

UNIVERSITY of PENNSYLVANIA

Almanac

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Senate Officers

With the selection of Dr. Vivian Seltzer, right, as Chair-Elect, the Faculty Senate's tri-chair leadership is set for 1996-97. Dr. William Kissick (left) moves from Chair to Past Chair and Dr. Peter Kuriloff, center, takes office in May as Chair of the Faculty Senate. The complete slate is on [page 2](#), along with a notice of the coming Plenary Meeting April 17.

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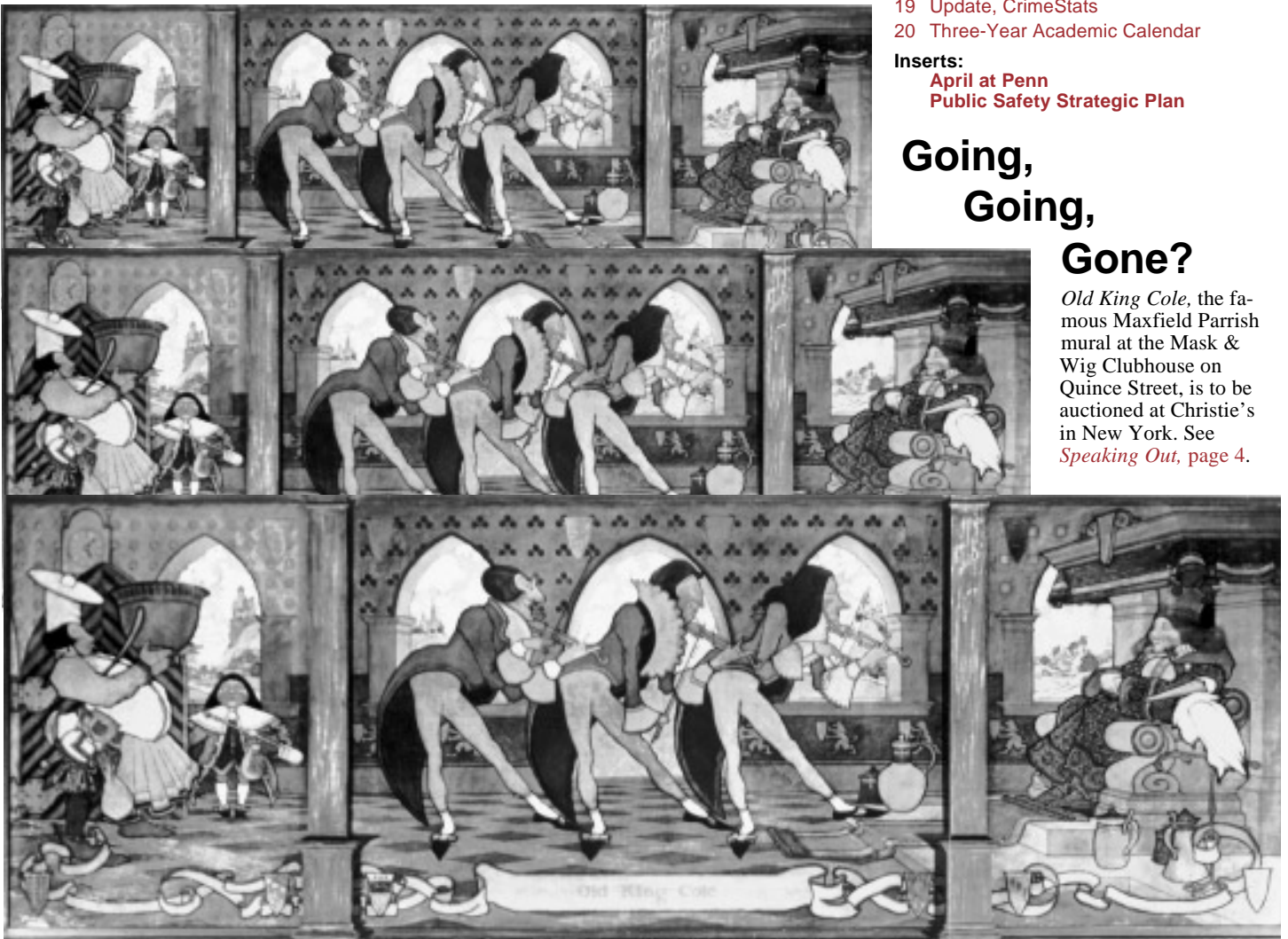
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Going, Going, Gone?

Old King Cole, the famous Maxfield Parrish mural at the Mask & Wig Clubhouse on Quince Street, is to be auctioned at Christie's in New York. See [Speaking Out](#), page 4.



NEWS IN BRIEF

New Era Settlement: \$2.4 Million

Penn has settled with the New Era Bankruptcy trustee, agreeing to return to the trustee matching contributions received from New Era in excess of funds deposited. Provost Stanley Chodorow announced last week at the University Council. In recognition of Penn's taking the lead and its efforts to persuade other institutions to settle as well, the trustee has agreed to discount this sum by \$200,000. Dr. Chodorow added. The total to be returned comes to about \$2.4 million.

Dr. Chodorow said the settlement negotiated by legal counsel for the University has been many months in the making, and that negotiations with the trustee have been cooperative. Under the settlement, the trustee gives Penn full and complete release from any future liability from the bankruptcy estate.

Penn had a limited involvement in the activities of New Era, Vice President for Development Virginia Clark told alumni last spring (*Almanac* May 25, 1995) when New Era's "New Concepts Philanthropy Fund" was exposed in the press as an alleged Ponzi scheme, where the capital of new investors is used to pay apparent earnings to earlier ones. At the time New Era filed for bankruptcy, Penn had \$1.55 million awaiting matching and is not considered one of the larger creditors.

Council Representation: To Committees

Also at Council on Wednesday, the question of representation brought to the floor by Steering in response to a request of the United Minorities Council, was assigned for joint study by the Committee on Pluralism and the Committee on Student Affairs.

Undergrad Tuition/Fees 1996-97: \$21,130

Following the Trustees' Executive Committee vote of March 5, the University announced that full-time tuition and fees at Penn next year will be \$21,130—an increase from the current \$19,898—but there will be no increase in fees for on-campus living and dining services, which average \$6,966.

An increase of \$150 in the annual student technology fee—the first increase since the fee was begun in 1989—brings the total combined increase in all fees, tuition, room and board to 4.6%. The technology fee covers the costs of providing students with computer labs, e-mail, and access to the Internet.

The total undergraduate charges amount to \$28,096 for a student who lives in a double-occupancy residence hall and eats 15 meals per week in a campus dining hall.

"The University made it a priority to keep the rate of tuition increase as low as possible for students and their families," said President Judith Rodin. "We are doing everything we can to hold down the cost of a Penn education."

Stephen T. Golding, Vice President for Finance, cited the need to prepare Penn students for the next century and "a more interactive global society," as the basis for increasing the technology fee for the first time in seven years.

Graduate Tuition: Graduate tuition for the coming year will increase to \$21,992 from \$20,846, a 5.5% increase, the University also announced.

Reminder: Passover and Good Friday

This year, the first two days of Passover are Thursday, April 4 (starting at sundown on April 3) and Friday, April 5, while Good Friday is on April 5.

I wish to remind faculty and students of the University's policy on religious and secular holidays that stipulates that no examinations shall be given or assigned work made due on these days.

—Stanley Chodorow, Provost

SENATE From the Senate Office

Faculty Senate Officers Elected for 1996-97

No additional nominations were received by the deadline and therefore the Senate Nominating Committee's slate of nominees is hereby declared elected. Effective May 1, 1996 the Faculty Senate Officers for the coming year will be:

<i>Chair:</i>	Peter J. Kuriloff (education)
<i>Past Chair:</i>	William L. Kissick (medicine)
<i>Chair-elect:</i>	Vivian Seltzer (social work)
<i>Secretary:</i>	David B. Hackney (radiology/medicine)
<i>Past Secretary:</i>	Robert C. Hornik (communication)
<i>Secretary-elect:</i>	Jack Nagel (political science)

Newly elected as at-large members of the Senate Executive Committee for 3-year terms:

Laura L. Hayman (nursing)
Robin L. Leidner (sociology)
Harvey Rubin (medicine)
Jorge Santiago-Aviles (electrical engineering)

Newly elected as an assistant professor member of the Senate Executive Committee for a 2-year term:

Wanda Mohr (nursing)

Newly elected to the Senate Committee on Academic Freedom and Responsibility for 3-year terms:

Rubin C. Gur (psychiatry)
Samuel H. Preston (sociology)
Susan Sturm (law)

Newly elected to the Senate Committee on Conduct for 2-year terms:

John A. Lepore (civil systems)
Barbara Woodhouse (law)
Sally H. Zigmund (biology)

Newly elected to the Senate Committee on the Economic Status of the Faculty for 3-year terms:

Joseph Gyourko (real estate)
Bruce J. Shenker (pathology/dental)

The terms of the new Faculty Senate Officers and the newly elected members of the Senate Executive Committee begin with the taking up of new business at the Senate Executive Committee meeting scheduled for May 1, 1996. The terms of the newly elected members of the Committees on Academic Freedom and Responsibility, Conduct, and Economic Status of the Faculty begin on May 1. Full committee memberships will be published this fall in *Almanac*, or please contact Carolyn Burdon, Box 210 College Hall/6303; tel: 898-6943; e-mail: burdon@pobox.upenn.edu.

Annual Meeting of the Faculty Senate

Wednesday, April 17, 1996

3-5:30 p.m. Room B-6, Stiteler Hall

Master of Hill House, Faculty Fellows in Others

Faculty Positions in College Houses

The Office of Academic Programs in Residence seeks applications for the position of Faculty Master of Hill House. This Provostial appointment is for a three-year term, beginning in the fall 1996. Candidates should be tenured members of the standing faculty with a strong commitment to undergraduate education.

Four or five residential Faculty Fellow positions in various College Houses (Ware, Stouffer, DuBois, and Van Pelt) will also be available. Fellows will ordinarily be members of the standing faculty, either senior or junior, but occasionally associated faculty are also appointed.

Information about the College Houses is available at: <http://dolfin.upenn.edu/~apr/>. (Photographs of some apartments are available at <http://dolfin.upenn.edu/~apr/faculty/aps.html>). Interested faculty should send a letter of candidacy and current c.v. by March 29 to:

Dr. Christopher Dennis, Academic Programs in Residence
3901 Locust Walk, Suite 112, Philadelphia, PA 19104-6180
e-mail: dennis@pobox.upenn.edu
fax (215) 573-2061



Bishop Barbara C. Harris will deliver the Baccalaureate sermon in ceremonies starting at 3 p.m. Monday, May 20. Commencement is Tuesday, May 21, and the speaker is NBC's Tom Brokaw.



Sheldon Hackney



Claire Fagin



Norma Lang

Honorary Degrees: Some Presidents and Deans

Two of Penn's former presidents have received honorary degrees in 1995-96, and the Dean of Nursing is to receive one shortly.

Dr. Sheldon Hackney, who now chairs the National Endowment for the Humanities, was awarded the doctorate of humane letters last fall by the Pennsylvania Academy of the Fine Arts, for his "advocacy for preserving our heritage, and leadership in promoting our cultural present and future."

Dr. Claire Fagin, Penn's interim president in 1993-94, was given the doctor of science degree at Loyola University of Chicago in January. The Dean Emerita of Penn Nursing was cited as "editor, administrator, framer of health care policy, role model, nursing leader extraordinaire."

On May 15 in Carnegie Hall, New York, *Dr. Norma M. Lang*, Dean of the School of Nursing, will receive the honorary degree doctor of science from the State University of New York during the commencement ceremonies of the College of Nursing and College of Health Related Professions. The Brooklyn-based institution nominated Dr. Lang for her admired contributions to nursing education and the public health.

Baccalaureate: Episcopalians' First Woman Bishop

Penn's 1996 Baccalaureate Speaker is *The Right Reverend Barbara Clementine Harris*, a Philadelphian who was the first woman ever to become a bishop in the Anglican Communion. Bishop Harris entered the priesthood after a long and successful career in public and community relations in Philadelphia between 1949 and 1977. On graduation from the Charles Morris Price School she joined Joseph V. Baker Associates Inc and rose to president. She also held senior posts with the Sun Company from 1968 until 1977, when she began her theological studies at Villanova University. Studying later at the Urban Theology Unit in Sheffield, England, she then graduated from the Pennsylvania Foundation for Pastoral Counseling, and was ordained a deacon in 1979 and a priest in 1980.

Before she was consecrated a bishop in 1989, she had been Priest-in-Charge of St. Augustine of Hippo in Norristown, serving also as a prison chaplain and as counsel to industrial corporations for public policy issues and social concerns. Named executive director of the Episcopal Church Publishing Company in 1984, she was also publisher of *The Witness*, and she held the additional post of interim rector of Philadelphia's Church of the Advocate in 1988. Bishop Harris is a member of the Union of Black Episcopalians, and among other activities she represents the national Episcopal Church on the board of the Prisoner Visitation and Support Committee, and is vice president of Episcopal City Mission of the Diocese of Massachusetts.

National Academy of Engineering: Dr. Glandt

Dr. Eduardo D. Glandt, an award-winning teacher who is the Russell Pearce and Elizabeth Crimian Heuer Professor of Chemical Engineering at SEAS, is one of 78 Americans elected this year to the National Academy of Engineering.

In the Academy that singles out "unusual accomplishment in the pioneering of new and developing fields of technology," Dr. Glandt was recognized for his work in applying advances in molecular science to chemical engineering, and specifically for his research on liquids, interfacial phenomena and heterogeneous materials.

A native of Argentina, Dr. Glandt took his baccalaureate degree *magna cum laude* from the University of Buenos Aires. After teaching there and conducting research at Argentina's National Institute of Industrial Technology, he enrolled at Penn for his advanced degrees. He was named to the faculty on taking his Ph.D. in 1977; promoted to tenure in 1981; and made full professor in 1985. Chair of the department in 1991-94, he was the Carl V.S. Patterson from 1990 until last October when he was named to the Heuer chair.

For his teaching, Dr. Glandt has received both the SEAS prize—the S. Reid Warren Award—and the University-wide Christian and Mary Lindback Award for Distinguished Teaching. He also won the American Chemical Society's Victor K. LaMer Award (1979), and has held numerous named lectureships throughout the U.S.



Eduardo D. Glandt

Fellows of the Econometric Society

Three Penn economists are among the 16 scholars worldwide who were elected Fellows of the Econometric Society, one of the world's most prestigious economic organizations.

Elected were *Dr. George Mailath*, whose areas of research are microeconomic theory, game theory, and mathematical economics; *Dr. Rafael Rob*, who studies industrial organization and microeconomic theory; and *Dr. Kenneth Wolpin*, who specializes in labor economics and empirical economics. Eight other members of the department were already Fellows of the Society:

Dr. Mendelson: President & CEO, Global Center (GIC)

Dr. Morris Mendelson, professor emeritus of finance at the Wharton School, has been named president and CEO of the Global Interdependence Center, a Philadelphia-based organization that fosters dialogue on global economic issues through roundtables, seminars, international conferences and publication of position papers and conference proceedings. It is headquartered at the Fels Center.

A member of Wharton's faculty since 1961, Dr. Mendelson has been engaged in international finance since the late '60s when he added the Eurobond market to his studies of investment banking. His joint interests in staff and executive development and in computerization of trading centers has been applied to projects and consulting in North and South America, Europe and Eastern European countries, Japan, and, via the advisory board of the Aidoo Group, to African governments and businesses.

Dr. Mendelson will continue to teach in the MBA program at Wharton, where he also serves on the advisory board of the Wharton Emerging Economies Program.

Speaking Out

'Old King Cole' on the Block

Unsettling news is that Penn's Mask and Wig Club is planning to sell off the original Maxfield Parrish mural painting, *Old King Cole*, and installing, in its place on the clubhouse wall, a printed reproduction.

On learning of the plan to consign it to auction at Christie's, a muffled cry of "shame" crossed my lips. Imagine, if you will, the French government selling the Eiffel Tower to Mitsubishi and replacing that structure with an Erector set copy.

Renting space on campus rooftops for much-needed revenue—I can live with that. Or perhaps even neon lights flashing "Coca-Cola" on the bridge over 38th Street—that too. But disposing of a treasured university icon for cash—I say a resounding no. Lives there an old Grad with soul so dead that he/she will not attend the auction in New York, May 23, checkbook in hand, grimly determined to out-bid all others?

Then, should fortune favor our champion, let Pennsylvanians join hands in urging the new mural owner to make the Beau Jeste.

King Cole must continue his reign at Penn, if not at the old clubhouse, then certainly on the West Philadelphia campus. There are any number of potential sites, ready to provide a new home for this treasured work of art: the Annenberg Center, the High Rise dorms, the Faculty Club, Houston Hall and the yet-to-be-constructed Perelman Quad—to name a few. Singing "all ye loyal classmen," to the ramps, I cry.

— Maurice S. Burrison
Director, Faculty Club Art Gallery

Response to Mr. Burrison

This letter is in response to a letter the *Almanac* recently received from Maurice Burrison regarding the Mask & Wig Club's upcoming sale of its Maxfield Parrish mural, *Old King Cole*.

Sale of the Mask & Wig Club's Parrish art has not been a sudden, whimsical decision! The Board of Governors of the Mask & Wig Club, since July 1995, has carefully studied the options before it as the Club struggles to survive as an organization while losing money on an annual basis—both from its continued ownership of a National Historic Landmark clubhouse in Center City as well as the Club's *raison d'être*, its Annual Production. Penn has been apprised of the Club's precarious fiscal situation, and warned of the prospect that the Club might be forced to sell assets (the Parrish Art) to survive. The Mask & Wig Club is clearly saddened by the factors which necessitate the sale of its historic and important art treasures and honestly wishes that these were not necessary.

But the Mask & Wig Club of the Univer-

sity of Pennsylvania is separately incorporated from the University (the Club is chartered through the City of Philadelphia, not the University, and maintains its own tax-exempt status). Penn provides no financial support for the Club, its historic Clubhouse, or the production of the Club's Annual Production. As the fiscal crisis intensified, Penn's executive administration bluntly told the Club that it would have to fend for itself. How times have changed since the days when the Mask & Wig Club built a portion of the University Quadrangle and a Provost's residence, as well as providing the funds for the Chair of Dramatic Arts and the Graduate Manager of Student Activities (as they were called at the time).

I, and the Board, agree with Mr. Burrison and strongly hope that a generous Penn Grad may join the Club on May 23rd on Park Avenue and reclaim *Old King Cole* for the University. But the club must establish an endowment in order to remain a vibrant, significant part of the University. "Service to the University" through the continued production of the Club's Annual Production is the mission of the Mask & Wig Club. The Mask & Wig Club has done this for 108 years. I and the Board are determined that the Club will continue doing it for another 100 years! As the Club moves forward to May 23rd, I remain hopeful that two positive events may come out of this difficult situation—Pennsylvania will somehow acquire title to *Old King Cole*, and that Mask & Wig will be properly endowed in order to carry on its mission of service to the University for another 100 years.

— Craig J. Klofack, CAS '84, GSFA '88
President, The Mask & Wig Club of the University of Pennsylvania



Old King Cole (detail) by Maxfield Parrish

On Benefits

Executive Vice President John Fry's description of tuition and retirement benefits as having "no clear market linkage" [*Almanac*, February 27, 1996] reminded me of a famous article in the economic development literature entitled "The Appeal of Confiscation as a Development Strategy." Those benefits were part of the economic package which originally brought faculty and staff members to Penn; confiscating them now may confer a one-time budgetary fillip that must be weighed against the permanent loss of loyalty and trust of those who are thereby deceived.

The accumulating evidence that downsizing does not produce the cost savings and productivity increases predicted for the corporate sector holds *a fortiori* for universities in which the quality of educational and research output is difficult to measure and to monitor. It will be a bitter irony if the savings extracted by reneging on the social contract made with permanent employees are diverted to future studies of how to repair the damage created by the original actions.

— William G. Whitney
Associate Director, Wharton Undergraduate Division

Response to Dr. Whitney

The University of Pennsylvania has not undertaken a comprehensive analysis of its benefits and staff compensation programs for many years. The review of existing benefits against market competitors is both a necessary and appropriate thing to do, especially given the financial pressures the University now faces.

Our goal is to continue to provide a market-competitive benefits package at a significantly reduced cost to Penn. No decisions have been made as to what changes might be appropriate. The benefits review and market analysis will also entail updating information as to needs and priorities of faculty and staff who utilize the fringe benefit program.

Rest assured that appropriate consultation with faculty and staff will be done in order to ascertain their needs and preferences relative to benefits.

— John Fry
Executive Vice President

Ed. Note: Being held for right-of-reply is a letter from Rafael Alcantara of the Executive Board of the PennVenezuelan Society, opposing the request of the United Minorities Council for a seat on the University Council. It will appear next week. —K.C.G.

Speaking Out welcomes reader contributions. Short timely letters on University issues can be accepted Thursday noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated.—Ed.

TOTAL COMPENSATION: Project Update

As part of the Reengineering Project, the University will shortly launch a study of total compensation, which includes both salary and benefits. On this page is the text of a message being sent by the Human Resources Office to all members of the faculty and staff. It is the first of a projected series of progress reports on the project.

Classification Redesign Project

This is the first in a series of communications about the Classification Redesign Project currently being undertaken at the University of Pennsylvania.

What is the Classification Redesign Project?

The Classification Redesign Project is a University-wide initiative to review the job evaluation system that Penn uses to classify staff positions. The Classification Redesign Project is part of a broader effort which will address total compensation. The term "total compensation" refers not only to direct pay but includes Penn-sponsored benefits and services that University employees receive. The purpose of this review process is to redesign our classification and benefits programs to best serve the changing needs of the University while maintaining a strong and competitive overall total compensation plan. After all, Penn needs to attract and retain the most qualified staff possible in its current, competitive environment.

What is the Classification Redesign Team?

The Classification Redesign Team is a working group of representatives from several schools and centers across the University who are knowledgeable about Penn and its needs. This team will meet regularly over the next 18 months to bring this project to completion. The names of the team members, as well as their school/center affiliations, are at right.

Why is the University engaged in this project?

All organizations, including universities, require on-going monitoring and updating of their job classification, pay delivery and benefit systems. Penn's current job classification system dates back to the early 80's. Many changes to job content and design have occurred since then, brought about by such factors as technology, new work practices, and reorganizations.

A major reassessment at this juncture is both normal and desirable, the expected result of a changing workforce and changing world. The Classification Redesign Team will help build a new system of evaluating staff positions which will be responsive to these changes, sensitive to labor market conditions and consistently and efficiently administered.

Future Communication

These updates, presentations, articles in University publications and on PennNet will occur in the months ahead. This will provide you with information about the progress of the Classification Redesign Project. Questions from staff should be directed to members of the Classification Redesign Team or to the Human Resources Compensation Office.

Next Steps

Over the next several weeks, several hundred University staff will be asked to complete position information questionnaires which will help us to gather data on a select group of benchmark positions. This initial group of positions represents a cross-section of the jobs at the University, thus providing us with information on a wide variety of jobs. As the project moves forward, additional staff will be asked to fill out these questionnaires. The intention, by the end of the project, is to have completed questionnaires on all classifications at the University.

If you are part of this group, you will receive further information about this from your school or center.

Classification Redesign Team

Glenn Bryan, Director,
Office of Community Relations
133 S. 36th Street, Suite 517/3246

Patrick Burke, Director,
Fiscal Operations, SEAS
285 TB/6391

Susan Curran, Assistant Manager,
Human Resource Services
3401 Walnut Street/6228

Kristin Davidson, Assistant Dean
for Administration, School of Nursing
472 NEB/6096

Manny Doxer, Executive Director,
Administrative Affairs, Provost's Office
133 S. 36th St, Suite #507/3246

Bonnie Gibson, Director,
Financial & Administrative,
Information Systems & Computing
230A 3401 Walnut/6228

Janet Gordon, Associate Executive
Vice President
721 FB/6293

Saul Katzman, Executive Director,
Administrative & Financial Services,
School of Arts and Sciences
112 CH/6377

Carol Kontos-Cohen, Director,
Human Resources Planning,
Division of University Life
3611 Locust Walk/6222

Jackie Matthews, Director,
Human Resources & Administration
Wharton School
305 SH-DH/6302

Lynn Meaney, Director,
Program Planning & Assessment,
School of Medicine
237 John Morgan/6055

Jerry Rosenbloom,
Frederick H. Ecker Professor
of Insurance & Risk Management;
Program Director CEBS
308 CPC/6218

Barry Stupine, Associate Dean,
School of Veterinary Medicine, and
Director, Veterinary Hospital
2008 VHUP/6010

Rita Tomassone, Personnel Director,
Development & Alumni Relations
418 FB/6285

Project Leaders:

David M. Smith, Director,
Human Resource Services
3401 Walnut Street/6228

Chris Griffith, Assistant Manager,
Compensation
3401 Walnut Street/6228

DEATHS

Paul Gay, Biddle Law

Paul Gay, 85, died on January 3 at his retirement community near Washington, D.C. Mr. Gay worked in the Biddle Law Library from 1943 until 1981, holding the position of Associate Director during the '60s and '70s.

Mr. Gay emigrated from Switzerland as a teenager. After attending library school, he worked at the Library Company of Philadelphia until 1943. He began his 38-year career at the University as the Acquisitions Librarian.

Among his other services to Penn, Mr. Gay was the first Librarians Assembly representative to the Almanac Advisory Board, helping to frame the initial Guidelines for this publication's record, opinion and response functions.

Mr. Gay is remembered for his knowledge of law books, especially rare books, and his love of books in general. He also enjoyed history and music. A longtime member of the Philadelphia Art Alliance, Mr. Gay's passion was opera.

Esther Israeli Kahn, Fine Arts

Esther Israeli Kahn, an alumna and staff member who became a major contributor to the life of architecture students here, died February 24, at her home in Center City at the age of 90.

Mrs. Kahn, who received her bachelor's degree in education from the University in 1927 and her master's degree in psychology six years later, was a research assistant to a neurologist until her retirement in 1966.

Her husband, the late Louis I. Kahn, was the architect who designed numerous buildings around the world, including the Richards Building here at Penn. After his death in 1974, she opened her home to aspiring architects at the University and to architectural historians. She was a charter member of the Women for the Bicentennial, a nonprofit service group now known as Women for Greater Philadelphia. The group's first project was to raise money to renovate Laurel Hill Mansion in Fairmount Park. Mrs. Kahn was honored last March at a luncheon

held by Women for Greater Philadelphia, where Mayor Rendell gave her a citation for her many contributions to the City. Last month the Trustees passed a memorial resolution that concludes:

"Resolved, that the Trustees of the University of Pennsylvania, on their own behalf and on behalf of the overseers, faculty, students, alumni and entire University community, express their deep sorrow over the death of their friend Esther Kahn, and in recording this official resolution in her memory, ask the Secretary of the University to convey to her family their gratitude for the long and profound association the University enjoyed with Mrs. Kahn, their gratitude for all Mrs. Kahn did to help ensure that the excellence of the University and its Graduate School of Fine Arts will continue into the next century, and the University community's sympathy for her family."

Mrs. Kahn is survived by a daughter, Sue Ann Kahn; a grandson, Gregory Melitonov, and a sister, Olivia Abelson. Contributions may be sent to the Louis I. Kahn Collection, c/o Graduate School of Fine Arts.

Dr. Lajos Pukanszky, Mathematics

Dr. Lajos Pukanszky, an emeritus professor of Mathematics, died on February 15 at the age of 67. He was considered by many to be the world's leading expert on representations of Solvable Lie Groups. Dr. Pukanszky came to the University from UCLA in 1964, as a full professor. He joined the functional analysis group, just forming in the Mathematics Department. That group became, almost at once, the foremost assemblage of functional analysts in the world; Lajos Pukanszky was one of its stars.

Dr. Pukanszky was born in Budapest, Hungary on Nov. 24, 1928. He was educated at the Universities of Debrecen, Budapest and Szeged, receiving his Ph.D. in 1955 at the University of Szeged.

He fled Hungary during the 1956 uprising, arriving at a Yugoslavian refugee camp. His talents were well recognized on this side of the Atlantic. He received a visa and came to the USA in 1957. His career, here, began with an appointment as a Research Associate at an institute in Baltimore. From there, he moved to a position in the Mathematics Department at the University of Maryland. Shortly after that, he accepted a visiting position at Stanford and then a line position at UCLA. He was promoted to tenure a year following that. At that same time, he was happy and proud to become a citizen of the United States.

Lajos Pukanszky will be missed by his colleagues and friends.

— Robert T. Powers

Dorothea Killian, Student Health

Dr. Dorothea M. Killian, who served in Student Health at Penn for 37 years until her retirement, died on February 12 at the age of 86. She was widely known in the city as well for her work in the Sidney Hillman Medical Clinic and with Philadelphia's Youth Study Center.

Dr. Killian earned her bachelor's degree here in 1931, completed her medical training in 1935, and added a master's degree in public health in 1945. She completed her internship and residency at Philadelphia General Hospital, where she was assistant chief of medicine for several years.

Dr. Killian was also an assistant clinical professor of medicine at the Women's Medical College, chief of medicine at Woman's Hospital of Philadelphia, and a Fellow of the American College of Physicians. The City of Philadelphia cited her as supervisor of the year and awarded her the Louis B. Catherino Award when she retired from the Youth Study Center in 1976.



Pocket Penn

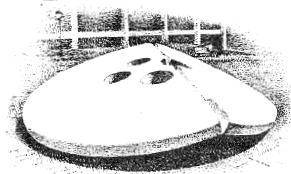
A new 40-page *Penn Visitor's Guide* has been produced by the University's Office of Publications (cover, left).

The wallet-size, full-color booklet lists resources and attractions of both the campus and the city. One section carries practical information for visitors, including a high-way map, directions to Penn, accommodations and dining, important telephone numbers, and a map of Center City—as well as a fold-out map of the University campus in which the buildings are drawn three-dimensionally for easier identification. The booklet also identifies some of the more prominent outdoor sculptures at Penn.

On the inside back cover is "Penn at a Glance," a fact sheet giving the present full-time enrollment, faculty size, campus acreage and other frequently-asked figures.

The guide is available only in bulk—sold in lots of 100 at \$75. To order, fax a printing requisition to Katherine Litzenberg at 573-2124. (A printing requisition form can be found in the green pages of Penn Phone Book, page 36.)

Outdoor Art:
Alexander Archipenko, *King Solomon*, 1963, 36th Street near Locust Walk
John J. Boyle, *Benjamin Franklin*, 1899, in front of College Hall
Alexander Calder, *Jerusalem Stabile*, before 1976, Locust Walk near Meyerson Hall
A. Stirling Calder, *Lion's Head Fountain*, 1929, Upper Museum Courtyard, South Street
David Lindquist and five Fine Arts students, *Peace Symbol*, 1970, next to Van Pelt Library
Alexander Lieberman, *Covenant*, 1975, 39th Street and Locust Walk
George W. Lundeen, *Ben on a Bench*, 1987, 36th Street near Locust Walk
R. Tait McKenzie, *The Young Franklin*, 1914, 33rd Street in front of Weightman Hall
R. Tait McKenzie, *Reverend Whitefield*, 1919, The Quad
Claes Oldenburg, *The Split Button*, 1981, in front of Van Pelt Library
Tony Smith, *We Lost*, 1975, 36th Street and Locust Walk



WXPB Celebrates 50 Years of Broadcasting By Honoring David Dye and Joan Baez



By Kirby F. Smith

"World Cafe" host David Dye recalls the last time Joan Baez was in the WXPB studios. It was August 9, 1995, and just before his interview with her, the news came that the Grateful Dead's Jerry Garcia had died.

"It hit her quite hard," Dye said. "But she insisted on continuing, and we broadcast a very moving impromptu performance of 'Amazing Grace,' dedicated to Garcia."

That was the second time Dye interviewed Baez, whom he calls "very open and warm." They will get together for a third time this Sunday (March 31) when both will be honored for their contributions to the era

of progressive music/radio. On that day, as part of its celebration of 50 years of broadcasting, the University-owned WXPB will hold a fund-raising luncheon at Philadelphia's Downtown Club from 1 p.m. to 4 p.m. Baez and Dye will receive the station's first Golden Achievement award—planned to be given annually—and the legendary folk singer will present a short acoustic performance.

A lifelong Philadelphian, Dye broke into radio more than 30 years ago. "I was still in college at Swarthmore when I started working at WMMR and took over a full-time shift when I graduated in 1972," Dye recalled. "In those days radio was free form with all kinds of music from classical, jazz, folk, rock, all appearing in the same show. A lot of those at-

tributes were what attracted me to WXPB and the 'World Cafe' in particular. We are able to put all kinds of music together in a creative fashion."

Dye played an instrumental role in molding the Philadelphia sound of the '70s

with on-air support for such struggling artists as Todd Rundgren, Bruce Springsteen and Tom Waits. By the late '70s, he had moved from WMMR to WIOQ, where he later became program director. In the late '80s, Dye moved on to WXPB, first as a volunteer, then as a producer and host of his own program, "Mid-Day Mix," a blend of alternative rock, folk, world and R&B. It was from this "mix"

that Dye conceived "World Cafe," a daily nationally syndicated show that features contemporary American and international acoustic music.

"Philadelphia radio over the years has assimilated all of the national radio trends while maintaining a strong local flavor," Dye said. "In fact you'd be hard-pressed to find another city that has the strong ongoing 'reverence' for air personalities like Philadelphia. I have had listeners follow me from station to station, including a couple, now in their 60s, who are huge fans of the music played now on 'XPB. Some of my original colleagues at WMMR were 'XPB alums, including Carol Miller [CW'72] and Nick Spitzer [C'72]. Even then we used to all come and spend time at WXPB, which was a hotbed of music

heads."

Dye is known for possessing an encyclopedic mind for music, an exceptional talent for recognizing outstanding new artists and superb interview skills. "The World Cafe' has been the most-satisfying part of my career," Dye said, "partly because of the people I get to work with here. I didn't have extensive interviewing experience before we started the Cafe, and now I've had the amazing opportunity to talk with Joni Mitchell, Lou Reed, Elvis Costello, Michael Stipe from REM and, of course, Joan Baez."

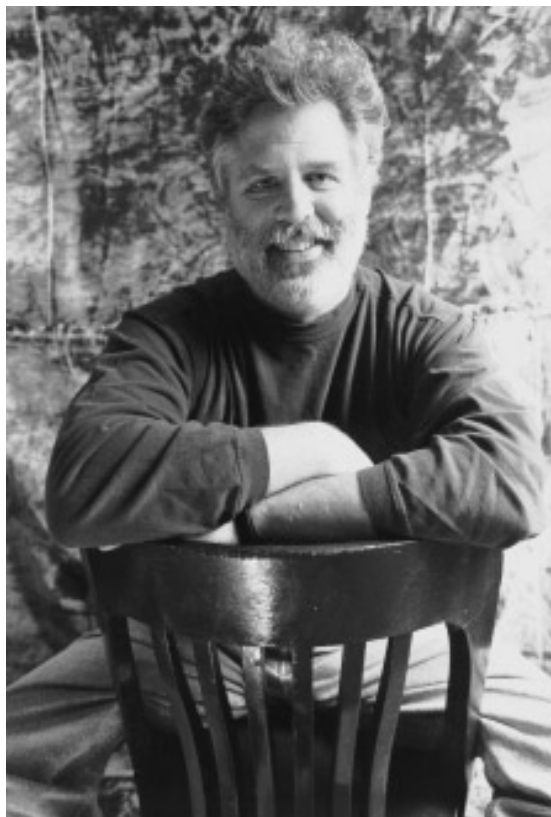
In addition to his work at WXPB, Dye is the host of the "In Their Own Words" series at the Bottom Line in New York City.

Baez is, of course, a folk singer and political activist who interested large, young audiences in folk music during the 1960s. She has a connection to academe, in that she is the daughter of a physicist whose teaching and research took him to various communities in New York, California and elsewhere. Baez moved often and acquired little formal musical training. She was in the forefront of the 1960s folk-song revival, popularizing traditional songs through her performances in coffeehouses, at music festivals, on television and through her record albums, which were best sellers from 1960 through 1964, and remained popular into the 1970s.

An active participant in the 1960s protest movement, Baez made free concert appearances for UNESCO, civil-rights organizations, and anti-Vietnam War rallies. In 1964 she refused to pay federal taxes that went toward war expenses, and she was jailed in October and December 1967. Her autobiography, "Daybreak," was published in 1968; her "And a Voice to Sing With: A Memoir" appeared in 1987.

Those interested in attending the WXPB luncheon on Sunday should call the station at (215) 898-6677 or (800) 565-WXPB.

Questions? Comments? Something newsworthy to report? Contact The Compass at (215) 898-1427 or jandag@pobox.upenn.edu.



Photograph by Elena Bouvier

David Dye has been a Philadelphia radio legend for more than 30 years.

Technology an Integral Part of Penn's Community Policing Philosophy



By Phyllis Holtzman

The Division of Public Safety has developed a strategic plan for the University's police department and security services that integrates advanced security technology and professional training with a community policing philosophy.

The plan, published in today's Almanac by Public Safety Managing Director Thomas Seamon, is "intended to serve as a road map for the department for the next three to five years as we move forward with our goal of delivering the best safety services possible to the Penn community."

"The plan will be reviewed and re-evaluated each year, to determine what is working, what can work better, and what needs to be changed. I view this

as a living document, a work in progress, and will continue to welcome the ideas and suggestions of the Penn community," Seamon said.

Seamon defines community policing as a philosophy in which the police "adopt a service orientation toward everyone who lives, works and visits their area, thereby entering into a partnership with their customers to set priorities for safety services."

The plan sets goals for the department in four areas: police, security, community and government. Calling all four "critical to a successful Public Safety program at Penn," the plan offers recommendations for improvements in each area.

Of the four, Seamon identified Penn's security-technology and guard-services sectors as "holding the great-

est promise for achieving significant improvements in safety and security" for the entire University community.

The present security systems on campus include alarm systems, access-control systems, blue-light phones, and a very limited use of closed-circuit television. These systems are supplemented by security guards. However, these areas could be coordinated more effectively.

Among the recommendations for enhanced security systems are development of a state-of-the-art electronic security infrastructure for the campus, which would include: new alarm systems, a more-effective access-control system, enhanced use of closed-circuit television, and an upgrade of the blue-

light phone system—to be managed by the Public Safety Division; and improved performance of contract guards on campus by partnering eventually with a single security-guard company that would be monitored by, and work in collaboration with, the Public Safety Division.

"The wave of the future for safety services nationwide—whether it be in a large urban environment, a university or a rural setting—is in the use of advanced technologies, along with partnerships between

the public and private sectors," Executive Vice President John Fry noted.

"We want to be in the forefront of this movement at Penn. Demand for safety services is infinite, but resources are not. That is why we must take advantage of innovative technologies and creative collaborations to enhance our efforts."

We want to be in the forefront at Penn. Demand for safety services is infinite, but resources are not. That is why we must take advantage of innovative technologies and creative collaborations to enhance our efforts.

—John Fry

In the area of police the proposals include improving the professional standards and performance of the University Police through an intensive training and career-development program; acquiring advanced equipment; and achieving national accreditation from the Commission on Accreditation for Law Enforcement Agencies, a consortium of four major law-enforcement organizations that has developed a set of law-enforcement standards. It is estimated that only 2 percent of the nation's police departments have achieved accreditation.

"In seeking national accreditation, we will first undergo an intensive self-assessment to see if we comply with all established law-enforcement standards," Seamon said. "Once we complete the self-assessment, the outside group will conduct its own evaluation. If we receive accreditation, it shows that we have benchmarked our organization with the best in the country. We are very excited about undertaking this project."

Other proposals include expanding the University's new student safety orientation programs; providing the University Police department with the technology to participate in the Philadelphia Police Department's computerized information network; expanding the detective division; and acquiring a new Public Safety facility comprising a command, control and communications center that would coordinate all safety and security operations at Penn.

The Division of Public Safety Strategic Plan is published in the March 26, 1996, issue of the Almanac. It is also available electronically on the Almanac's Web site at <http://www.upenn.edu/almanac/v42/n25/safety.html>. A limited number of full reports with appendices are available at the Division of Public Safety, 3914 Locust Walk.

Questions? Comments? Something newsworthy to report? Contact The Compass at (215) 898-1427 or jandag@pobox.upenn.edu.

Espionage and the Detection of Breast Cancer

By Corey A. Ullman

High-tech spy systems that enable the Central Intelligence Agency to conduct covert, often deadly, operations are being tested at the Medical Center to detect breast cancer early and accurately. Passage



Photograph by Tommy Leonardi

Sen. Arlen Specter addresses the media at a Medical Center news conference. The Medical Center is testing a new application for the CIA's high-tech spy systems: breast imaging.

of a Senate appropriations bill may mean that clinical trials could begin by the end of the year.

The methods of the intelligence and medical communities are strikingly similar, whether they be tracking the movement of foreign troops or cancer tissue, or conducting landscape reconnaissance necessary for both target and tumor recognition.

Mitchell D. Schnall, M.D., associate professor of radiology and chief of the MRI (magnetic resonance imaging) section, detailed the pilot studies conducted at Penn at a recent news conference. Sen. Arlen Specter, Susan Blumenthal, deputy assistant secretary for women's health and assistant surgeon general, and federal intelligence and information specialists also attended.

Blumenthal, who initiated the project with the CIA and defense experts through the U.S. Public Health Services' Office of Women's Health in 1994, called the combination of medical and intelligence expertise an "innovative collaboration to do battle against a common national enemy."

Corey A. Ullman is a writer and editor on the publications staff of the Medical Center's Department of Public Affairs.

For the past few years, the National Aeronautics and Space Administration has worked with the National Cancer Institute to develop high-resolution, high-contrast digital mammography systems.

According to figures from the Department of Health and Human Services (DHHS), one in eight women will get breast cancer during her lifetime, up from one in 20 women in the 1950s. Since 1960, almost 1 million women in the United States have died from breast cancer, the most-frequently diagnosed cancer in women

and the nation's second-deadliest cancer in women. Lung cancer is the first. However, with early detection, the five-year survival rate for breast cancer is 96 percent.

Blumenthal's office hoped to improve current imaging techniques for mammography and enhance newer technologies, such as MRI. To reach that goal, the office turned to the nation's military and intelligence agencies because defense imaging technology is considered to be a decade ahead of medical technology in knowledge. The intention was to extricate new approaches to diagnosis and detection from the "black box" of the CIA's classified intelligence technology.

"I thought, 'If we can see missiles from 18,000 miles away, if the Hubble telescope can see the surface of Mars, and if during the Gulf War we were able to put smart missiles down chimneys,' " Blumenthal said, " 'why can't we more accurately detect small lumps in a woman's breast right in front of us?' "

Mammography, a 40-year-old X-ray technology and the most-popular method of breast imaging, reportedly decreases deaths by 30 percent in women aged 50 and older. But there are obstacles: A mammogram cannot penetrate dense breast

tissue. Mammograms miss cancer in 15 percent of cases, many of them in younger women who tend to have denser breast tissue. Mammography also has a high rate of false-positive readings, resulting in unnecessary biopsies, each averaging \$2,000, according to DHHS figures. In three out of four of the 500,000 biopsies done yearly on suspicious lesions detected by a mammography, no cancer is found.

At the news conference, several advanced imaging technologies were presented via computer models flashed on overheads. In each case, the intelligence use was described, followed by an explanation of the medical application.

One technique is a two-dimensional image alignment used by the military to study changes in an area captured on aerial-reconnaissance film. The change might be troop movements or the appearance of helicopters; in mammography the change would be growth of cancerous tissue in the breast. By superimposing precisely images taken over a period of time and deleting areas that remain unchanged, subtle alterations can be easily identified.

Another technique is called three-dimensional volume alignment. It is used by the military to evaluate changes in target scenes captured in images taken from a variety of angles. The technology is being tested to enhance MRI, which uses multiple scans to search for differences in tissues; cancer appears as a bright spot. The problem with MRI is that patient movement skews the alignment of the scans, which is already difficult because of the breast's soft tissue. Physicians also might wrongly label bright areas as cancerous. According to Schnall, bright regions indicate cancer only 50 percent of the time. Scans aligned using defense techniques may improve accurate identification.

Physicians also use MRI to examine the rough edges of lesions, which can be useful in differentiating cancerous from benign tumors. But current technology is inadequate. Intelligence experts must distinguish objects—a military craft from a passenger plane, for instance—from miles away. They use a neural network system to take an outline of the object in question and compare it to a known outline logged in a database. Schnall and his colleagues

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Human Resources at Your Service:

Retiree Benefits for Faculty and Staff

In order to keep Penn community members informed of University-wide policies and procedures, a regular column from the Division of Human Resources/Staff Relations appears on these pages once a month. The column uses a question-and-answer format to explain both new and existing policies and procedures, and to answer specific questions from faculty and staff.

Q *I understand that the University provides certain benefits when you retire. What are they?*

A Currently, faculty and staff members who meet the age and service requirements for retirement are eligible for:

- **Medical Benefits:** Staff and faculty who retire between the ages of 55 and 64 are eligible to continue medical coverage under any of the University's current medical plans for the retiree and all eligible dependents. At age 65 the staff or faculty member must apply for Medicare benefits, and the University will provide supplemental Medicare coverage. The employee is responsible for all co-payments and deductibles associated with this coverage.
- **Life Insurance:** \$2,000 term life insurance policy.
- **Tuition Benefits:** Remain the same as an active faculty or staff member.

Note: Dental coverage is not provided to retirees. Currently, retirees may continue coverage at full cost plus a 2 percent administrative fee for a period of up to 18 months.

Q *What are the age and service requirements to be eligible for retiree benefits?*

A Currently, faculty and staff must be at least 55 years of age with 15 years of full-time service

or be at least 62 years of age with 10 years of full-time service to be eligible for retiree benefits. On July 1, 1996, all full-time service must be continuous uninterrupted service.

Modifications were made to retiree benefits on July 1, 1993. These changes will begin to take effect for faculty and staff who retire on or after July 1, 1996. (See below.)

Q *Do I have to pay a portion of the cost of these benefits after retirement?*

A Depending on when you choose to retire, you may have to pay a portion of the cost of your medical coverage. Currently, faculty and staff who retire prior to July 1, 1996, will receive retiree medical benefits at no cost other than Medicare premiums, co-payments and deductibles. (Please note that the University reserves the right to make changes to your retiree benefits in the future.) Staff and faculty who retire after July 1, 1996, will be responsible for sharing the cost of retiree medical benefits.

Q *Are there other changes to retirement benefits that will be effective on July 1, 1996?*

A Yes. As of July 1, 1996, two other changes will be made:

- To be eligible for retiree benefits, your minimum full-time service must consist of 10 to 15 years of continuous uninterrupted

full-time service. The number of years required is dependent upon your age at retirement. *For example:* Until July 1, you could link together two or more periods of full-time employment with the University to meet the 10- to 15-year minimum full-time service requirement. After July 1, 1996, you must have 10 to 15 years of continuous uninterrupted full-time service prior to the date of retirement.

- No newly eligible dependent can be covered after an employee retires. *For example:* If you marry or adopt a child after you retire, your new dependents will not be covered under your retirement benefits.

Q *Will I lose my retiree medical benefits if I do not retire by June 30, 1996?*

A No. If you do not retire by June 30, 1996, you will not lose your retiree medical benefits. However, retiree benefits have never been guaranteed, and the University reserves its right to make changes in the future. Further, if you choose to retire after June 30, you will share in the cost of your University-sponsored retiree medical coverage.

Q *Does cost-sharing mean that I will pay all of the cost of my retiree medical coverage?*

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A No. Cost-sharing means that you will pay some portion of the medical premium, but not all. Currently, the majority of the cost is paid by the University. *For example:* Based on current premiums, if you retire at age 65, your cost for supplemental Medicare benefits for single coverage will be \$41.10/month for the Blue Cross 65 Special Plan and \$7.83/month for the Key Care 65 plan (an HMO Medicare plan with prescription benefits).

If you retire before age 65, under the current Medicare rules, your retiree medical coverage until age 65 must be through one of the active University medical plans. Your cost for this medical coverage will be the amount being paid by an active staff or faculty member *plus* approximately an additional 3 percent for each year you retire before age 65.

Q *Will I pay the same amount each year, or can it increase?*

A Each year the University receives new premiums from each health plan. If there is an increase in the premium, your share would increase just as it does for active employees. There is also the possibility of the cost decreasing.

Q *Why are changes in the benefits happening now? Is cost-sharing of retiree medical benefits part of the University's restructuring and cost-containment efforts?*

A No. The changes are the result of the July 1, 1993, changes in an accounting rule known as Financial Accounting Standard (FAS) 106.

As a result of these changes, a University task force re-evaluated Penn's retiree benefits program. In preparation for the July 1, 1996, changes, the University provided a three-year window for faculty and staff to retire and receive the current retiree benefits package. This window closes on June 30, 1996.

Q *If I do retire by June 30, 1996, does that mean that I will never have to pay for my University-sponsored medical coverage?*

A The University cannot guarantee that the cost for your retiree health benefits will not change in the future. There may be factors such as changes in the health-care delivery system and legislative reform that may effect your cost for medical benefits in the future.

Q *If I am 65 years of age and retire now, do I receive medical benefits?*

A Yes. Currently, retirees age 65 or over are eligible for Medicare benefits from the U.S. government. The University provides retirees with retiree medical coverage that supplements Medicare benefits.

Q *Is there a cost for Medicare?*

A Yes. Medicare consists of two parts. Part A provides for hospital insurance and does not cost you anything. Part B provides for medical insurance. There is a cost for the Medicare Part B premium. The cost is currently \$42.10 per month and is automatically deducted from an individual's monthly Social Security payment. This cost is the responsibility of the

retiree no matter when one retires. All retirees and their covered dependents age 65 and over are required to enroll in Medicare Part A and B coverage upon retirement.

Q *If I continue to work past age 65, do I have to apply for Medicare Part A or Part B?*

A No. Under the current Medicare payer rules, you do not need to apply for Medicare while you are still a full-time employee. The University will continue to be your primary medical-insurance carrier while you remain in active full-time employment. However, Medicare does assess penalties for not applying for Medicare Part B at the time that you become eligible. Therefore, if you retire at or after age 65, you must complete a Medicare Special Enrollment Form to ensure that the penalty is waived. You can obtain this form from the Benefits Office.

Q *Do the changes in retiree medical benefits affect my pension benefits with the University?*

A No. The changes to the retiree medical benefit do not change the pension benefits for faculty and staff at the University.

Q *I'm not sure what to do about retirement. Whom do I contact for additional information?*

A The Benefits staff in Human Resources is available to answer any questions you may have about retirement, retiree medical benefits or your benefits. They can be reached at 898-7282. Or you can e-mail them at: askhr@pobox.upenn.edu.

Japanese Zen Master Befriends Penn

By Jerry Janda

He kneels quietly, his eyes closed in meditation. The tools of his craft lie before him: short-haired brushes of various sizes; an ink stone; a long strip of thin paper. He unfolds his hand and slowly traces the air with a finger.



Photograph by Jenny Friesenhahn

Fukushima Keido Roshi discusses Zen Buddhism and calligraphy during his visit to the University of Pennsylvania Museum of Anthropology and Archaeology.

And, just like that, he is ready.

He opens his eyes and selects the largest brush. He pats it gently on the stone until its hairs glisten with black ink. Then, with broad strokes, he carefully—yet quickly—traces Chinese characters.

His name is Fukushima Keido Roshi, and he practices an ancient art: “shodo.” Calligraphy.

In Japanese, “roshi” means Zen master, and that is exactly what Fukushima Keido is. The chief abbot of the Tofukuji sect of Rinzai Zen Buddhism, Fukushima Roshi recently traveled from his Kyoto temple to Penn to discuss his faith and demonstrate his calligraphy skill. The exhibition was held in the Chinese Rotunda of the University of Pennsylvania Museum of Archaeology and Anthropology.

Before the demonstration, Fukushima Roshi spoke to the crowd: a mixture of Penn students, faculty, schoolchildren,

media and museum visitors. Through a translator, he said that the rotunda, the home of the museum’s Buddhist collection, would inspire his art—for his art, itself, is a manifestation of Zen.

Fukushima Roshi uses calligraphy to express his Zen mind, or “mushin.”

Mushin literally translates as “no mind” or “empty mind.” But, as G. Cameron Hurst explained, this interpretation doesn’t capture the true essence of Zen, making the religion sound nihilistic. A better translation would be “free mind” or “clear mind.”

“When you have reached the Zen mind, you have no illusions,” Hurst said. And when you have no illusions, you can react spontane-

ously. You truly live in the moment.

Hurst, an expert in Japanese and Korean history, came to the University last semester to head the new Center for East Asian Studies. In a sense, he brought Fukushima Roshi with him.

Hurst first met Fukushima Roshi during a trip to Japan in 1990. They’ve been friends ever since, keeping in touch through correspondence and phone calls.

As part of his efforts to teach Americans about Zen and Japanese culture, Fukushima Roshi travels to the United States annually. And every time he arrives in America, he pays a visit to Hurst.

“I mentioned that I was at Penn, and he offered to come,” Hurst said. “He is exceedingly loyal.”

Fukushima Roshi confirmed this loyalty during the demonstration. “I came here because of Dr. Hurst,” he said. “I would also travel to Africa if he was teaching there.”

When asked to describe Fukushima

Roshi, Hurst answered with one word: humorous. This might come as a surprise to people who assume that Zen masters are serious sorts who never laugh. This is a common misconception, according to Hurst. He explained that Zen monks don’t dwell in stoic, silent solitude on mountaintops. They love life and live accordingly. Their spontaneity makes them lighthearted. Hurst did point out, however, that Fukushima Roshi jokes more than the average Zen master.

This is easy to believe. The roshi’s wrinkled face seems more accustomed to smiles than frowns. He grinned constantly during his exhibition. His expression only turned serious when he performed his calligraphy.

Fukushima Roshi wrote “koans” (questions that assist in meditation), fragments of poetry, and quotes from famous Zen masters. After Fukushima Roshi finished a piece, one of his disciples raised it for the crowd to see. Another disciple translated.

“Hey you, throw it away,” read one work. In other words, throw away your illusions. “Every day is a fine day,” read another. Fukushima Roshi also commonly used circles—the symbol for “satori,” or enlightenment—in his calligraphy.

Fukushima Roshi claimed to reach a level of “unconscious awareness” as he

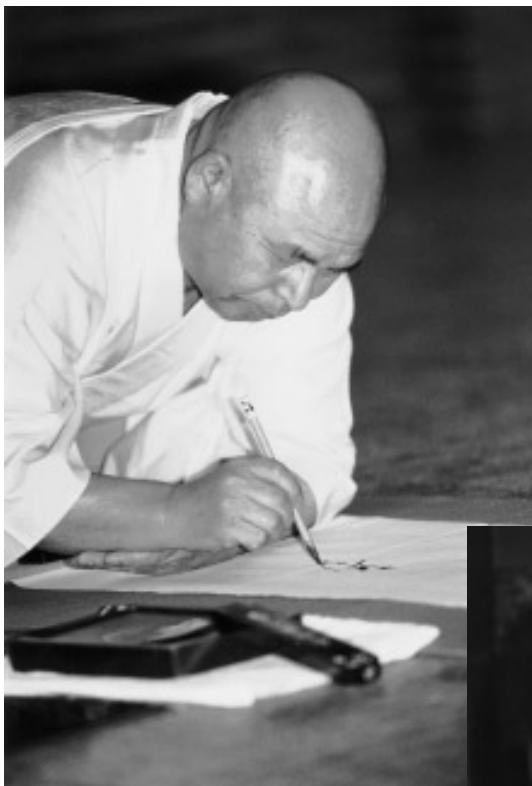
I came here because of Dr. Hurst. I would also travel to Africa if he was teaching there.

—*Fukushima Keido Roshi*

worked: losing himself in the moment, yet becoming the moment, as well. “When I take the brush, I become the brush,” he said. “I see the paper, I become the paper.”

Those in attendance were full of ques-





tions. And Fukushima Roshi was full of answers—although some were briefer than others. When asked if he ever made mistakes in his calligraphy, for example, he simply replied, “No.”

One woman wanted to know what caught Fukushima Roshi’s eye as he wrote. “What are you more aware of,” she asked, “the white paper or the black ink?”

“I am aware of both,” Fukushima Roshi answered softly, “and unaware of both.”

He added that mushin allows you to deal with everything freely. This is important in calligraphy, because you must blend ink and paper perfectly. “White space has its own beauty,” he noted.

When Fukushima Roshi wasn’t taking questions or doing calligraphy, he entertained the audience with his anecdotes. Although not a professional calligrapher—which is why he never gives demonstrations in Japan—he is nonetheless flooded with requests for his work. Shortly before his trip to America, he tried to make a mental list of all the people waiting for his calligraphy. “I counted to 3,000,” he said, “then I stopped.”

Make that 3,001. As Fukushima Roshi was preparing for his journey, he received a frantic call from a good

friend who wanted two pieces of calligraphy by the next morning. Not only was this request impossible, it was impossible. Still, Fukushima Roshi responded to the situation with cheer. “OK,” he told his friend jokingly, “I’ll fax them to you.”

After his demonstration at the museum, Fukushima Roshi went to the Annenberg School for Communication to give a lecture on Zen Buddhism. Even though it was a Friday evening, people packed a classroom to listen to the master speak.



Photographs by Jenny Friesenhahn

Fukushima Keido Roshi demonstrates his art (top left), while one his disciples shows the crowd a completed piece.

Fukushima Roshi also drew a large crowd the previous evening. On Thursday night, the roshi led Penn students in two 15-minute meditation sessions in Williams Hall.

“We vastly underestimated the number of people who might show up,” Hurst said. “We had about 75, and we expected about 30. So the room became overflowing. We had people out in the hallway. We apologized to the students.

“Next time, we’ll have a far bigger room.”

Next time will be next year. Hurst has always been part of the roshi’s annual

trip. Now, Penn will be part of it, too. The roshi plans to return to the University in March of 1997. In the meantime, Hurst will keep in touch with his friend as he always has: by writing letters and talking over the phone.

Before he departed, Fukushima Roshi presented Hurst with a gift: a fan bearing his calligraphy. The words come from an old Zen poem: “Mountains and rivers and the great Earth all manifest completely the body of the Buddha.” Hurst displays the fan in his office; it serves as a reminder that Philadelphia and Kyoto are not so distant, after all.

Detecting Breast Cancer

(continued from page 9)

are using this technique to analyze the borders of a lesion, hoping to train the system eventually to recognize a pattern as cancerous or benign.

A similar technique used by the military to detect small targets, such as tanks or buildings, is being studied at the University of Chicago. In this case, the neural network system may reduce the difficulty mammography has with imaging “noise” or surrounding tissue. It might also help reduce the rate of false-positives.

Schnall noted that it might take two years to complete clinical trials on the studies at Penn. Sen. Specter, as chair of the Senate Subcommittee on Intelligence and chair of the Senate Appropriations Subcommittee on Labor, Health and Education, pushed Schnall to name a date when clinical trials could begin “if cost were not an issue.”

Cost and administrative issues aside, Schnall replied, “Tomorrow.” Specter promised a speedy passage of the Senate’s appropriations bill.

Blumenthal stressed that the Food and Drug Administration has promised swift approval for the techniques once clinical trials have been conducted and proven to be successful.

Questions? Comments? Something newsworthy to report? Contact The Compass at (215) 898-1427 or jandag@pobox.upenn.edu.

OPPORTUNITIES at PENN

Listed below are the job opportunities at the University of Pennsylvania. To apply please visit:

University of Pennsylvania Job Application Center
Funderburg Information Center, 3401 Walnut Street, Ground Floor
Phone: 215-898-7285

Application Hours: Monday through Friday, 9 a.m.-1 p.m.

Positions are posted on a daily basis, Monday through Friday, at the following locations:

Application Center—Funderburg Center, 3401 Walnut St. (Ground level) 9 a.m.-1 p.m.

Blockley Hall—418 Guardian Drive (1st Floor and 2nd Floor)

Dental School—40th & Spruce St. (Basement-across from B-30)

Houston Hall—34th & Spruce St. (Basement-near the elevators)

Wharton—Steinberg Hall-Dietrich Hall (next to Room 303)

Job Opportunities and daily postings can also be accessed through the Human Resources Home Page (<http://www.upenn.edu/hr/>). A position must be posted for seven (7) calendar days before an offer can be made. The Job Opportunities Hotline is a 24-hour interactive telephone system. By dialing 898-J-O-B-S and following the instructions, you can hear descriptions for positions posted during the last three weeks. You must, however, have a push-button phone to use this line.

The University of Pennsylvania is an equal opportunity employer and does not discriminate on the basis of race, color, sex, sexual or affectional preference, age, religion, national or ethnic origin, disability or veteran status.

WHERE THE QUALIFICATIONS FOR A POSITION ARE DESCRIBED IN TERMS OF FORMAL EDUCATION OR TRAINING, PRIOR EXPERIENCE IN THE SAME FIELD MAY BE SUBSTITUTED. POSITIONS WITH FULL DESCRIPTIONS ARE THOSE MOST RECENTLY POSTED.

ARTS AND SCIENCES

Spec.: Nancy Salvatore

ASST. DEAN ACAD. ADVISING II (03205NS)

Responsible for acad. advising & counseling within SAS; liaison to departments; serve on committees; perform other admin. tasks; sensitive to needs of Latino students; develop & conduct special orientation programs; advise students in study abroad programs in Spanish-speaking countries. **Qualifications:** PhD highly desirable, preferably in the liberal arts field; at least three yrs. of teaching/counseling traditional college-age students & some admin. experience in higher education; must be fluent in Spanish; demonstrated interpersonal, communication & organizational skills. (End date: 5/31/97) **Grade:** P6; **Range:** \$31,900-40,600 3-22-96 College Office

RES. SPEC., JR. (02171NS) Assist principle investigator with experiments in cell biology/molecular genetics laboratory investigating animal cells, protozoan parasites & host-pathogen interactions; res. involves a broad spectrum of cell, molecular & biochemical techniques including tissue culture, microscopy/micromanipulation, mutagenesis & molecular genetic transformation & in vitro pharmacological studies; work requires use of small amounts of radioisotopes & may involve handling laboratory animals; other duties include data analysis, laboratory maintenance & ordering of supplies & oversight of undergraduate res. asst.s; opportunities available for active participation in experimental design & analysis. **Qualifications:** BA/BS in biology, genetics, biochemistry or related field; laboratory res. exp. which may have been obtained as part of undergraduate education desired; familiarity with in vitro cell tissue culture highly desirable. **Grade:** P1; **Range:** \$19,700-25,700 3-20-96 Biology

OFFICE ADMIN. ASST. III (37.5 HRS) (03244NS) Prepare & process financial documents; record, monitor & verify budget actions; act as liaison with vendors; perform data entry; process weekly payroll; maintain record files; respond to standard inquiries regarding personnel, purchasing & payroll procedures. **Qualifications:** High school graduate, college preferred; two yrs. exp. at OAAII level or equivalent; basic knowledge of accounting practices & thorough knowledge of clerical accounting & office standards & procedures; computer skills (Excel & Word) preferred; organized, detailed oriented & able to meet deadlines; strong communication skills. **Grade:** G11; **Range:** \$21,321-27,107 3-15-96 Chemistry

ASST. DEAN ACAD. ADVISING II (03205NS) (End date: 5/31/97) P6; \$31,900-40,600 3-7-96 College Office

RES. COORD., SR. (03203NS) P4; \$26,200-34,100

3-8-96 Linguistics/LDC

BUILDING SERVICES ASST. (03207NS) (Work schedule: 8:00 a.m.-4:00 p.m.) G8; \$15,700-19,600 3-8-96 Facilities Planning & Operations

OFFICE ADMIN. ASST. III (03204NS) G11; \$19,900-25,300 3-8-96 Political Sciences

SECRETARY IV (02193NS) G9; \$17,100-21,400 3-5-96 Physics & Astronomy

DENTAL SCHOOL

Spec.: Clyde Peterson

RES. SPEC., JR. (03212CP) P1; \$19,700-25,700 3-8-96 Pathology

RES. LAB TECH. III (03213CP) G10; \$18,700-23,300 3-8-96 Pathology

ENGINEERING/APPLIED SCIENCE

Spec.: Clyde Peterson

ADMIN. ASST. III (02186CP) G11; \$19,900-25,300 3-4-96 Undergrad Education

EXECUTIVE VICE PRESIDENT

Spec.: Nancy Salvatore/Susan Curran

DIR., BENEFITS (03239SC) Insure the timely & effective provision of benefit services to meet both long & short term needs of the University & its faculty & staff; provide program leadership in the development, evaluation & admin. of benefit resources; lead & guide the dev. & maint. of effective & competitive benefits program; provide overall supervision & direction to benefits staff, including selecting, developing & guiding career & performance development. **Qualifications:** BA/BS; Masters degree highly desirable; CEBS & CCP certifications desirable; progressively responsible exp. in Human Resources or benefits admin., including responsibility for developing & managing staff, budget & programs; demonstrated exp. in Human Resources program & policy dev. with preferred exp. in compensation & benefits; demonstrated knowledge of contemporary benefits issues, including thorough knowledge of applicable laws & regulations; exp. in a university or health care setting pref.; demonstrated skills & competence in working in multi-cultural environment; highly developed oral & written communication skills; proven analytical & res. skills, including ability to work with statistics & quantifiable data; strong leadership skills are essential, including demonstrated exp. in planning & leading change; demonstrated PC skills & proficiency with contemporary software applications & self-service technology strategies. **Grade:** P12; **Range:** \$63,700-77,700 3-20-96 Human Resources

EXECUTIVE ASST., CAMPUS DEVELOPMENT PROJECTS (03251SC)

Serve in capacity of senior level staff person to the Executive Vice President with the responsibility of overseeing & coordinating all campus development initiatives; interface with representatives from local business, banking, government & community organizations on Penn-related projects; coordinate negotiations with all parties as part of project planning; provide analysis & advice on University planning efforts focused on campus development; coordinate implementation initiatives with appropriate University depts. **Qualifications:** College degree required, advanced degree in business or public policy strongly pref.; demonstrated senior level exp. in planning & implementing development projects; coordination exp. on dev. projects; coordination exp. on dev. projects for non-profit organizations strongly pref.; strong analytical, financial & budget coordination skills; direct exp. in arranging financial packages to support successful project completion; direct exp. in working with both community organizations & governmental representatives on dev. projects; significant consulting exp. with executives on dev. projects; thorough knowledge & understanding of real estate market, including financial, legal & tax issues pertaining to real estate development; exp. in working with retailers on retail development; strong written & verbal communication skills, including delivering executive briefings. **Grade:** P11; **Range:** \$54,500-68,200 3-20-96 Executive Vice President

MGR, COMPUTER CONNECTION (03247NS)

Responsible for overall mgmt. & operation of retail computer outlet with annual sales in excess of \$12M including service area & warehouse for the University community. **Qualifications:** BA/BS or equivalent exp. with minimum three yrs. retail/management background strongly pref. in computers; ability to plan, supervise, market products & develop operational standards; strong customer service skills required. **Grade:** P8; **Range:** \$38,500-48,100 3-20-96 Computer Connection

MGR, EMPLOYEE COMMUNICATIONS (03240SC)

Develop & initiate organization-wide employee communication strategies in support of identified issues, needs, audiences & delivery syst.; act as consultant & assist customers in planning employee communication strategies; provide direction & guidance in development & dissemination of communications; assess communication efforts & develop alternative strategies; provide guidance in the development & implementation of publications. **Qualifications:** BA/BS; Masters degree in a communications related major pref.; five yrs. exp. in designing, planning, & implementing employee communication efforts in large, complex organization; exp. & knowledge of higher education & health care pref.; skilled in managing group dynamics, providing feedback, influencing & negotiating, facilitating collaboration & working in team-based environment; demonstrated proficiencies with PC applications. **Grade:** P10; **Range:** \$47,400-59,200 3-20-96 Human Resources

PAINTER (40 HRS) (03256NS) Paint walls, ceiling & trim; replace glass; refinish furniture (stripping, staining & graining). **Qualifications:** Journeyman painter with three yrs. exp.; served an approved apprenticeship; able to work at heights; able to install glass; valid driver's license pref. **Grade/Range:** Union 3-21-96 Physical Plant

ASST. MGR, DINING (02189NS) P3; \$23,900-31,000 3-5-96 Faculty Club

CONTRACTS ADMIN. II (03198NS) P5; \$28,800-37,600 3-6-96 ORA

COORD. IV (03231NS) P4; \$26,200-34,100 3-15-96 Publications

DIR., VICTIM SUPP. & SPEC. SERVICES (03216NS) (Schedule: 24 Hour on-call) P8; \$38,500-48,100 3-11-96 Victim Support & Special Services

OFFICE SYST. ADMIN. II (03197NS) P3; \$23,900-31,000 3-6-96 ORA

LTD. SERVICE (SUPERVISOR BANQUET CLUB) (02188NS) P2; \$18,076-23,491 3-4-96 Faculty Club

ACCOUNTANT, JR. (03195NS) (03196NS) G11; \$19,900-25,300 3-6-96 Comptroller

GRAD SCHOOL OF EDUCATION

Spec.: Clyde Peterson

INFO. SYST. SPEC. II (08266CP) Responsibility for maintenance of the Center's AppleTalk-TCP/IP network; installation, configuration and maintenance of all computers in the Center; purchase and installation of software; maintenance and enhancement of the LTL, including Internet servers and databases; training of NCAL personnel in the use of office software and Internet info. browsers; maintenance and enhancement of the Center's financial accounting program; troubleshooting of hardware and software problems; work to support federally funded projects related to technology applications to adult learning and adult literacy. **Qualifications:** BA/BS or equivalent; MS pref. or comparable exp. with computer support; exp. with Ethernet networks running both AppleTalk and TCP/IP protocols; Macintosh support and service (i.e., installation of memory, hard drives, boards, etc.); Microsoft Word, Microsoft Excel, Claris FileMaker Pro; working knowledge of computers using the DOS/Windows operating system; demonstrated ability to communicate effectively (written and oral) to management and staff is req.; prog. exp. in macro languages or prog. languages pref. (*On-going contingent upon funding*) **Grade:** P5; **Range:** \$28,800-37,600 3-20-96 NCAL

COORD. IV (03199CP) (*On-going contingent upon funding*) P4; \$26,200-34,100 3-6-96 GSE/International Programs

P-T (COORD. IV) (20 HRS) (03200CP) (*On-going contingent upon funding*) P4; \$14,976-19,490 3-15-96 GSE-International Programs

P-T (ADMIN. ASST. I) (28 HRS) (07134CP) G9; \$9,396-11,758 3-11-96 Development Office

GRAD SCHOOL OF FINE ARTS

Spec.: Clyde Peterson

P-T (OFFICE ADMIN. ASST. I) (24 HRS) (12631CP) (End date: 6-30-96) G9; \$9,396-11,758 12-7-95 Architecture

LAW SCHOOL

Spec.: Clyde Peterson

FINANCIAL ADMIN. II (0124CP) P4; \$26,200-34,100 1-19-96 Dev/Alumni Relations

MEDICAL SCHOOL

Spec.: Ronald Story/Janet Zinser

INFO. SYST. SPEC. I (03233JZ) Manage & operate local area network (Novell Netware); maintain IBM-compatible PC's; provide end-user software & hardware support; manage electronic database; organize clinic patient files & res. data; provide Internet & PennNet support for staff; support the center's primary purpose in the production of res. that lead to better understanding of human chemosensory processes; ensure a reliable computing environment. **Qualifications:** BA/BS in info. mgmt. & computer sciences or equiv.; one-three yrs. computing support exp. including managing Novell networks; familiarity with Saber LAN Workstation; thorough understanding of & exp. with designing relational database sys. (Access & R-Base); prev. exp. in providing end-user support within a PC/DOS/Windows environment. **Grade:** P3; **Range:** \$23,900-31,000 3-18-96 Otorhinolaryngology

PROJECT MANAGER II (10445RS) Supervise the unit and participate in the performance evaluation review for intramural and extramural clinical trial participation; participate in conceptualization and formulation of new projects, including protocol development; interface with regulatory agencies, physicians, biotechnical/pharmaceutical companies and IRB; allocate assignments; coordinate data collection and intramural and extramural audits; assist in the preparation of biotechnical-pharmaceutical company budgets, clinical agreements and grants; interface and

ensure consistency of data collected at participating cooperative groups and affiliate Network; prepare progress reports; maintain computer files. **Qualifications:** BA/BS in scientific or related field; at least four-seven yrs. prior professional exp. in clinical res. data mgmt., including exp. in data collection and analysis in a clinical, biotechnical or pharmaceutical setting pref.; prior supervisory exp.; demonstrated communication and organizational skills, as well as an attention to detail and an ability to handle multiple projects simultaneously; knowledge of res. methodology, study design and data analysis; prior exp. with clinical trials required; clinical study agreements and grant preparation exp. desired; knowledge of PC, IBM and Macintosh format computers required; data management on micro computer data base required; able to focus in busy environment with frequent interruptions; excellent oral and written skills; ability to prioritize a series of simultaneous assignments; meet deadlines; detail oriented; strong organizational and interpersonal skills. **Grade:** P7; **Range:** \$35,000-43,700 3-22-96 Cancer Center

RES. COORD., JR. (03253RS) Coordinate subject recruitment at four offsite locations; conduct psychosocial & diagnostic assessments of 500 adolescents; conduct questionnaires; coordinate follow-up activities, including follow-up assessment & collection of biologic measures (urine specimens & hair samples); identify youth in crisis during follow-up for referral to treatment agencies; conduct chart reviews & obtain archival data; code chart reviews & archival data. **Qualifications:** BA/BS required; one-three yrs. related res. experience; ability to travel to off-site locations (not accessible to public transportation); experience conducting diagnostic interviews preferred (SCID, DIS, BPRS, Kiddie, DISC-R, DICA); experience with adolescents preferred. (Evening & weekend work required) (*On-going contingent upon grant funding*) **Grade:** P2; **Range:** \$21,700-28,200 3-22-96 Psychiatry

RES. SPEC., JR. (10428RS) Perform morphological techniques, such as preparation and sectioning of frozen and paraffin samples; perform plastic histology techniques; perform "special stain" techniques, such as X-gal, alk phos and immuno procedures; assist in service requests for electron microscopy; prepare reagents and supplies for RNase-free studies; provide and train in-situ hybridization techniques; assist and train users of CPU equipment and facilities; assist during necropsies and dissections; perform general lab duties; maintain accurate logs and records; evaluate and analyze prepared slides using dark field, fluorescence, D.I.C. and routine microscopy; perform molecular biological techniques. **Qualifications:** BA/BS in scientific field required; experience in reagents and material preparation under RNase-free conditions required; knowledge and experience in histological technique and theory required; one-two yrs. previous laboratory experience required; good organizational skills; ability to work with limited supervision and knowledge of computers required. (End date: 10/31/97) **Grade:** P1; **Range:** \$19,700-25,700 3-15-96 IHGT

RES. SPEC., JR. (03252RS) Prepare bacteriological media & other solution; supervise Drosophila media production & order lab supplies & equipment; maintenance of Drosophila cultures, preparation of DNA & protein samples; gel electrophoresis purification of DNA & protein & other molecular biology work; assist in the design & execution of experiments. **Qualifications:** BA/BS or equivalent in biology, molecular biology, biochemistry or a related discipline; some knowledge or experience in molecular biology or Drosophila genetics helpful; previous experience in laboratory res. preferred, but not essential. **Grade:** P1; **Range:** \$19,700-25,700 3-22-96 Genetics

RES. SPEC. II (03234RS) Perform routine to complex procedures in res. neuronal cytoskeleton in health & diseases; perform immunological (hybridoma technology) & histological methods; other lab procedures (microscopy & photography); responsible for data collection using PC; perform library bibliographic searches; write methods sections of manuscripts; demonstrate techniques to lower grade techs & students;

monitor expenses; evaluate & maintain equipment; order supplies. **Qualifications:** BA/BS in scientific or related field; three-five yrs. experience in experimental neurobiology & neuropathology; ability to analyze structure/protein in normal disease brains. (*On-going contingent upon funding*) **Grade:** P3; **Range:** \$23,900-31,000 3-18-96 Pathology & Lab Medicine

RES. SPEC. II/III (03237RS) Identify & study membrane proteins of organelles involved in the pathogenesis of Amyotrophic Lateral Sclerosis & Alzheimer's Disease; prepare cDNA constructs & transfections of CHO & other cell lines; screen cDNA libraries & sequencing; extensive use PCR reaction for the generation of desired constructs; preparation of monoclonal antibodies & purifications of proteins by immunoaffinity chromatography; maintain tissue/cell culture laboratory supplies. **RES. SPEC. III:** Same as above as well as, supervise one res. spec.. **Qualifications:** BA/BS in cell/molecular biology; experience working with DNA, cell/tissue culture/ PAGE electrophoresis. **RES. SPEC. II:** three-five yrs. experience. **RES. SPEC. III:** five yrs. experience. (*On-going contingent upon funding*) **Grade:** P3/P4; **Range:** \$23,900-31,000/\$26,200-34,100 3-18-96 Pathology & Lab Medicine

RES. SPEC. IV (02174RS) Conduct experiments in cell & molecular biology independently; teach post-doc fellows, students & other tech.s in molecular biology; perform experiments in gene transfer, genetic engineering to understand the mechanisms of uro-genital disease; perform library searches, attend group meetings; responsible for equipment maintenance; write/edits procedural section & draft papers for PI. **Qualifications:** MA/MS or PhD in scientific field; at least four-six yrs. experience; experience with cell culture, immunofluorescence, in situ hybridization & PCR. (*On-going contingent upon funding*) **Grade:** P6; **Range:** \$31,900-40,600 3-18-96 Surgery

STAFF ASST. II (03242JZ) Coordinate partnership with industry, private funding agencies & federal laboratories; assist in the collaboration with Medical School Development to seek donors; serve as liaison between department chair & industry representatives; draft, proofread & type confidential correspondence; arrange travel & meetings; maintain faculty database; assist Chair & Business Admin. in admin. activities; coordinate recruitment of new faculty; schedule seminars; develop presentation quality charts & graphics; organize & maintain confidential records & files; assist in the preparation of manuscripts. **Qualifications:** BA/BS required; one-three yrs. related admin. experience; working knowledge of standard corporate office procedures; strong writing & editing skills; dictation skills; proficient in Microsoft Word; knowledge of Microsoft Excel, PowerPoint, e-mail & database software, desirable; demonstrated ability to handle confidential materials; strong customer service, interpersonal, oral & written communication skills; ability to work accurately & quickly under pressure. **Grade:** P2; **Range:** \$21,700-28,200 3-21-96 Microbiology

P-T (COORD. IV) (03250JZ) Assist in the development of the Center's new Web Site; assist in the quarterly publication of the Center's newsletter; compose, edit & proofread correspondence; develop new databases; work with the Dir. & Associate Dir. for admin. on special projects; help organize & maintain the Center's library. **Qualifications:** BA/BS required; Master's & knowledge of educational issues preferred; at least three-five yrs. related experience; strong interpersonal, written & oral communication skills; attention to detail; ability to prioritize & complete tasks in a timely manner; excellent organizational skills; extensive experience with Apple Macintosh computers & software packages, including FileMaker Pro & End NotePlus. (End date: 6/30/96) **Grade:** P4; **Range:** \$14,976-19,490 3-21-96 Center for Bioethics

ADMIN. ASST. III (02179JZ) Provide admin. support to the department chair/dir.'s staff asst.; perform secretarial & admin. duties handling highly confidential materials; computerize tracking of all correspondence & responses as required; computerize & maintain extensive filing system for grants, res. protocols, consulting, admin. department & center files; main-

tain file grants, including updated correspondence; develop computerized billing for limited accounts. **Qualifications:** High school graduate or equivalent; Associate degree or some college preferred; minimum of two yrs. office experience as an admin. asst. II or equivalent; advanced secretarial training required; training in PC or Mac applications & related word processing software programs; knowledge of medical terminology; highly organized & detailed; able to work on several projects simultaneously, under pressure with limited supervision. **Grade:** G11; **Range:** \$22,743-28,914 2-29-96 CCEB

OFFICE SYST. COORD. (02178JZ) Provide PC & Mac applications support for faculty & res. staff members to include word processing, complex tables, spreadsheet & presentation graphics in Windows environment; preparation of manuscripts, scientific reports, grant proposal, tape transcription, editorial assistance design form; act as a Mac computer support advocate for Admin. Office & Center with limited service through the Info. System Group. **Qualifications:** High school graduate or equivalent; Associate degree or some college preferred; two yrs. experience required as a secretary, admin. asst. or PC/Mac applications spec.; experience in an acad. setting preferred; training in PC & Mac applications required, including word processing, spreadsheet data base management & presentation graphics; knowledge of Microsoft Word for Windows. **Grade:** G11; **Range:** \$22,743-28,914 2-29-96 CCEB

RES. LAB TECH. III (03235RS) (03236RS) Follow established protocols; assist in res. of neuronal cytoskeleton in health & diseases using biochemical immunological hybridoma technology, histological methods, other lab procedures (microscopy & photography); use personal computer; input computer data; perform routine analyses; demonstrate techniques to students; maintain equipment; order supplies; assign tasks to student workers. **Qualifications:** BA/BS in scientific or related field; exposure to lab; prior lab experience preferred. (On-going contingent upon funding) **Grade:** G10; **Range:** \$18,700-23,300 3-18-96 Pathology & Lab Medicine

RES. LAB TECH. III (03220RS) Under limited supervision, perform DNA cloning & DNA sequence analysis of muscle genes; transgenic & molecular analysis of muscle gene expression in *Drosophila*; genetic analysis of *Drosophila* muscle mutants; maintain *Drosophila* genetic stocks; keep logs; write lab reports; maintain & order supplies. **Qualifications:** BA/BS in biology or related field; course work &/or experience in molecular biology & genetics required. **Grade:** G10; **Range:** \$18,700-23,300 3-21-96 Cell & Developmental Biology

RES. LAB TECH. III (40 HRS) (03254RS) Conduct studies designed to assess the extent of neuronal damage following admin. of novel neuro-protective therapies for injured brain; process tissue slices for histologic analysis, including tissue cutting; use various vital dyes & stains; immunocytochemical staining for CNS proteins; perform light microscopic analysis of stained tissue sections & maintain equipment & laboratory records. **Qualifications:** BA/BS; biomedical sciences; experience with quantitative morphology & immunocytochemistry is essential; experience with electron microscopy &/or molecular biology would be helpful. (On-going contingent upon grant funding) **Grade:** G10; **Range:** \$21,371-26,629 3-22-96 Surgery/Neurosurgery

SECRETARY IV (02181JZ) Maintain records & files, including clinical, res., teaching, INCLIN, societies & foreign correspondence; maintain reprints & mailing lists; prepare general correspondence; manage photocopying distribution; cover phones; act as liaison with public relations department; complete forms, such as grant pagination, federal express; handle all mass mailings, faxes & time sensitive correspondence; file. **Qualifications:** High school graduate; two yrs. of yrs of secretarial experience in an acad. setting preferred; training in PC or MAC applications; working knowledge of medical terminology; willingness to work with a diverse group of people; ability to work with limited supervision; highly organized & flexible. **Grade:**

G9; **Range:** \$19,543-24,457 3-1-96 CCEB

TECH, PSYCH I (03249RS) Under direct &/or general supervision draw blood (phlebotomy), take vital signs, perform EKG's, perform Lithium level assays & process blood/urine samples; monitor & coordinate clinical res. study; screen patients; maintain patient charts; prepare study materials & medications; document & report adverse events; ensure drug accountability; clinic receptionist back-up. **Qualifications:** BA/BS or equivalent required with clinical res. experience preferred; applicants must be able to work independently & deal effectively with patients, professional staff & associates; ability to draw blood, collect & centrifuge lab samples, collect urine specimen & perform 12-lead EKG's is essential; working knowledge of word processing (Microsoft Word for Windows). **Grade:** G10; **Range:** \$18,700-23,300 3-20-96 Psychiatry

CLINICAL SPEC. (02175RS) (Ongoing contingent upon funding) P6; \$31,900-40,600 3-1-96 Center for Experimental Therapeutics

DIR., ANIMAL SERVICES (IHGT) (02176JZ) (End date: 2/28/98) P11; \$54,500-68,200 3-7-96 IHGT

MANAGER, ADMIN. & FINANCE (02191JZ) P7; \$35,000-43,700 3-5-96 Center for Res. on Reproduction & Women's Health

NURSE II (03219RS) (On-going pending funding) P4; \$26,200-34,100 3-12-96 Infectious Disease

PROG. ANALYST II/III (0120JZ) P6/P7; \$31,900-40,600/35,000-43,700 3-12-96 Psychiatry

RES. SPEC., JR. (03201RS) (On-going contingent upon grant funding) P1; \$19,700-25,700 3-7-96 Orthopaedic Surgery

RES. SPEC., JR. (03209RS) P1; \$19,700-25,700 3-8-96 Medicine-Pulmonary

RES. SPEC., JR. (03220RS) P1; \$19,700-25,700 3-12-96 Cell & Dev. Biology

RES. SPEC. I (03208RS) P3; \$23,900-31,000 3-8-96 Medicine/Rheumatology

RES. SPEC. I (03224RS) P2; \$21,700-28,200 3-13-96 Psychiatry

RES. SPEC. II (02174RS) (On-going contingent upon funding) P3; \$23,900-31,000 3-4-96 Surgery

RES. SPEC. II (03202RS) P3; \$23,900-31,000 3-7-96 Pharmacology

CLERK II (40 HRS) (03218JZ) (End date: 3/31/98) G5; \$14,286-17,486 3-12-96 IHGT

CLERK V (03238JZ) G8; \$15,700-19,600 3-15-96 Pathology & Lab Medicine

RES. LAB TECH. II (40 HRS) (02137RS) (Ongoing contingent on grant funding) G8; \$17,943-22,400 2-14-96 Psychiatry

RES. LAB TECH. III (03221RS) G10; \$18,700-23,300 3-12-96 Cell & Dev. Biology

SECRETARY IV (02181JZ) G9; \$19,543-24,457 3-1-96 CCEB

NURSING

Spec.: Ronald Story

RES. COORD. (03223RS) Provide admin. & technical services for the design & operation of multi-site health services res. studies conducted by the Center for Health Services & Policy Res.; administer multiple grant & Center budgets; draft grant-related reports & publications; design & produce computer-generated data collection forms; manage data collection from res. studies conducted in multiple hospitals across country; supervise support staff in office tasks; direct & maintain all correspondence with multiple grant sites; monitor & maintain equipment & supplies. **Qualifications:** BA/BS; at least three yrs. professional experience required, including prior admin. & technical support experience; demonstrated ability to handle multiple projects, maintain budgets and work independently; ability to write & edit technical reports; strong interpersonal & communication skills (both oral & written); demonstrated knowledge of microcomputers, word processing, graphics & database management & data entry software programs. (End date: 6/30/97) **Grade:** P3; **Range:** \$23,900-31,000 3-18-96 Nursing

ADMIN. ASST. I (37.2 HRS) (03243RS) Schedule

client appointment & arrange transportation; maintain client/clinician program schedule; enrolls new clients into the Health Annex Program; establish & maintain patient records & confidential health care files; maintain billing records; respond to inquiries from clients, medical professional & general public; answer telephones & receive visitors; type & proofread technical material & clinical forms; pick-up & deliver various records & reports between the Health Annex, Nursing Education Building & the University of Pennsylvania Medical Center as requested. **Qualifications:** Completion of high school business curriculum & related post high school training or equivalent; at least two yrs. secretarial experience with knowledge of medical terminology; strong customer service skills; thorough knowledge of general & medical office procedures, practices & methods; word processing skills; ability to type 50 wpm. **Grade:** G9; **Range:** \$17,100-21,400 3-18-96 Nursing

RES. COORD., JR. (03223RS) (End date: 6/30/97) P2; \$21,700-28,200 3-12-96 Nursing

PRESIDENT

Spec.: Susan Curran/Janet Zinser

DIR., ADMIN. AREA (03258JZ) Provide overall direction & supervision of Center's financial & admin. operations, including finance, facility & human resource related components; develop short & long term strategic financial plans, assists in determining priorities & identify funding sources, evaluate cost effectiveness of existing programs & suggest alternatives to assure optimum use of Center's resources; manage development of human resource plan, including performance management & training needs; develop human resource initiatives & programs; oversee facility management & space issues; report to VP for Development & Alumni Relations, serve as an integral member of the senior management team & be an active participant on matters related to department-wide strategic planning & management issues. **Qualifications:** BA/BS; MBA or MS in higher education admin. with concentration in financial management preferred; seven-ten yrs. experience in financial admin., including human resources admin., preferably in a university setting; experience with long-range strategic & financial planning; demonstrated experience in supervising & managing staff; excellent interpersonal & written communication skills; experience with office automation & computerized accounting syst.; strong spreadsheet modeling skill. **Grade:** P10; **Range:** \$47,400-59,200 3-21-96 Development & Alumni Relations

ADMIN. ASST. I (40 HRS) (03246JZ) Support Major Gifts Officer & Annual Giving Officer; produce daily Medical Center Friends patient list; prepare, proof & edit manuscripts, grants proposals & statistical & legal documents; organize & maintain confidential files; prepare reports & lists from databases; compose routine correspondence; maintain calendars & arrange travel itineraries & accommodations; sort & distribute mail; assist with mailings & special events; assist with special projects. **Qualifications:** High school graduate; at least two yrs. of secretarial/admin. experience; one year development experience highly desirable; ability to prioritize; experience in the use of Macintosh computer with proficiency in Microsoft Word & Excel software packages; knowledge of development res. databases preferred; ability to handle complex materials; demonstrated ability to confidential materials. **Grade:** G9; **Range:** \$17,100-21,400 3-19-96 Development & Alumni Relations

ADMIN. ASST. II (03245JZ) Support to dir.; receive, screen & handle large volume of inquiries, respond &/or redirect; word process/proofread correspondence; greet & respond to visitors; develop & maintain filing system & correspondence log; compile briefing material for all meetings/conferences; handle travel arrangements, including transportation & lodging accommodations, meeting schedules & itineraries; prepare/reconcile financial forms; perform general office duties; prepare agenda, minutes, notice & reports for committee meetings; order reports from central info.

OPPORTUNITIES at PENN

services. **Qualifications:** High school graduate; at least four yrs. secretarial/admin. experience; proficiency in the use of WordPerfect, Harvard Graphics or other similar software; accurate typist; ability to organize, prioritize & work effectively with diverse groups, detailed oriented, flexible & productive under pressure; willingness & availability to work occasional evenings & weekends in connection with alumni activities & events. **Grade:** G10; **Range:** \$18,700-23,300 3-19-96 Development & Alumni Relations **HOUSEHOLD ASST.** (37.5 HRS) (02169SC) G7; \$15,536-19,393 2-23-96 Office of the President

PROVOST

Spec.: Clyde Peterson

INTERN, ATHLETICS (03227CP) Assist associate dir. for compliance & eligibility of student-athletes' files & records; develop & update computer programs for use in data collection & processing of info. pertinent to department's compliance function with regards to Ivy, NCAA & ECAC policies, rules & regulations; coordinate meetings with coaches & student athletes; monitor distribution &/or collect of eligibility & compliance forms. **Qualifications:** BA/BS; strong computer skills required; demonstrated ability to handle both database & word processing programs; knowledge of the full Microsoft Office package helpful; experience with NCAA compliance Assistance Software Program or work in an intercollegiate athletic setting. (Some evenings & weekends required) (End date: 6/30/97) **Range:** \$10,000/yr. 3-20-96 **DRIA LIBRARIAN II/III** (03217CP) Create bibliographic records for printed Special Collections materials following current national standards (DCRB, AACRA/rev, LCSH, & USMARC); network standard (RLIN) & University Library standards; create & update authority records by NACO procedures; review & amend shared cataloging copy; set local policies & procedures for cataloging special collections materials; train & oversee two Bibliographic Spec.s; keep statistics of cataloged items; coordinate workflow of materials to be cataloged with curator of printed books; participate in redesigning catalog process; supervise & train personnel hired for grant-funded projects. **Qualifications:** BA/BS, ALA accredited MLS or equivalent in knowledge, training & work experience; knowledge of Latin or Greek & one modern European language, Romance language preferred; knowledge of USMARC, one major bibliographic utility, and a local online system; experience cataloging early printed materials, knowledge of DCRB, AACR1/rev, LCSH & LC classification; supervisory experience preferred; strong oral & written communication skills. **LIBRARIAN II:** one-three yrs. experience. **LIBRARIAN III:** three-five yrs. experience. (Application deadline date: 4/30/96) **Grade:** P5/P6; **Range:** \$28,800-37,600/\$ 31,900-40,600 3-19-96 Original Cataloging/Univ. Libraries **MUSEUM PUBLIC INFO. INTERN** (03255CP) Write press materials & assist with distribution; update museum's Web page; operate press advertisements; attend & assist with museum public events; assist & organize media coverage, distribute public info. materials; assist with management & upkeep of office; respond to info. request; perform data entry of mailing lists. **Qualifications:** BA required preferred in Liberal Arts or communications; knowledge of Macintosh computers & PageMaker software required; knowledge of graphic design helpful; strong oral written & organization skills. (Application deadline date: 5/15/96) (End date: 5/31/97) **Range:** \$1200/monthly 3-21-96 Museum **STAFF WRITER II** (03206CP) Responsible for copywriting & publicity for 65-75 scholarly, general interest, & regional books per year; write & edit copy for all seasonal catalogs, book jackets & advertising; contact authors regarding copy approval; solicit endorsement for upcoming titles; prepare publicity plans,

press releases & press kits, order bound gallery & page proofs; res. & develop media lists & press materials; plan mailings; develop knowledge of contact with key editors & scholarly media; arrange author interviews & excerpts; communicate with authors, in-house staff, media throughout the publicity process, screen review copy requests; assist Dir.'s office in producing a semi-annual newsletter; represent the Press at trade & scholarly meetings & exhibits as needed. **Qualifications:** BA/BS or equivalent; minimum of two yrs. book publishing & writing experience or equivalent required; demonstrated clear, persuasive writing style; be extremely organized; able to meet deadlines & capable of managing several time-sensitive & detail-oriented tasks at once; experience with Macintosh computers/software preferred; excellent communication & interpersonal skills essential; knowledge & understanding of both the scholarly & general media is essential. **Grade:** P3; **Range:** \$23,900-31,000 3-21-96 University Press

SYST. PROG. II/III (03228CP) (03229CP) Provide support for various Library sub syst., including software selections, testing, implementation, maintenance, upgrading, enhancing & documenting the products as necessary; recommend hardware & software products; work with vendors & library staff to determine type of products to be purchase; develop tools to monitor network & syst. loads & failures; develop automated procedures for preserving the integrity of the overall system case of external failures or excessive loading; participate in groups; responsible for short long term planning; track development of info. technology at other libraries & in the computer industry; report on these developments; integrate new technology into Library operations & services to increase effectiveness & productivity. **Qualifications:** BA in computer or info. science or equivalent in theory and practice; Master's preferred; experience with large multi-user server syst., desktop syst., client/server protocols & local & wide area computer networks & resources; detailed knowledge of multiple prog. languages, computer operating syst. & networking environments, including C, Perl, SQL, UNIX & TCP/IP internals; familiarity with database design concepts & issues, including relational database syst. & networked relational client/server syst.; familiarity with X.12, Z39.50, X-Windows & other industry standards; experience with the Internet; ability to communicate effectively & to diagnose needs as expressed; experience in leading group activities; supervisory experience a plus. **SYS. PROG. II:** requires three yrs. of progressively responsible positions in a large-scale computer environment, including one year as SYS PROG. **SYS. PROG. III:** requires four yrs. of progressively responsible positions in a large-scale computer environment including two yrs. as a syst. prog.. **Grade:** P7/P8; **Range:** \$35,000-43,700/38,500-48,100 3-19-96 Syst./University Libraries **DATA ANALYST, SR.** (02177CP) P8; \$38,500-48,100 3-1-96 Data Admin. **DATA ANALYST, SR.** (02184CP) P8; \$38,500-48,100 3-1-96 UMIS **PROG. ANALYST III** (02183CP) P7; **Range:** \$35,000-43,700 3-1-96 UMIS **SYST. PROG. II/III** (02182CP) P7/P8; \$35,000-43,700/\$38,500-48,100 3-1-96 DCCS **P-T (FISCAL COORD. I)** (20 HOURS) (02190CP) P1; \$11,253-14,685 3-4-96 Museum

VETERINARY SCHOOL

Spec.: Nancy Salvatore

TECH, VET I/II (SPORTS MEDICINE & IMAGING) (40 HRS) (03230NS) Act as asst. or primary operator of high speed treadmill; duties in ultrasound, cardiology & treadmill include patient record maintenance, scheduling & coordinating movement of horses through areas; prepare patient for examination & meet

with clients, owners & trainers; assist & perform exams, echocardiograms, EKG's, radiotelemetry EKG's & Holter ECG monitoring; assist in maintenance of equipment & supplies; interact with & teach fourth yr. veterinary students, interns & residents; assist in res. applications & studies as needed. **Qualifications:** High school graduate; good organizational skills with ability to prioritize effectively; familiarity with general computer use & spreadsheets; ability to communicate both orally & written; position may involve the use of radioactive materials. **TECH. VET I:** minimum two yrs. experience handling & working with horses in a large animal hospital environment; experience working in general & diagnostic ultrasound. **TECH. VET II:** minimum four-five yrs. experience handling & working with horses in a large animal hospital environment; experience working in general & diagnostic ultrasound. (May be required to work occasional overtime) (Position located in Kennett Square, PA. There is no public transportation) **Grade:** G8/G10; **Range:** \$17,943-22,400/\$21,371-26,629 3-22-96 Large Animal Hospital **ADMIN. ASST. II** (03225NS) G10; \$18,700-23,300 3-12-96 Development

VICE PROVOST/UNIVERSITY LIFE

Spec.: Clyde Peterson

ASST. DIR., UPWARD BOUND PROGRAM (03211CP) (Work schedule: Tuesday-Saturday) P4; \$26,200-34,100 3-7-96 Acad. Support Services

WHARTON SCHOOL

Spec.: Janet Zinser

COORD. I (03214JZ) Support daily communications by typing, filing, fax & phone calls; organize & streamline info. required by Dir.; coordinate personal contact with faculty members, staff & client personnel; arrange meetings & serve as a representative for the Dir.; provide info. to clients, faculty, staff & personnel at all levels within & outside Wharton School; supervise or be a member of ad hoc teams on certain projects; handle special projects. **Qualifications:** Bachelor's degree required; one yr. relevant experience in the admin. support area; excellent oral & written communication skills; service-oriented manner; PC experience required; proficient in WordPerfect, freelance graphics & Lotus for Windows; excellent organization & analytical skills. **Grade:** P1; **Range:** \$19,700-25,700 3-11-96 Aresty Institute/Executive Education **ASST. DIR. II/IV** (03226JZ) P4/P5; \$26,200-34,100/28,800-37,600 3-15-96 Acad. Services **ASSOCIATE DIR. IV** (02187JZ) P6; \$31,900-40,600 3-5-96 Management/Leadership **INFO. SYST. SPEC. II** (03215JZ) P5; \$28,800-37,600 3-11-96 Acad. Services

Classifieds

HELP WANTED

Administrative Assistant for progressive synagogue. Excellent interpersonal and organizational skills essential to support synagogue and religious school programs. Salary mid-20's plus benefits. Call (610) 668-2798 between 9 a.m. and 3 pm.

VACATION RENTAL

Pocono Chalet, 3 bedroom, one bath. Near Jack Frost/BB. Firewood incl. \$350/weekend. (215) 573-9048.

SUBJECTS NEEDED

Healthy People ages 40 to 60 are needed for a three night sleep study. Study will not interfere with daytime job. Volunteers will be compensated. Call Dr. Richard Ross at (215) 823-4046 for information.

Note: Classifieds are accepted and compiled at the offices of *The Compass*. Call 898-8721 for rates and procedures.

Summer Tennis Camp

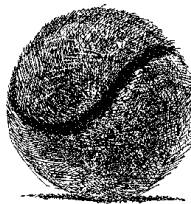
Penn's Summer Junior Tennis Camp, for players ages 6 to 16, will conduct 10 one-week sessions starting in early June. In the course of each one-week session, children will improve their tennis skills, and learn teamwork and good sportsmanship, while staying in shape and having fun.

The camp offers a complete Sportsmanship Program from the USTA, daily swimming periods at the University's pool facility, and a United States Tennis Association certificate upon the completion of each session.

Led by Hal Mackin, head professional and manager at the Levy Tennis Pavilion, and Albert Dillion, tennis coach and director of racquet sports at Haverford College, the camp will be held at the Tennis Pavilion's eight indoor air-conditioned courts on campus.

The dates of the 10 sessions are as follows: June 10-14, June 17-21, June 24-26, July 1-3, July 8-12, July 15-19, July 22-26, July 29-Aug. 3, Aug. 5-9, Aug. 12-16. The week's schedule is Monday through Friday, 9 a.m.-3 p.m.

The fee is \$200 per one-week session, which includes a daily cafeteria lunch. A family discount is available for two or more children who attend the same week(s). There is also an extended hours fee (after 3:30 p.m.) of \$5 per day. For information/registration, call Hal Mackin at 898-4741.



1997-98 Research Fellowships in Japan

Rikkyo University, Tokyo, Japan, is now inviting applications for participation in its 1997-1998 research fellowship program. Under this program, established for the purpose of encouraging international academic exchange, scholars from abroad who desire to utilize Rikkyo's research organization and facilities can engage in joint research with members of Rikkyo's faculty or pursue their own specific research in the humanities, the social sciences, or natural sciences; the specific subject of the research must be one that is compatible with the resources available at Rikkyo University.

Applicants must be under 45 years of age as of April 1, 1997. The term of fellowship is 3-8 months (between April 1, 1997 and March 31, 1998). The fellowship provides regular economy class air fare and a stipend. The closing date for applications is *June 30, 1996*. Further details, including application forms, may be obtained from: Elva Power at the Office of International Programs, 133 Bennett Hall, or phone, 898-1640.

The Rose Undergraduate Research Award

The Rose Foundation has generously provided a gift, known as the Rose Undergraduate Research Award Fund, whose income recognizes outstanding achievement in research by students in any of the undergraduate schools and by the faculty who advise them. The Rose Fund is administered by the College of Arts and Sciences, with awards made annually on a competitive basis by the Council of Undergraduate Deans.

To be considered for a Rose Award, a research project must be nominated by a member of the faculty. The deadline for nominations is Monday, April 15, 1996. Nominations consist of the faculty letter of nomination accompanied by an application form prepared by the student. Students may pick up the application form in their school or departmental offices. Students should complete the application and submit it to the faculty member who will be nominating the project. If the nomination is initiated by the faculty member, he or she should ensure that the student has filled out an application to accompany the letter of nomination.

The faculty letter of nomination should address the quality, the originality and the importance of the student's research. It should not exceed three (3) pages. Nominations will be reviewed by a committee of faculty who will make recommendations to the Council of Undergraduate Deans.

All undergraduate research projects are eligible for the Rose Award; they need not have been funded by the Nassau Fund or by other undergraduate research grant in order to qualify for recognition. Depending upon

the income available, up to five awards of up to \$1500 each will be made each year, with an additional award of up to \$500 to the faculty advisor(s) of each project. In cases where there are multiple student research investigators and/or advisors, the awards will be divided among the participants. The criteria used in judging the projects will be the quality, the originality, and the importance of the research.

Submissions are due *Monday, April 15, 1996*. Awards will be announced by the Council of Undergraduate Deans before Commencement and publicized in the appropriate campus media. Applications may be obtained from the undergraduate deans:

College of Arts and Sciences

Dr. Robert Rescorla
Office of the Associate Dean
for Undergraduate Education
133 South 36th Street/Mezzanine

School of Engineering & Applied Science

Dr. David Pope
Office of the Associate Dean
for Undergraduate Education
109 Towne Building

School of Nursing

Dr. Mary Naylor
Office of the Associate Dean
for Undergraduate Studies
475 Nursing Education Building

Wharton School

Dr. Richard Herring
Office of the Vice Dean
Wharton Undergraduate Division
1100 Steinberg Hall-Dietrich Hall

Penn Public Safety—Crime Alert

The Penn Police Department has received several reports of an unidentified male in the area of 600 University Avenue / Hollenbach Center, Lot #33, and Civic Center.

Reportedly approaching women by putting his hands on their arms, and asking "Can I talk to you?" or ordering "Come here!" he has been known to follow women, attempting to physically pull the women from the highway.

He is described as African American, about 25 years old; 170 lbs.; dark curly or dreadlocked hair; clean shaven and neatly dressed. He was last seen wearing a navy blue windbreaker set, and driving gloves cut off at the fingers. If you have any information concerning this male, please contact the Penn Police Department.

Penn Police	898-7297
Penn Detectives	898-4485
Penn Victim Support	898-4481 // 6600

Safety Tips:

- When walking on the street, stay in well-lighted areas.
- Avoid shortcuts through parks, vacant lots and other deserted areas.
- Do not stop and give directions or other information to strangers.
- If you are followed by someone in a car, turn around and walk in the opposite direction. If the person persists, record the license number and call the police immediately.
- As always, when there is a problem, use the Emergency Blue Light phones for immediate contact with the Penn Police Department.

— Officer Tammie Watson

Results of Restaurant/Retail Survey

The winners of the survey recently conducted by the Real Estate Department (*Almanac* January 23) have been announced by Helen Walker, project manager.

The winners and their prizes:

\$100 at the Gap	Robert Basic (Wh '98)
\$50 at Smile Clothes	Stephanie Kleban (Col '96)
\$50 at Joseph Anthony	Irene Opendak (Info Syst Spec, U. Life)
\$50 at White Dog Cafe	Jason Busch (Col '97)
\$100 at Footlocker	Joe Henry (HUP staff)
\$50 at Thrift Drug	Christian Conroy (Marketing Coord, PASBDC)
\$50 at PennBook Ctr	Urvashee Patel (Col '99)
\$50 at LeBus	Dimitris Haramoglis (Wh '97)

The survey had 1000 responses (959 of them electronic), from these sources:

624	undergraduate students
169	faculty and staff
136	graduate students
43	other
20	medical center employees
8	HUP employees

The top five restaurants among those listed:

1. Food Court at 3401 Walnut
2. Houston Hall Mall
3. Chili's
4. Le Bus
5. Beijing

Retail shopping patterns:

- 26.9% of respondents do most of their shopping in University City
- 63.5% of respondents do some of their shopping in University City
- 23.6% of respondents mostly shop in Center City
- 19% of respondents would like to see more clothing stores.

Ms. Walker said this was a "tremendous increase from last year's paper-only survey."

The First Filmmaker: Lumières at International House, March 28



Augustin and Louis Lumière

The neighborhood Film/Video Project of International House presents *The First Filmmaker* (France, 1895-1903, 35mm, B&W, 60 minutes), a prestigious celebration of the work of Augustin & Louis Lumière on Thursday, March 28 at 7:30 p.m. This will be the only screening. Tickets will be \$10 for general admission, \$8 for students, seniors, and members, and

\$5 for children 12 and under. Call 895-6542 for tickets and information.

The First Filmmaker features recently restored films by the Lumière brothers, and is made possible by the Institut Lumière. It includes the Lumières' first public exhibition of the moving pictures, which was presented before 33 spectators at the Grand Café in Paris on December 28, 1895.

Pioneers in silent shorts, the Lumières crafted "actualities", or shorts depicting everyday people doing everyday activities that are made extraordinary through the mutative force of the camera. The Lumières filmed the first tracking shot and close-up, as well as the first comedy—and even the first suspense film.

Scenes presented include the following: a young scamp sprinkling the gardener with water from his hose, Russian sailors relentlessly rowing, Augustin with his wife and baby daughter, Spanish soldiers dancing wildly, 5,000 Boston policemen on parade, an energetic snowball fight, and workers leaving the Lumière factory.

These classic films will be accompanied by commentaries from filmmaker Bertrand Tavernier and film scholar Thierry Fremaux. Tavernier has directed such remarkable films as *Coup de torchon*, *Sunday in the Country*, *'Round Midnight*, and *L'appat*. He is the president of the Institut Lumière and a distinguished film critic. Fremaux is the artistic director of the Institut Lumière.

Singles Mingle for Make-A-Wish

The Single Gourmet, Greater Philadelphia's dining, travel and social club for professional men and women, is sponsoring a Monte Carlo Night at the Penn Tower Hotel on March 29. This fundraising event will benefit the Philadelphia Chapter of the Make-A-Wish Foundation, a charity dedicated to granting wishes to children with life-threatening and terminal illnesses.

The event marks the group's first fundraiser in Philadelphia. The benefit includes dinner, entertainment, dancing, a raffle, and casino games with prizes to top winners. Casino games begin at 7 p.m., a four-course dinner at 8 p.m., and concludes at 12 midnight. Ticket donations are \$100, which include \$50 worth of chips.

This black-tie event is open to the public. For ticket information, call Florence Weltman at 732-0260.

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society listed in the campus report for **March 11 through March 17, 1996**. Also reported were **Crimes Against Property**, including **18 thefts (including 2 burglaries, 1 theft of auto, 4 thefts from autos, 2 of bicycles and parts), 1 incident of possession of stolen property and 3 incidents of criminal mischief and vandalism**. Full crime reports are in this issue of *Almanac* on the Web (<http://www.upenn.edu/almanac/v42/n25/crimes.html>).—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police department between the dates of **March 11 and March 17, 1996**. The University Police actively patrol from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at 898-4482.

Crimes Against Persons

34th to 38th/Market to Civic Center: Threats & harassment—1		
03/11/96	9:53 AM	Hillel Foundation Harassing letters received
38th to 41st/Market to Baltimore: Threats & harassment—3		
03/12/96	9:50 AM	Wayne Hall Radio station receiving harassing letters
03/13/96	9:04 AM	300 Blk. 40th Complainant harassed by male
03/14/96	5 16 PM	Harrison House Threats received
30th to 34th/Market to University: Threats & harassment—1		
03/11/96	7:08 PM	Lot #5 Lot attendant threatened
Outside 30th to 43rd/Market to Baltimore: Threats & harassment—2		
03/16/96	2:16 AM	Voorhees, NJ Unwanted calls received on beeper
03/17/96	2:37 PM	Walnut St. Bridge Complainant verbally harassed

Conference: Souls of DuBois

The W.E.B. DuBois College House will host its annual Souls of DuBois Conference Saturday March 30th from 10 a.m. to 5 p.m. Guest speakers will discuss this year's theme of "Dead or Alive: Are We The Talented Tenth?"

The conference will also include African American arts and crafts vendors, food, and entertainment.

The event is free for PennCard holders, alumni and their families. Non-affiliates will be charged a \$10 registration fee. For more information please call 898-3677.

Update

MARCH AT PENN

MEETING

29 WXPB Policy Board, noon to 1:30 p.m., Houston Hall. For more information: 898-6677.

Deadlines: The deadline for the May at Penn calendar is Monday, *April 8*. The deadline for the weekly update is on Mondays, the week before publication.

Almanac

3601 Locust Walk Philadelphia, PA 19104-6224
Phone: (215) 898-5274 or 5275 FAX: 898-9137
E-Mail: almanac@pobox.upenn.edu
URL: <http://www.upenn.edu/almanac>

The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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The Compass stories are written and edited by the Office of University Relations, University of Pennsylvania.

ACTING MANAGING EDITOR Jerry Janda

NEWS STAFF: Barbara Beck, Jon Caroulis, Phyllis Holtzman, Carl Maugeri, Esaul Sánchez, Kirby F. Smith, Sandy Smith.

DESIGNER Jenny Friesenhahn

CLASSIFIEDS Ellen Morawetz

The Compass, South 1B, 3624 Market Street, Philadelphia, PA 19104-2615

(215) 898-1426 or 898-1427 FAX: 898-1203

Classifieds: 898-3632

E-mail: jablowl@pobox.upenn.edu

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to Anita J. Jenious, Executive Director, Office of Affirmative Action, 1133 Blockley Hall, Philadelphia, PA 19104-6021 or (215) 898-6993 (Voice) or 215-898-7803 (TDD).

University of Pennsylvania

Three-Year Academic Calendar, 1996-1997 through 1998-99

	1996 Fall Term	1997 Fall Term	1998 Fall Term
Move-in and registration for Transfer Students Thursday-Friday	August 29-30	August 28-29	September 3-4
Center for University of Pennsylvania Identification (CUPID) opens in Palestra Friday-Tuesday	August 30-September 3	August 29-September 2	September 4-September 8
Move-in for first-year students, New Student Orientation Saturday	August 31	August 30	September 5
Academic Day: Opening Exercises and Freshman Convocation; Undergraduate Deans' Meeting; Penn Reading Project Sunday	September 1	August 31	September 6
Labor Day; Community Building Day Monday	September 2	September 1	September 7
Advising begins, Placement Examinations Tuesday	September 3	September 2	September 8
First day of classes Wednesday	September 4	September 3	September 9
Community Service Day Saturday	September 7	September 6	September 12
Add period ends Friday	September 20	September 19	September 25
Drop period ends Friday	October 11	October 10	October 16
Fall term break Saturday-Tuesday	October 12-15	October 11-14	October 17-19 Sat.-Monday*
Family Weekend Friday-Sunday	November 15-17	October 24-26	November 13-15
Advance registration, Spring Term Monday-Sunday	November 4-17	November 3-16	November 2-15
Homecoming Saturday	November 2	November 8	October 31
Thanksgiving recess begins at close of classes Wednesday	November 27	November 26	November 25
Thanksgiving recess ends 8 a.m. Monday	December 2	December 1	November 30
Fall term classes end Monday	December 9	December 8	December 11 Friday
Reading days Tuesday-Thursday	December 10-12	December 9-11	December 12-14 Sat.-Monday
Final Examinations Friday-Friday	December 13-20	December 12-19	December 15-22 Tues.-Tuesday
Fall semester ends Friday	December 20	December 19	December 22 Tuesday
	1997 Spring Term	1998 Spring Term	1999 Spring Term
Registration for undergraduate Transfer Students Thursday-Friday	January 9-10	January 8-9	January 7-8
Spring semester classes begin Monday	January 13	January 12	January 11
Add period ends Friday	January 24	January 23	January 22
Drop period ends Friday	February 14	February 13	February 12
Spring recess begins at close of classes Friday	March 7	March 6	March 5
Classes resume at 8 a.m. Monday	March 17	March 16	March 15
Advance registration for fall and summer sessions Monday-Sunday	March 24-April 6	March 23-April 5	March 22-April 4
Spring term classes end Friday	April 25	April 24	April 23
Reading days Monday-Wednesday	April 28-30	April 27-29	April 26-28
Final Examinations Thursday-Friday	May 1-9	April 30-May 8	April 29-May 7
Alumni Day Saturday	May 17	May 16	May 15
Baccalaureate Sunday	May 18	May 17	May 16
Commencement Monday	May 19	May 18	May 17
	1997 Summer Session	1998 Summer Session	1999 Summer Session
12-week Evening Session classes begin** Tuesday	May 20	May 19	May 18
First Session classes begin Tuesday	May 20	May 19	May 18
First Session classes end Friday	June 27	June 26	June 25
Second Session classes begin Monday	June 30	June 29	June 28
Independence Day	July 4 Friday		
Second Session, 12-week Evening Session Classes end Friday	August 8	August 7	August 6
* One day cut from fall break.			
** Options will be arranged for those who have scheduled commencement.			

University of Pennsylvania

Division of Public Safety

Strategic Plan

March 26, 1996

To the University Community:

Improving the quality of life at Penn is a continuing priority of this Administration. A safe and secure campus environment is integral to achieving a better quality of life. If we cannot provide a safe environment, we will be unable to attract and retain the most talented faculty, students and staff.

Last September President Rodin and I appointed Tom Seamon as Managing Director of Public Safety. Our charge to Tom was to build nothing less than the best Public Safety system on an American university campus. We further asked him to do this within the existing operating resources allocated by Penn for its safety and security programs, taking into account that certain one-time capital investments would be needed, primarily for state-of-the-art technology and facilities. Penn has not under invested in safety and security: we spend some \$14 million annually on these programs, about half of which is attributable to Public Safety's operating budget. The challenge is to strategically manage these resources, so the University receives the highest return on its investment.

Tom's response is the Public Safety Strategic Plan, presented in this issue of *Almanac*. The plan is a major step toward the realization of President Rodin's and my goals for a safe and secure campus. Its approach is to look at public safety from a holistic perspective: Police, Security Services, Community and Government. We will need to galvanize the entire Penn community behind this Strategic Plan if we are to create a safer, more secure campus environment. The stakes are too high to commit to anything less.

John A. Fry
Executive Vice President

Comment may be sent in writing to:
Managing Director,
Division of Public Safety
3914 Locust Walk
or by e-mail to
seamon@AI.police

The full report including appendices is available upon request from the Division of Public Safety.

University of Pennsylvania Division of Public Safety

Strategic Plan

By Thomas M. Seamon
Managing Director, Division of Public Safety

Introduction

The strategic plan of the University of Pennsylvania, *Agenda for Excellence*, seeks to solidify and advance the University's position as one of the foremost research institutions in the world. The University's goal is to position all of its schools in the top ten ranking in their respective disciplines and to ensure excellence in all undergraduate and graduate programs.

Achieving this goal is, in part, dependent on whether Penn's campus is considered a safe and desirable place to live, work, study, and recreate. The Public Safety Division must contribute to the University's overall goals by providing first class police services, security services, and safety education. It must also help to leverage service for the University from the Philadelphia Police Department, other city departments, and with the Office of Government, Community and Public Affairs, help improve Penn's relationship with the broader West Philadelphia community.

Working in collaboration with the Office of Government, Community and Public Affairs, the Public Safety Division must help lead a discussion of what it means to have a safe and secure university community in an urban setting. Philadelphia is an exciting and vibrant venue because it is *different* from the suburban, rural, and international settings from which many of Penn's students, faculty, and staff originate. The University cannot and should not seek to create a "walled off" environment in the midst of its urban diversity. It should strive to reduce crime and the perception of crime to the lowest possible levels, while at the same time being realistic that it cannot be held solely accountable for the off-campus environment. Personal responsibility for one's own safety will always be a primary factor in Penn's safety and security strategy.

Penn has made great strides in the last two years in ensuring the campus is as safe and secure as possible. Some of the improvements have been an increased security guard force, expansion of the blue light phone system, the creation of community walks, bicycle patrols, an expanded transportation system, and emphasis on substantial crime prevention and victim support services.

These gains in safety and security will be expanded and modified predicated on an overarching philosophy of community policing. Community policing traditionally is defined as a philosophy whereby the police adopt a service orientation regarding everyone who lives, works and visits their area, and they regard all of these people as their valued customers. Through a heavy reliance on problem solving techniques the police, recognizing their resources are finite and the demand for resources infinite, enter into a partnership with their customers to prioritize the use of these resources.

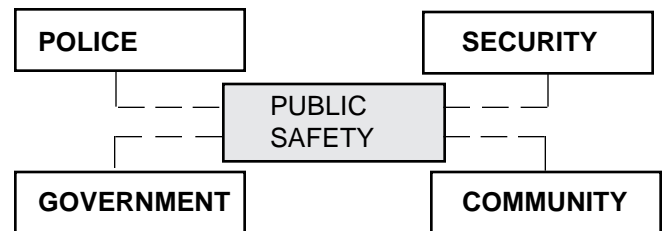
This traditional concept of community policing will be tested in new ways at Penn in that the population is very diverse with constant turnover and, in addition to the principles stated, there will be a heavy emphasis on the police coordinating their efforts with security technology and personnel. The closest possible synergy must be created between these two distinct but complimentary groups, the police and private security.

Development of this strategic plan has included the review of many plans and proposals made by committees and individuals at Penn, addressing public safety at the University over the years. The expertise of University of Pennsylvania Police Department (UPPD) staff, and others in the Public Safety Division have been sought. The author has also drawn on over 26 years' experience with the Philadelphia Police Department, some of it spent policing the area around Penn, and significant study and work in the private security arena.

Taking into account all of the valuable work done in the past to improve security at Penn, as well as important input from concerned staff and

interested parties, a number of primary goals, have been developed.

The goals to improve public safety at Penn fall under the general areas of Police, Security, Government, and Community.



Achieving these four goals will be essential to the continued success of the Public Safety Program at Penn.

Police

Goal

- Improve the professional standards and performance of the University Police by pursuing an intensive training and career development program, acquiring the best, most advanced equipment, and achieving national accreditation.

Strategies

- Reorganize the UPPD command structure to provide the opportunity to fully develop new administrative systems.
- Improve the investigative capabilities of the University Police and strengthen investigators' liaison with local, state, and federal law enforcement agencies.
- Clarify and standardize the working relationship between the Philadelphia Police and the University Police to avoid duplication of effort, and position the University Police with the authority and the ability to provide total police services, regardless of the constantly changing priorities and level of resources of the Philadelphia Police.
- Achieve national accreditation for the UPPD from the Commission on Accreditation for Law Enforcement Agencies.
- Increase cooperation with other West Philadelphia security providers.
- Obtain a new Public Safety facility that would house all Public Safety personnel including the private security staffs. The core of the facility will be a command, control and communications center that would centralize the reporting and dispatch of all police, safety, and security technology.
- Continue to upgrade the already excellent victim support services.
- Provide the UPPD with standard police equipment.
- Improve the capability of the UPPD in handling critical incident situations.
- Reestablish a University of Pennsylvania Police Department Advisory Council.

Security

Goal

- Develop an overall integrated delivery system for safety and security that better utilizes the existing resources being allocated by the center and the schools and ensures the provision of high quality security services on and off campus.

Strategies

- Leverage the tremendous buying power of the University to secure the most cost efficient security products and contracts for services.
- Continuously identify ways to manage risks and reduce liabilities by providing baseline security standards to the schools.

- Improve the performance of the contract guard services on campus. The University requires competent guard personnel, deployed systematically, trained and supervised by Public Safety staff. Experienced guard personnel, who have proven themselves in the campus environment, are also potential candidates for the University Police Department.
- Partner with several security technology providers to build a state-of-the-art electronic security infrastructure for the campus. This would include alarm systems, access control systems, closed-circuit television monitoring, and blue light phones and other communication systems.
- Improve the Public Safety Division's coordination and cooperation with the schools and centers, VPUL, Business Services, and Facilities Management.
- Improve the physical security of the University Museum and all of the art work on campus to protect these extremely valuable assets.

Government

Goal

- In conjunction with the Office of Government, Community and Public Affairs, improve the quality of life on and off campus through partnership with local government to address the issues concerning vendors, panhandlers, the homeless, street cleanliness, traffic flow and public lighting.

Strategies

- Encourage involvement and the provision of a high level of service from Philadelphia city government departments such as the Deputy Managing Director for Special Housing Needs, Licenses and Inspection Department, and the Streets Department.
- Promote streetscape improvements of the public thoroughfare on and around the campus and continue ongoing improvement of lighting on and off campus by working with the city government to encourage support of their areas of responsibility.
- Consult with the Center City District to adapt its successful programs to the Penn campus area.
- Work with the Philadelphia Police and the Streets Department to significantly improve traffic safety on campus, concentrating especially on traffic flow and safety problems on Walnut and Spruce Streets.

Police

Crime and the Perception of Crime on the Penn Campus

According to Uniform Crime Reporting statistics published by the FBI, Philadelphia continues to rank as the safest of the ten largest cities in the United States. In 1994, the Philadelphia Police Department reported approximately 100,000 "Part 1" crimes. This factors to 6,439 Part 1 crimes per 100,000 population in comparison to the highest crime rated city, Phoenix, Arizona with 10,404 Part 1 crimes per 100,000.¹

The campus occupies a large portion of Philadelphia's 18th Police District. The district is one of the more active in the city, recording 6,297 Part 1 crimes in 1995. The campus recorded 1,374 Part 1 crimes in 1995. What is truly significant, notwithstanding the low number of crimes on campus compared to the wider area, is the fact that of the 1,374 recorded campus crimes, only 58 (or 4.2%) of the total were crimes against persons. The rest were property crimes.

Statistics and observation reflect that the campus is a safe place, both in actual numbers of incidents and relative to the larger area of West Philadelphia and the entire city. Why then do so many students and employees believe the campus is unsafe?

The answer lies in the perception of people on campus and the expectations many of those people have of the University. To many on campus, the urban experience is new. Large numbers of people, heavy and noisy traffic, dirty streets and sidewalks, the homeless, and a large number of vendors translate to a perception of crime or at least an uneasiness about their environment. In addition, the Philadelphia news media, especially television news, reports a daily litany of crime stories.

There is an expectation by some that all crime can be eradicated from the campus, and that any crime committed is a failure by the police or other security services. While zero crime on campus is an admirable goal, in reality, it will never be achieved in the urban environment.

¹ Part 1 Crimes: homicide, rape, robbery, aggravated assault, burglary, theft, and vehicle theft.

Community

Goal

- Through educational programs and University-wide discussion, increase the awareness of everyone in the Penn community of their personal responsibility for their own safety and their responsibility to contribute to a safe and secure environment.

Strategies

- In conjunction with the Office of News and Public Affairs work closely with all forms of media, both internal and external, to ensure they are given accurate and complete information regarding public safety, and encourage them to report news responsibly.
- Continue to improve and expand the already extensive program of new student safety orientation programs. Safety and security training and awareness seminars should be a regular service for students throughout their academic careers.
- Review and modify Penn Transit Services to better align its activities to support the goals and objectives of Public Safety and the overall strategic plan of the University.

Goal

- Work in conjunction with the Office of Community Relations to develop and maintain good working relations with our West Philadelphia neighbors.

Strategies

- Enhance the safety and security on campus and the surrounding neighborhood through coordination with neighborhood Town Watch groups, the West Philadelphia Partnership and other civic organizations.
- Meet with other community groups on issues of mutual concern.
- Establish a Police Athletic League Center in a strategic neighborhood location staffed by a UPPD officer with faculty, staff, and student volunteers. This center would provide athletic, tutoring, and mentoring services to West Philadelphia neighborhood youth under the aegis of the larger Philadelphia PAL organization and in coordination with current University programs.
- Coordinate with the major off-campus realtors to provide them with security planning services, the opportunity to participate in University security guard contracts, and the option to hire uniformed, off-duty University Police for legitimate security patrol functions.

What the University and the Public Safety Division in particular can do is work diligently with the media outlets to give a true sense of proportion to crime incidents and trends that actually occur. In addition to its efforts to prevent and detect crime, the Public Safety Division also must work to improve the quality of campus life and deal with the daily incivilities that contribute so much to the perception of crime.

This means the University Police must work with government, private agencies, and other University departments to develop a control strategy for panhandlers and the homeless, bring order to the chaotic and potentially dangerous street vendor situation on campus, and clean up the streets and sidewalks. In addition, better traffic control and safety can be achieved, nuisance bars can be shuttered, and the police can help to provide an attractive environment and coordinate services with the rest of the University in order to attract quality retailers, dining, and convenience businesses.

The very successful experience of the Philadelphia Police Department working with the Center City District in improving downtown Philadelphia provides a blueprint for what can be achieved at Penn. That model has the public police working in a close, cooperative partnership with private security and business improvement planners and marketers.

Community Policing Philosophy

The entire Penn Police Department will subscribe to a community policing philosophy. The department will continue to develop a service orientation to everyone who lives, works, and visits the campus and its surrounding neighborhoods, and they will treat all of these people as their valued customers. Recognizing that police resources are finite and yet the demand for service is infinite, the police will enter into a partnership with the campus community to prioritize the use of these resources. Paramount in the delivery of services will be a problem-solving orientation joining the Penn Police with private security personnel and security systems to provide the highest level of safety and security to the campus community.

Community policing is not the "grin and wave squad," nor is it

something to be practiced only by selected specialists within the Department. Community policing is not soft on crime. The present outward manifestations of community policing are footbeats, bicycle patrols, mini-stations, victim assistance officers, crime prevention officers, and the like. These strategies to pursue community policing will necessarily change over time in response to changing community conditions. What will remain constant is that everyone in the Penn Police will adopt the community policing philosophy, and the core of the philosophy will be a commitment to do whatever is necessary to increase the quality of life for the University's customers.

The University of Pennsylvania Police Department

The University of Pennsylvania Police Department (UPPD) has evolved from a guard force to a full-service municipal-type police department.

The sworn and civilian members of the organization are as qualified, and in many instances more qualified, than their counterparts in the Philadelphia Police Department. This is as it should be, since the environment in which they operate may be more demanding than the environment faced by the average city police officer.

It is obvious that the UPPD must subscribe to the highest standards of professionalism. It must work in unison with the private security initiatives and technology being introduced on campus. It must further develop the necessary cooperative relationship with the Philadelphia Police Department. UPPD's working situation (in an open urban campus) requires it to build relationships with the larger West Philadelphia community in addition to its responsibility to the campus community.

An additional challenge to the Department is to provide the required law enforcement and security services to the Penn community in a manner that ensures the campus remains an open community committed to the ideal of free expression. UPPD officers must be tolerant to a fault and yet provide protection to the young adults entrusted to the University's care.

While the UPPD provides good service at the operational level, the administrative area of the organization has not kept pace as the organization has evolved. The current structure invests most responsibility for operations and administration in the Chief of Police.

This structure forces the Chief to choose between handling pressing operational matters and dealing with administrative tasks. Because policing is our primary responsibility, the result is that the administrative systems of the organization have not received the proper attention. Unless this problem is addressed, Public Safety will be unable to upgrade its professional status, or meet the challenges posed by the necessary introduction of new technology.

Goal

- Improve the professional standards and performance of the University Police by pursuing an intensive training and career development program, acquiring the best, most advanced equipment, and achieving national accreditation.

Strategy

- Reorganize the UPPD command structure to provide the opportunity to fully develop new administrative systems.

Reorganization

The present organization of the University Police department places a significant burden on the Chief of Police. The position as presently configured is responsible for all operations of the Department as well as much of the administration. An Administration Manager of Records (Police Lieutenant) also handles many administrative tasks. This position reports nominally to the Managing Director, but deals on a daily basis with the Chief.

Operationally, the Department performs well, however the administrative management needs to be improved. The result of the present managerial configuration is that many of the administrative systems within the organization do not receive the necessary attention they require. These include: a new communications system; an updated reports control and records management system; closer interface with Philadelphia Police information systems; redesigned computer information systems; improved training and career development systems; and national accreditation.

The organization charts in Appendix C illustrate a redesign of the senior management structure of the UPPD. The Chief of Police position will be eliminated. A Director of Operations will oversee the patrol and

investigative functions, while a Director of Administration will oversee all administrative and training functions. These two positions will be of equal rank reporting directly to the Managing Director. In the event of the absence of the Director of Operations for any reason, the Director of Administration would assume direct operational command of the Police Department. This would provide operational coverage and is standard procedure for most law enforcement organizations.

Strategy

- Improve the investigative capabilities of the University Police and strengthen investigators' liaison with local, state, and federal law enforcement agencies.

Detective Unit

The UPPD Detective Unit consists of one detective supervisor and four detectives. In 1994 the unit handled 1670 cases. This is an extremely heavy caseload for a unit this size. Much of their time is spent documenting incidents and classifying and reclassifying crime reports. They have little time available to actually investigate cases.

A well-trained, well-directed, and proactive detective unit can provide significant and crucial services to the University. The unit should have the ability to conduct detailed investigations into serious crimes, investigate internal theft and fraud, and conduct special investigations at the request of senior managers of the University.

The Philadelphia Police Department has many fine investigative units of a general and specialized nature, however, the demands on their resources are enormous. The University needs a strong investigative unit to provide the priority service that it requires.

Presently, a University-affiliated person who becomes a victim of a serious crime on or nearby campus is transported to the Southwest Detective Division at 55th and Pine Streets. The victim, because of the high detective workload, may wait a considerable period of time for service. Once the case is assigned to a detective, he/she will have limited time to pursue the case due to the very heavy workload of serious crime in the larger West/Southwest Philadelphia area.

This theme of limited capacity of the Philadelphia Police carries over into scenarios of an armed robbery team or serial rapist operating on or near the campus. The Philadelphia Police Detectives will do everything possible with their resources; however, the University would be better served with a sufficient number of well-trained investigators who make crime at Penn their sole priority. Research and practical experience have shown that serious felons will strike an area with alarming frequency until good investigators can identify, locate, arrest, and prosecute them.

The University's overriding concern for the safety of its students and employees will not be satisfied with the priority of service the Philadelphia Police Detectives have the capacity to provide. Therefore, the University must increase its own capacity to provide investigative services.

The level of internal crime committed by employees and students on campus is also of concern. The Philadelphia Police have limited interest in this problem, mandating an improved capability of the UPPD to investigate and deal with issues of internal theft, fraud, and employee and student disputes.

The University also requires the services of sufficient competent investigators to protect it from liability arising from, and actions due to, accidents, hazardous conditions, and negligent actions of employees.

To upgrade the capabilities and service level of the UPPD Detective Unit the following program should be implemented:

— Increase the staffing level from one supervisor and four detectives to one supervisor and eight detectives. This will enable the detective unit to extend the hours of coverage and lighten the caseload on each detective. At least two of the additional detectives should be very experienced investigators brought in from outside the University. They should have extensive experience in working with Philadelphia Police and state and federal investigative agencies. These veteran detectives would act as trainers for the UPPD Detectives and help strengthen the liaison with all of the federal and local agencies in the area.

— Provide specialized training to the detectives through formal training courses, field training conducted by the senior investigators mentioned above, and short-term assignments to work with Philadelphia Police and other investigative units.

— Revamp the case screening and case management systems to ensure the detectives are expending their time and resources in the most productive manner.

— Upgrade the investigative equipment available including access to pertinent Philadelphia-area computerized databases.

Strategy

- Clarify and standardize the working relationship between the Philadelphia Police and the University Police to avoid duplication of effort, and position the University Police with the authority and the ability to provide total police services, regardless of the constantly changing priorities and level of resources of the Philadelphia Police.

Relationship with the Philadelphia Police Department

The informal daily working relationship between UPPD officers and Philadelphia Police officers is excellent. However, the formal relationship between the two organizations is not structured to provide the maximum effectiveness and efficiency for both departments.

The UPPD needs to invest in a Philadelphia Crime Information Center (PCIC) computer terminal. This would electronically join the UPPD with all of the various districts, divisions, and units of the Philadelphia Police Department, across the city. The University Police would have "real time" access to all pertinent area law enforcement information. In addition, the University Police would have the capability to send reports electronically to all West Philadelphia police installations instead of hand delivering reports to the 18th District or Southwest Detective Division.

The ability to participate in the city's computerized information network would also open the door for the UPPD to be recognized as a police district for reporting purposes. This would eliminate erroneous dual reporting of crime and incidents by both police agencies and, even more importantly, would make it less likely that a reported crime or incident "fell through the cracks" (i.e., each agency thinks the other is recording the incident resulting in neither agency taking responsibility).

The best interests of the University would be served with the UPPD providing a full range of police services to the campus community, while relying on the Philadelphia Police to provide extra patrol to assist in extraordinary crime patterns and to provide special services such as crime laboratory services, Ordnance Disposal Unit, Stakeout Unit, Accident Investigation Unit, Sex Crimes Unit, and Homicide Unit.

An associated problem in the relationship with the Philadelphia Police Department is that the city is converting to a totally new radio communications network. This new computer operated radio network will not be compatible with Penn's present network. The UPPD will no longer be able to communicate with or monitor the city police.

This development is both a challenge and an opportunity for Penn. The UPPD radio system needs to be modernized. The new city system will be state-of-the-art and will have greatly enhanced data transmission capabilities. It enables the use of laptop computers in every police vehicle with the resulting savings of many hours of labor. The UPPD will have the opportunity to install new equipment compatible with the city and reap the benefits of a comprehensive modernized radio voice and data transmission network.

Strategy

- Achieve national accreditation for the UPPD from the Commission on Accreditation for Law Enforcement Agencies.

Accreditation

There are numerous operational and administrative policies, programs, procedures, and directives, that need to be reviewed, analyzed, and updated by the UPPD. The best way to ensure that every facet of the organization is given a thorough review is to enroll in the national accreditation process.

In 1979 the Commission on Accreditation for Law Enforcement Agencies, Inc. was created through the combined efforts of four major law enforcement organizations: The International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, National Sheriffs' Association, and the Police Executive Research Forum. The Commission was formed for two reasons: to develop a set of law enforcement standards; and to establish and administer an accreditation process through which law enforcement agencies could demonstrate voluntarily that they meet professionally-recognized criteria for excellence in management and service delivery.

To become accredited a police agency conducts a self-assessment to comply with all applicable standards and gathers proofs of compliance for later verification by an on-site assessment team. In most agencies, self-assessment takes two years.

Upon completing self-assessment, a team of trained assessors verifies the agency's compliance with standards by checking its proofs and interviewing operations and management personnel. The assessors also

conduct a public hearing to elicit citizens' comments.

The accreditation process requires a police department to review every area of its operation and performance. All departmental policies and procedures are systematized, standardized and updated. It helps protect the department from liability. Successful accreditation ensures the agency has benchmarked itself with the best in the country (only 2% of police forces nationwide have achieved accreditation). Penn should expect no less from its police force.

Strategy

- Increase cooperation with other West Philadelphia security providers.

Cooperation with other West Philadelphia Security Providers

In the immediate area of the Penn campus there are a number of other security departments including Drexel University security, Amtrak Police, Postal Service Police, SEPTA Police, Children's Hospital security, Veterans' Hospital security, and Pharmacy College security. Many of these agencies have expressed a desire to form a closer working relationship to provide a total security envelope to their combined areas of responsibility. This is a concept that the UPPD will provide strong leadership for, as well as a forum for bringing these groups together.

Strategy

- Obtain a new Public Safety facility that would house all Public Safety personnel, including the private security staffs. The core of the facility will be a command, control and communications center that would centralize the reporting and dispatch of all police, safety, and security technology.

New Public Safety Facility

The Public Safety Division is currently spread over three separate buildings, none of them built specifically as police installations. Their condition can be described as substandard, at best.

The entire Public Safety Division should be housed in a new Public Safety Headquarters to maximize operational efficiency and effectiveness. Beyond the morale issues effecting employees who work in substandard facilities, is the problem that the present facilities cannot support, nor be upgraded to support, the needed improvements and additions to technology necessary to protect the campus.

The heart of a new Public Safety facility will be a command information/control and communications center. This center, staffed by civilian UPPD employees and contract security employees, will monitor all alarms, access control devices, closed-circuit television systems, blue light phone system, and control dispatching and communications of all police and security personnel. This center would constantly be aware of conditions on campus and the appropriate response to any problems could be directed by the center.

The facility would need an uninterrupted power supply to enable it to function under any condition. In the event of a natural or manmade disaster or critical incident, the facility would serve as an emergency operations center from which University leaders could direct operations in safety.

The site of a new Public Safety Headquarters should be on the west end of the campus, preferably with direct access to 40th Street. The University will achieve significant additional benefits from a new facility by locating it in a commercial or high-density residential area that it is committed to help revitalize. The presence of an attractive police facility can be a key building block for neighborhood improvement and stabilization. Finally, the facility need not be new. It can be located in an existing building, remodeled to fulfill requirements.

Strategy

- Continue to upgrade the already excellent victim support services.

Special Services Division

The Special Services Division of the Public Safety Division, known to most on campus as Victim Support, has grown significantly over a number of years from one person providing victim support to a unit that provides the following services:

- Victim Support: Both immediate on-site follow-ups and long-term support including court accompaniment.
- Crime Prevention Activities, including a number of safety training activities.
- Safety Publications.
- Pennwalk: A walking escort program.
- Pennwatch: A student townwatch program.
- Community relations outreach for the Public Safety Division.

A more detailed description of the Special Services Division's organi-

zation, services, and statistics are contained in Appendix B.

In its present form the Special Services Division provides one of the best and most comprehensive victim support service packages of any University in the country. The services delivered at Penn far exceed anything provided elsewhere by the City of Philadelphia.

The Division's commitment to victim support and proactive crime prevention programs will continue and be improved wherever possible. The one area in Special Services that requires modification is their assumption of an investigative workload.

The Director of Special Services, recognizing a need for better investigative services, attempted to fill the void by assuming some investigative workload generated by complainants who brought cases to Special Services. Some of this investigative workload will be shifted back to the UPPD investigative unit as their resources are increased and redirected. Very sensitive cases, especially those involving sex crimes, will remain the province of the Special Services Division.

Strategy

- Provide the UPPD with standard police equipment.

Modern Weapons

Semiautomatic pistols have become the standard issue weapons for most police departments in the country today. The increased firepower available to the criminal today has caused the police to convert to these new weapons in order to adequately protect the officers and the people they serve.

As revolvers are being replaced, many training programs and mandated courses of qualification are being directed at semiautomatics only. Police experience across the country has demonstrated that the conversion from revolvers to semiautomatics can be smoothly achieved, and in most cases the marksmanship of the officers improves.

Penn should provide its police officers with the most effective weapons available to protect them against the daily risks they encounter, as well as the necessary training to ensure safe utilization of these weapons.

The UPPD should continue to review policies related to the use of force and monitor the use of other police equipment to assure that the highest

standards are routinely practiced.

Strategy

- Improve the capability of the UPPD in handling critical incident situations.

Critical Incident Planning

The University Police, in conjunction with other University departments and the Philadelphia Police and Fire Departments, needs to develop contingency plans, and practice those plans in simulated exercises, to handle the following situations:

- Critical incidents: bomb threats, explosions, multi-alarm fires, barricade and hostage situations.
- Natural disasters: severe storms, etc.
- Civil disturbances

Strategy

- Reestablish a University of Pennsylvania Police Department Advisory Council.

Penn Police Department Advisory Council

Several of the committees that previously reviewed the UPPD recommended the establishment of a permanent advisory body, made up of a cross-section of the University, to provide access to the management and operation of the department.

The Philadelphia Police Department has successfully instituted a system of Police Department Advisory Councils (PDAC's) in every district in the city. Each council is made up of a group of citizens from the district to include business leaders, community group leaders, clergy, and educators. This diverse group meets with the district Captain on a regular basis to advise him/her on the management of the district. These PDAC's have become very beneficial to the Police Department and popular with the community.

The same type of body would prove beneficial to the UPPD. Representation should include members of the University faculty, staff, students, and local community leaders. They would meet on a regular basis with the management of the UPPD and the Public Safety Division.

Security

The area that holds the greatest promise for improvement of safety and security at the University is the security technology and guard services sectors. The standardization of systems has the potential to provide the best return on the University's investment in effective security.

The present security systems on campus include alarm systems, access control systems, blue light phones, and a very limited use of closed-circuit television (CCTV). This technology is supplemented by security guards.

The schools and business units have been purchasing and installing their own security systems in response to perceived overall security needs and individual incidents. Due to the decentralized nature of the University, the various systems purchased have been stand-alone systems with little thought to an overall strategy or the impact the various systems have on their neighbors. Public Safety has the opportunity to develop and publish security standards, assist in project planning, suggest equipment and vendors, and monitor installation and compliance with contract requirements. Public Safety's leadership in this area would ensure the growth of a coordinated safety and security system that would deliver the best protection possible at the lowest cost.

Goal

- Develop an overall integrated delivery system for safety and security that better utilizes the existing resources being spent by the center and the schools and ensures the provision of high quality security services on and off campus.

Strategy

- Leverage the tremendous buying power of the University to secure the most cost efficient security products and contracts for services.

The University purchases large amounts of security equipment and services in a decentralized fashion. Most schools and centers establish relationships with various vendors to accommodate their needs. While each school has defined needs and preferences, a real opportunity for University-wide cost savings exists by consolidating purchasing in the highly competitive security industry whenever possible.

Strategy

- Continuously identify ways to manage risks and reduce liabilities by providing baseline security standards to the schools.

The Public Safety Division needs to perform a security audit of the

entire campus to accurately gauge the present state of physical security. In addition, standards for physical security, guard service, and security policy need to be established. These standards should provide for normal use situations such as classroom buildings, student housing, as well as special situations such as cashier locations, research laboratories, and the like.

Strategy

- Improve the performance of the contract guard services on campus. The University requires competent guard personnel, deployed systematically, trained and supervised by Public Safety staff. Experienced guard personnel, who have proven themselves in the campus environment, are also potential candidates for the University Police Department.

Security Guard Services

There are over 200 security guards, provided by a number of contractors, assigned to various locations on campus. An opportunity exists to reduce the total number of guards used and upgrade the performance of the remaining personnel. Corporate experience has demonstrated the key to effective contract guard services is a tightly drawn and monitored service contract.

The University should move toward eventually partnering with one security guard company. Penn would specify the wages paid to the personnel, background and qualification requirements, and training standards. The Public Safety Division would provide most basic and in-service training. A Public Safety Division employee would manage the guards to ensure contract compliance with all standards. The schools in turn would direct the work of the guards on a daily basis.

This model of partnership with the guard company would ensure quality personnel with a low turnover rate at a reasonable cost. High quality guard personnel could be easily integrated into an overall security system with the University Police. Experience shows that the two groups working side by side would develop mutual respect for each other and forge an effective working relationship.

Strategy

- Partner with several security technology providers to build a state-of-the-art electronic security infrastructure for the campus. This would include alarm systems, access control systems, closed-circuit television

monitoring, and blue light phones and other communication systems.

Alarm Systems

There are presently over 400 alarm accounts on campus monitored through the UPPD communications center. Many of these alarms are substandard residential grade systems installed in a commercial environment. In addition, the false activation rate seems to be close to the city in general, which is approximately 98%. This false alarm rate stems from a combination of user error and defective equipment.

The Public Safety Division has developed alarm standards to be employed when new facilities are constructed or older alarm systems are replaced. Along with the installation of new systems, the University would benefit from having its own team of alarm maintenance technicians. This would produce savings over multiple service contracts, provide timely service, and ensure the maintenance of University-wide standards.

Access Control

Effective electronic access control systems are one of the best ways to provide security to residential living quarters and other campus facilities. A variety of access control technologies exist to automate positive identification and control access to buildings without using security guards or residential marshals. The savings in recurring personnel costs would more than offset the investment in technology. A variety of user-friendly systems are available to fit different security requirements. These systems can be mated with other technology, such as alarm systems and CCTV, and monitored by an on-site guard or report to the UPPD communication center.

Closed Circuit Television (CCTV)

There is limited use of CCTV on campus. A great potential for security enhancement exists in mating television monitoring with other security

systems. Robotic cameras can be integrated with alarm systems, access control systems, and blue light phones. These cameras can alert personnel in the Public Safety Communication Center to view a monitor when directed by another system and send the appropriate response. Cameras can also be programmed to scan certain selected areas and videotape conditions and activities.

Closed-circuit monitoring is gaining greater acceptance in society. If phased-in incrementally on campus in an unobtrusive manner with sensitivity to personal freedom issues, it would prove to be a highly effective tool to enhance safety and security.

Blue Light Phone System

The blue light emergency phone system has proved to be one of the most popular and effective security systems in place on campus. Their use needs to be continued and expanded. Some of the phones need replacement and other new phone locations need to be identified. Solar-powered cellular blue light phones are now available. These phones can be easily mounted in any location as they need no wiring to a central station. In addition, they are self-testing, reporting any malfunction condition immediately to the monitoring location.

An upgrade of the blue light phone system with this new technology would be cost-effective, and a highly visible and popular improvement to the University's security system.

Strategies

- Improve the Public Safety Division's coordination and cooperation with the schools and centers, VPUL, Business Services, and Facilities Management.
- Improve the physical security of the University Museum and all of the artwork on campus to protect these extremely valuable assets.

Government

Goal

- In conjunction with the Office of Government, Community and Public Affairs, improve the quality of life on and off campus, through partnership with local government to address the issues concerning vendors, panhandlers, the homeless, street cleanliness, traffic flow and public lighting.

Strategy

- Encourage involvement and the provision of a high level of service from Philadelphia city government departments such as the Deputy Managing Director for Special Housing Needs, Licenses and Inspection Department, and the Streets Department.

Vendors

The campus and surrounding streets are occupied by over 100 vendors, many of them in large trucks. From the perspective of the police the vendors create two potential dangers. Many of them prepare food using propane gas and/or operate gasoline powered electrical generators. The risk of explosion, especially if one of the trucks were struck during an auto accident, is substantial. The second danger posed by the trucks is that they block sight lines for vehicles and pedestrians. This contributes to accidents involving motor vehicles, bicycles, and pedestrians.

The UPPD will work with University planners, the city's Licenses and Inspection officials, the community, and the vendors to devise and implement a control strategy to regulate vending on and around campus. This strategy might include regulations for vendor equipment, proper spacing, restricted streets, and the creation of a series of "vendor malls." Once regulation is agreed upon, the police in conjunction with L&I officials can enforce the standards. Well-regulated, attractive vendors contribute to a sense of order in the urban streetscape, which in turn produces a greater perception of safety.

Aggressive Panhandlers and the Homeless

Aggressive panhandlers and the homeless are distinct but overlapping populations. A high concentration of street people translates into petty street crime such as theft from auto and store window "smash and grabs." More importantly, their very presence contributes to the perception of crime and disorder in the community.

The police should not be the lead agents in dealing with the homeless; however they play a significant role in a control strategy. The University and the UPPD need to work with Philadelphia's Deputy Managing Director for Special Housing Needs. His office has successfully implemented control strategies in various areas of the city such as the City Hall subway, the Philadelphia Airport, and Philadelphia Family Court.

Concerted work efforts with the University, elected officials, homeless advocates and service providers, the Philadelphia Police and the UPPD, coordinated under the leadership of the Deputy Managing Director, can produce an ongoing control strategy which would greatly reduce the homeless population in the campus area. This effort, at the same time, would provide meaningful assistance to the homeless in terms of interim housing arrangements, medical treatment and the like.

Strategies

- Promote streetscape improvements of the public thoroughfare on and around the campus and continue ongoing improvement of lighting on and off campus by working with the city government to encourage support of their areas of responsibility.
- Consult with the Center City District to adapt its successful programs to the Penn campus area.

Center City District (CCD)

The Philadelphia downtown business improvement district known as the Center City District (CCD) has become a national model of public and private partnership to improve the quality of life in an urban setting. The District has developed effective programs to clean up Center City, improve the streetscape, and partner with the police and private security to revitalize the downtown area.

The executive director of the CCD is an adjunct professor at Penn and has lent his organization's expertise to other areas of Philadelphia. The CCD's experience would be valuable in assisting Penn to craft a multidimensional plan to clean up the streets and sidewalks, improve the streetscape, and forge a more cooperative relationship between the Penn Police and private security employees. This in turn will provide a more attractive environment for new retail establishments to come to Penn.

Strategy

- Work with the Philadelphia Police and the Streets Department to significantly improve traffic safety on campus, concentrating especially on traffic flow and safety problems on Walnut and Spruce Streets.

Speeding and reckless driving is a significant problem on a number of streets on the campus, especially on Walnut Street. Traffic congestion problems are significant on Walnut and Spruce Streets. These problems can be solved through education programs, improved signage, and aggressive traffic enforcement.

There is also a need for dedicated bicycle lanes through campus. Serious consideration should be given to creating a bicycle lane on the South curb lane of Walnut Street from the river to 43rd Street or beyond.

Community

Goal

- Through educational programs and University-wide discussion, increase the awareness of everyone in the Penn community of their personal responsibility for their own safety and their responsibility to contribute to a safe and secure environment.

Strategy

- In conjunction with the Office of News and Public Affairs, work closely with all forms of media, both internal and external, to ensure they are given accurate and complete information regarding public safety and encourage them to report news responsibly.

The University must continue to provide and constantly improve the numerous crime prevention and safety awareness programs presented by the Special Services Division. A personal and organizational sense of responsibility for safety and security must be developed at Penn. The Penn community must have accurate information regarding the geographic area of patrol of the UPPD and the limits of their authority. This information helps form realistic expectations of the level of Public Safety services the University can provide.

The various internal media outlets at Penn such as *Almanac*, *The Daily Pennsylvanian*, and other publications facilitate the delivery of the safety and security message to everyone at Penn. The campus media has the responsibility to report all the news in a fair, accurate, and measured manner to inform the campus community about crime and safety issues.

Strategy

- Continue to improve and expand the already extensive program of new student safety orientation programs. Safety and security training and awareness seminars should be a regular service for students throughout their academic career.

The Public Safety Division must continue to improve the quality of new student safety orientation programs. New students and their parents, especially those not familiar with the urban environment, need accurate information and safety awareness training to equip them to take prudent measures to ensure their personal safety while in the campus area and the rest of Philadelphia.

The Public Safety Division needs to coordinate and assist Kite and Key tour leaders in presenting accurate information to prospective students and their families about crime and safety issues at Penn. Prospective students need a clear picture of the extensive efforts of the University to ensure their safety.

Strategy

- Review and modify the Penn Transit Services to better align its activities to support the goals and objectives of Public Safety and the overall strategic plan of the University.

The University Escort Service was conceived primarily for security reasons to provide ready transportation for students on campus. Over the years it has expanded substantially. Many students now use it for convenient door to door transportation service rather than for security reasons.

As the range and hours of the service have grown, the ridership has increased to the point that it is changing the residential patterns of students and leaving the streets of the campus barren in the evening. This perpetuates the view that the campus is not safe because pedestrians are not walking through and around the campus.

A principle of the "Crime Prevention Through Environmental Design" philosophy holds that police and security forces alone cannot make the urban streetscape safe. It is only when the citizens reclaim and continually use their public spaces that true safety and the perception of safety is achieved.

In light of these concerns it would be prudent to review the entire concept and structure of the Escort Service and bring it into line with Penn's strategic plans.

Goal

- Work in conjunction with the Office of Community Relations to develop and maintain good working relations with our West Philadelphia neighbors.

Strategies

- Enhance the safety and security on campus and the surrounding neighborhood through coordination with neighborhood Town Watch groups, the West Philadelphia Partnership and other civic organizations.
- Meet with other community groups on issues of mutual concern.
- Establish a Police Athletic League Center in a strategic neighborhood location staffed by a UPPD officer with faculty, staff, and student volunteers. This center would provide athletic, tutoring, and mentoring services to West Philadelphia neighborhood youth under the aegis of the larger Philadelphia PAL organization and in coordination with current University programs.

Police Athletic League (PAL)

One way for the University Police to reach out to the West Philadelphia community is to establish and staff a Police Athletic League center in a neighborhood close to the campus.

The Police Athletic League (PAL) in Philadelphia is one of the most successful in the country, operating 21 centers throughout the city, serving over 23,000 young people. PAL not only operates sports programs at its centers, but is putting increased emphasis on tutoring, mentoring, and scholarships.

The University has the opportunity to identify a site in a neighborhood near the campus. Necessary requirements would be a basketball court, other rooms to play games, conduct classes, a computer classroom, and office space for staff.

The University Police would supply an officer full-time to operate the center and work with neighborhood children. Volunteers would be recruited from Penn students, faculty, staff, and the surrounding neighborhood. Older computer equipment, furniture, etc. could be donated. The executive director of PAL (a Philadelphia Police Captain) has expressed great interest in a venture and has indicated he will likely commit a Philadelphia Police Officer to the center to work along with the Penn Officer.

The Penn Officer would be part of, and trained and supervised by the larger city PAL organization. The Penn PAL program would participate in, and reap the benefits provided by the larger PAL organization.

A Penn PAL could truly be a model for the rest of the city. It would be a recreation center and a center for tutoring and mentoring. It would provide a place where neighborhood youth could go after school and in the evening, have fun and learn in constructive programs while their parents would be confident they were safe from the dangers of the street. A PAL center would be a win-win for the neighborhood and Penn. Penn would provide a needed service to the community and its image would rise in the eyes of its neighbors.

Strategy

- Coordinate with the major off-campus realtors to provide them with security planning services, the opportunity to participate in University security guard contracts, and the option to hire uniformed off-duty University Police for legitimate security patrol functions.

Measuring Success

This plan has outlined a number of steps to be taken to improve safety and security at the University of Pennsylvania. A number of indicators will be used to measure the effectiveness of these improvements:

- Increased perception of safety and security in the University area as measured by customer surveys.
- Decreased use of University Escort System.
- Decreased crime.
- Reduction in the number of prospective students who reject the University because of security concerns.
- More students living on and near campus.



April

AT PENN

ACADEMIC CALENDAR

Advanced registration for fall and summer sessions. Through April 7.
26 Spring term classes end.
29 Reading Days. Through May 1.

CHILDREN'S ACTIVITIES

Touring ENIAC; tour guides show groups a portion of the original computer; info/registration: 898-4706 or tours@seas.upenn.edu (SEAS/Computing and Educational Technology Services). Through June 1996.
11 *The Number 14;* Canada's Axis Mime and Touchstone Theatres perform comic sketches about the strange and diverse population riding a city bus; recommended for middle and high school students; 10 a.m. and 12:30 p.m.; Zellerbach Theatre, Annenberg Center; \$8; tickets: 898-6791. *Performances for children (grades 1-4):* April 12, 10 a.m. and 12:30 p.m. and April 13, 2 p.m.; \$6.
13 *Mythology and Meaning;* ages 8-12, learn about Native American oral traditions and illustrate a story scene; 10 a.m.-noon; University Museum; \$5/materials fee; registration: 898-4016.
20 *Alvin Ailey American Dance Theater;* Discovering Dance Series; see *On Stage*; 11 a.m.; Zellerbach Theatre, Annenberg Center; \$5; tickets: 898-6791.

EXHIBITS

Admission donations: University Museum: \$5, \$2.50/seniors and students with ID, free/members, with PennCard, children under 6; *Institute of Contemporary Art:* \$3, \$1/students, artists, seniors, free/members, children under 12, with PennCard, and Sundays 10 a.m.-noon; *Morris Arboretum:* \$4, \$3/seniors, \$2/students, free/with Penn-Card, children under 6; *other galleries:* free.

Upcoming

1 *Photographs:* Harvey Riser and Herbert Romm; macro photos of flowers by Romm and photos of landscapes and human experience by Riser; both volunteer at the Scheie Eye Institute Photography Lab; reception, April 2, 4:30-6:30 p.m.; Burrison Gallery, Faculty Club. Through April 26.
10 *Books of Hours of St. James H.:* Approximating Symmetry; David Stephens' pencil and encaustic works on paper inspired by visionary James Hampton's work "Throne of the Third Heaven of the Nations Millennium General Assembly"; reception, 5-7 p.m.; see *Talks*; Esther Klein Gallery, University City Science Center. Through May 9.
Household Words: Women Writing From and About the Kitchen, 1600-1950; Kamin Gallery, Van Pelt-Dietrich Library. Through June 26.
11 *Open Studios;* works by 1995-96 MFA students; 5:30-7 p.m., Morgan Building; 6:30-8:30 p.m., Blauhaus; silent auction, 6-7 p.m., Morgan Bldg.

Almanac

3601 Locust Walk Philadelphia, PA 19104-6224
(215) 898-5274 or 5275 FAX 898-9137
E-Mail ALMANAC@POBOX.UPENN.EDU
URL: <http://www.upenn.edu/almanac>

Unless otherwise noted all events are open to the general public as well as to members of the University. For building locations, call 898-5000 between 9 a.m. and 5 p.m. Listing of a phone number normally means tickets, reservations or registration required.
This April calendar is a pullout for posting. *Almanac* carries an *Update* with additions, changes and cancellations if received by Monday noon prior to the week of publication. Members of the University may send notices for the *Update* or *May* at Penn calendar.

13 *Distant Relations: The Relationship Between Arabs and Jews;* black-and-white photographs taken by David H. Wells between 1992 and 1994; First floor Sharpe Gallery, University Museum. Through June 19.
Mary Ellen Mark: 30 Years; selection of the best of the Penn alumna's black and white photography; the artist's updated 25-year traveling retrospective, organized by the George Eastman House, includes ten new, previously unseen works; see also *Talks* (April 12); Arthur Ross Gallery, Fisher Fine Arts Library, Furness Building (Annenberg Public Policy Center; Arthur Ross Gallery). Through June 9.
21 *From Written to Printed Text: The Transmission of Jewish Tradition;* Rosenwald Gallery, Van Pelt-Dietrich Library. Through June 26.

Now

Somewhere East of Suez: People and Places; First Floor Sharpe Gallery, Museum. Through April 7.
Homeless in Kensington; Bowl Room, Houston Hall (Office of Student Life). Through April 11.
Withershins; ICA. Through April 14.
Jeanne Silverthorne Sculpture; ICA. Through April 14.
Lyn Haber; Morris Arboretum. Through June 30.
Ormandy the Interpreter; Eugene Ormandy Gallery, Van Pelt-Dietrich Library. Through June 30.
Images of Victory: Woodblock Prints from the Sino-Japanese War (1894-95); Second Floor Changing Gallery, Museum. Through Aug. 31.
Sculpture of Harry Gordon; Arboretum. Through 1996.
Time and Rulers at Tikal: Architectural Sculpture of the Maya; Museum. Through Fall 1997.

Ongoing

Ancient Greek World; Living in Balance: Universe of the Hopi, Zuni, Navajo and Apache; Ancient Mesopotamia: Royal Tombs of Ur; The Egyptian Mummy: Secrets and Science; Raven's Journey: World of Alaska's Native People; Buddhism: History and Diversity of a Great Tradition; Museum.

University Museum Tours

Meet at main entrance; 1:30 p.m.
13 *Ancient Iraq: Cradle of Civilization.*
14 *Africa's Diversity.*
20 *Life Along the Nile.*
21 *Egypt: Mummies, Masks, and Magic.*

FILMS

3 *The People of Poland (Hartman);* Geographical Society of Philadelphia Film Series; 7:45 p.m.; Harrison Auditorium, University Museum; \$12; tickets/info: (610) 436-2155.
6 *Business and Legal Aspects of Independent Filmmaking;* workshop with Alexander Murphy, Jr.; 12-4 p.m.; \$45, \$35/PIFVA members, \$25/students with current ID; registration/info: 895-6594 (Phila. Independent Film/Video Ass'n).
10 *Tales of Arab Detroit;* with producer Sally Howell; Faculty Seminar on Film and Performance; 5 p.m.; Room 23, Moore School (Folklore and Folk-life; Lebanese Cultural Club; Middle East Center).
16 *Arab and Jew: Wounded Spirits in a Promised Land (1989);* 6 p.m.; Rainey Auditorium, University Museum (University Museum; Middle East Center).
18 *Philadelphia Festival of World Cinema Tickets On Sale;* Upstages, 893-1145; catalogues available, Apr. 18 (online, Apr. 14, <http://www.libertynet.org/~house>); *Festival:* May 1-12, info: 1-800-WOW-PFWC, screenings at International House and other Philadelphia locations (Neighborhood Film/Video Project).

Photographic exhibitions bring a world of images into focus this month.

At the University Museum's Sharpe Gallery, Distant Relations: The Relationship Between Arabs and Jews includes (at left) a photo of an Arab and Jew sitting together talking at an entrance to the Old City of Jerusalem, by David H. Wells.
At the Arthur Ross Gallery, alumna Mary Ellen Mark returns to Penn with a retrospective of her work, Mary Ellen Mark: 30 Years. It includes (below) National Circus of Vietnam, Lenin Park, Hanoi, gelatin silver print, 1994.

The Faculty Club's Burrison Gallery will also feature photographs this month: macro photos of flowers by Herbert Romm and photos of landscapes by Harvey Riser (see Exhibits). These join other exhibits of photographs that opened earlier this year such as the Lyn Haber collection on view at the Morris Arboretum through June 30.



SPEC Film Society

Screenings at 7 and 9:30 p.m. (unless noted) in Irvine Auditorium; \$3, \$2/with PennCard.
4 8 1/2 (Fellini, Italy, 1963).
5 The American President (Reiner, USA, 1995)
11 Grease (Kleiser, USA, 1978).
12 Twelve Monkeys (Gilliam, USA, 1996).

Latin American Film Festival

Screenings at 6:30 p.m. in Stiteler B-21.
4 Funny Little Dirty War (subtitled).
11 El Norte (subtitled).
18 Pixote (subtitled).

MEETINGS

2 Faculty/Staff Assistance Professional Advisory Board Meeting; 9:30-11:30 a.m.; Room 5, Faculty Club.
18 Lesbian, Gay, and Bisexual Staff and Faculty Meeting; noon; room info: 898-5044 or bobs@pobox.upenn.edu.
24 University Council Meeting; 4-6 p.m.; McClelland Hall, The Quad.
SAC Meeting; Annual allocations meeting of the Student Activities Council. All reps are expected to attend; 6 p.m.; Room B-6, Stiteler Hall (Student Activities Council).

MUSIC

11 *Spindrift;* Penn Singers, Penn's only undergraduate light opera company celebrates its 25 anniversary with Bruce Montgomery's work based loosely on J.M. Synge's *Riders to the Sea*; 8 p.m.; Zellerbach Theatre, Annenberg Center; \$10, \$6/with Penn ID; tickets: 898-6791. Repeated April 12 & 13.
14 *Kronos Quartet;* a leading voice for new works, the group, featuring David Harrington and John Sherba, violinists, Hank Dutt, violist, and Joan Jeanrenaud, cellist, commissions and performs new works influenced by rock, blues and world music; 7 p.m.; Zellerbach Theatre, Annenberg Center; \$18, \$12/students; tickets: 898-6791.
27 *Gala Tribute: Honoring Bruce Montgomery's 40th Anniversary as Director of the Glee Club;* musical retrospective of his works, tributes, reminiscences and anecdotes; grand alumni chorus sings Club classics; Montgomery Fund Benefit; 8 p.m.; Zellerbach Theatre, Annenberg Center; reception follows; Annenberg Center Lobbies; information/ticket prices: 898-GLEE.
Folklife Center
Concerts at International House; \$15, \$13/students, seniors, \$10/members; advance tickets: Upstages, 893-1145; day of show: tickets sold at International House two hours prior to show subject to availability; discounts available; concert information: 895-6537.
13 *Shafaatullah Khan;* India's only leading musician to have mastered and recorded both tabla and sitar music performs classical Indian music; preceded by lecture; 7 p.m.

ON STAGE

12 *African Rhythms: The Spirit Within Me;* semi-annual performance by Penn's traditional African and Diaspora Drum and Dance Troupe; 8 p.m.; Annenberg School Theatre; \$5; tickets: 898-6791. Repeated April 13.
16 *Alvin Ailey American Dance Theater;* Judith Jamison brings one of the country's most popular troupes for two dance programs; 7 p.m.; Zellerbach Theatre, Annenberg Center; \$36, \$12/students; tickets: 898-6791. Repeated April 17, 7 p.m. and April 21, 3 p.m.; second program: April 18, 7 p.m.; April 19, 8 p.m.; April 20, 2 and 8 p.m.

SPECIAL EVENTS

11 *Penn Unite—Take Back the Night;* meet at the Peace Sign, College Green for candlelight march through campus, 8 p.m.; return to College Green to celebrate survivors of sexual violence and show that sexual assault must no longer be cloaked in silence and shame in a speak-out, 9:30 p.m. (NOW [National Organization for Women]/Penn Chapter; STAAR [Students Together Against Acquaintance Rape]).
13 *35th Annual Philadelphia Antiques Show;* proceeds benefit Scheie Eye Institute Retina Center, Penn Medical Center; see reverse for show hours and details; 33rd St. Armory, north of Market St. Through April 17.
19 *Spring Fling;* annual festival of music, games, food and fun; The Quad and other campus locations. Through April 20.
20 *World Culture Day: Mummies, Skeletons, and Afterlife;* museum-wide tours, movies, storytelling, and craft workshops; noon-4 p.m. (University Museum).
23 *Secretaries' Day Luncheon;* 11:30 a.m.-1 p.m.; Faculty Club; reservations/prices: 898-4618. Repeated April 24, 25.
26 *Herbs, Spices and Fruits: The Rediscovered Components of Beer;* dinner and reception featuring food from the Museum Catering Company and beers selected by beer-guide author Michael Jackson; Book and Cook event; 7 p.m.; University Museum Galleries; reservations required; at least 21 years old to attend; information/cost: 898-4890 (University Museum).
27 *Beers for the 21st Century;* panel of experts discuss future of brewing, followed by beer tasting; Book and Cook event; sessions at 1, 3:30, and 6 p.m.; Chinese Rotunda and Upper Egyptian Gallery, Museum; at least 21 years old to attend; \$25, \$20 members, senior citizens, students; reservations: 898-4890 (University Museum).

SPORTS

Home locations: Baseball: Bower Field; Crew: Schuylkill River; Lacrosse, Track: Franklin Field; Softball: Warren Field; Tennis: Lott & Levy Courts.
5 Baseball v. Yale (2), noon;
W. Tennis v. Cornell, 2 p.m.
6 Baseball v. Brown (2), noon;
Softball v. Cornell (2), 1 p.m.; Penn Invitational Track Meet.
12 M. Tennis v. Villanova, time t.b.a., v. Dartmouth, 2 p.m.
13 Lacrosse v. Brown: M., noon, W., 3 p.m.; M. Tennis v. Harvard, noon; Softball v. Princeton (2), 1 p.m.
17 Baseball v. Textile (2), noon; Softball v. Lehigh (2), 3 p.m.
19 W. Tennis v. Yale; 2 p.m.
20 Baseball v. Cornell (2), noon; W. Tennis v. Brown, noon; M. Lacrosse v. Syracuse, 1 p.m.
21 Baseball v. Cornell (2); noon.
23 Penn Relays; Decathlon and Heptathlon, through April 24; Relays, April 25-27. Tickets: 898-6151.
24 Softball v. St. Joseph's (2); noon.
27 Softball v. Dartmouth (2), noon; M. Tennis v. Columbia, noon, v. Swarthmore, 4:30 p.m.
28 Softball v. Harvard (2); 1 p.m.



The Alvin Ailey American Dance Theater performing Riverside, from the first of two programs, in an extended engagement at the Annenberg Center (see On Stage).

