million of other expenses have been allocated to businesses located in University City. The estimated statewide economic impact from these expenditures is $768 million and 6,160 jobs.