

Cornell Chronicle

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Nobel Laureate Barbara McClintock Did Her Early Research at Cornell

By ROGER SEGELKEN

Barbara McClintock's discovery of transposable genetic elements, which led to the awarding of the 1983 Nobel Prize in medicine, had its roots in research conducted at Cornell laboratories and garden plots more than 40 years ago.

Her idea that genes can shift position from generation to generation in a random, unpredictable way has already revolutionized the field of genetics, and is expected to advance science's understanding of the causes of cancer and the mechanisms of evolution.

Maize, the Indian corn with its multi-colored leaves and kernels, captured her attention soon after she entered Cornell as a freshman in 1919, studying genetics under Rollins Emerson and alongside Marcus Rhoades, George Beadle and C.R. Burnham.

The nuclei of plant cells grown behind Fernow Hall were examined by the young botany student under the microscopes of Stone Hall. She had the audacity to suggest that plant genetics could be pursued not only by cataloging the results of many generations of breeding, but by examining chromosomes with the microscope, her basic scientific tool for the next four decades.

Miss McClintock earned her bachelor's degree from the Cornell College of Agriculture in 1923, her master's in 1925 and the Ph.D. in botany in 1927. While at Cornell she was an assistant in botany from 1924 to 1927 and an instructor in that subject from 1927 to 1931, when she went to California Institute of Technology as a National Research Council fellow.

After study at the University of Freiburg as a Guggenheim fellow, she returned to Cornell as an assistant in plant breeding from 1934 to 1936. Except for teaching at the University of Missouri (1936-41) as an assistant professor of botany, she has conducted her career at the Carnegie Institution's Cold Spring Harbor Laboratory.

In 1965 McClintock was named as one of Cornell's first five Andrew D. White Professors-at-Large, and for the next five years she visited the Ithaca campus to lecture. But she seemed more comfortable in the laboratories than behind the podium,

recalls her host, Professor of Genetics Harry Stinson. The visiting professor showed an unusual interest in graduate students' research, according to Stinson, and she followed their studies year by year.

Dr. McClintock came to Cornell most recently in July of 1982 for an observance of the 75th anniversary of the Synapsis Club. She reviewed the past, the "golden age of corn genetics," and was the keynote speaker in a session on the future of genetics.

For most of her career, the applications — if not the validity — of McClintock's findings were questioned by scientists in her field, according to Adrian Srb, the Cornell Professor of Genetics and Development Emeritus who first met Miss McClintock as a graduate student when she visited

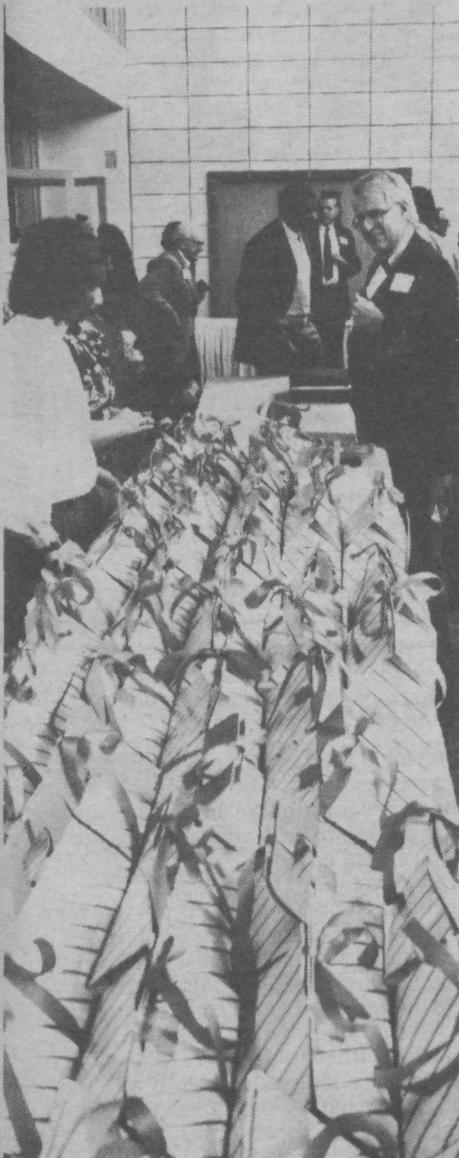
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Speaking Here in 1982



Standing, from left, in 1929 are C.R. Burnham, Marcus Rhoades, Professor Rollins A. Emerson and Barbara McClintock. Kneeling with Emerson's dog is George W. Beadle, 1959 Nobel laureate in medicine and physiology.



Council-Trustee Weekend

Box lunches were among other things on the agenda for Cornell Council members during their sessions here last weekend. Council member Charles Holcomb '55 is pictured.

President Rhodes' State of the University speech starts on Page 4. The summary journal of trustee actions is on Page 14.

Du Pont CEO Will Be Hatfield Fellow Here

University-Industry Relations to Be One Theme

University-industry relations and the role of the university in a strong economy will be themes for the chief executive officer of E.I. Du Pont de Nemours and Co. when he speaks here at 4:45 p.m. Wednesday, Oct. 26, in Uris Hall Auditorium.

Edward G. Jefferson, who has headed Du Pont since 1981 and been with the company for 32 years, will be here as Cornell's fourth Hatfield Fellow.

The Hatfield Fellow program was created three years ago through a gift from the Continental Group Foundation to honor Robert S. Hatfield, a Cornell alumnus and trustee who retired in 1981 as chairman and chief executive officer of The Continental Group, Inc.

Jefferson's 4:45 public lecture will conclude a full day in which he will meet with

faculty and students in chemistry, engineering, management and agriculture and life sciences.

His day will begin in an organic chemistry class with Roald Hoffmann and Bruce Ganem, professors of chemistry. Then Jefferson will participate in an engineering forum, including Keith E. Gubbins, director of chemical engineering; Richard N. White, director of civil and environmental engineering; Joseph M. Ballantyne, director of electrical engineering, and Albert R. George, director of mechanical and aerospace engineering, and students from those disciplines.

In the afternoon Jefferson will join an executive forum in the Graduate School of Management led by Dean David A. Thomas. Later he will sit in with a class, "Field

Study of Marketing Strategies, taught by assistant professors Bruce L. Anderson and Edward W. McLaughlin.

The Hatfield fellowships, intended to enhance communication between the campus community and leading corporations, annually bring distinguished national business leaders to Cornell to deliver major addresses and to meet informally with students and faculty. Hatfield was the first participant in 1981. Roger B. Smith, chief executive officer of General Motors, was here the following year, and Clifton C. Garvin, chief executive officer of Exxon, was here a year ago.

The endowment also provides support for Cornell faculty members who propose innovative ways to strengthen the teaching of applied economics.



EDWARD G. JEFFERSON

Fall Semester Enrollment On Campus Listed 17,102

Cornell's Ithaca campus enrollment for the fall 1983 semester stands at 17,102, according to preliminary figures reported by Vice Provost Larry I. Palmer to the Board of Trustees last Friday.

Last fall there were 16,934 students in the Ithaca campus enrollment, Palmer said. "The 1 percent increase over last year, when combined with a slight increase the year before, means we are now 1.6 percent over our expected number of 16,825 on-campus students," Palmer said. Ithaca campus enrollment was 16,850 in 1981.

It will be late October before final enrollment figures are available, he said.

Palmer said 112 of the 168 additional students this year over last are in the graduate and professional schools — 78 Graduate School, 38 professional.

Last year the administration eliminated the enrollment quota for the Graduate School, so "a modest increase" was expected, Palmer said.

He said every effort will be made to "fine tune enrollment projection efforts," and that James J. Scannell, dean of admissions and financial aid, and Associate Provost Joan Egner head a team that is looking at Cornell's enrollment strategy for the coming years.

"They are particularly concerned with establishing the appropriate mix of graduate and undergraduate students," Palmer said.

He minimized the impact of the "slight overenrollment" of undergraduates, noting an increase in on campus housing units with the renovation of Cascadilla Hall.

Cornell's total enrollment this fall was

reported as 17,598. Last fall that figure was 17,375. In 1981 it was 17,234.

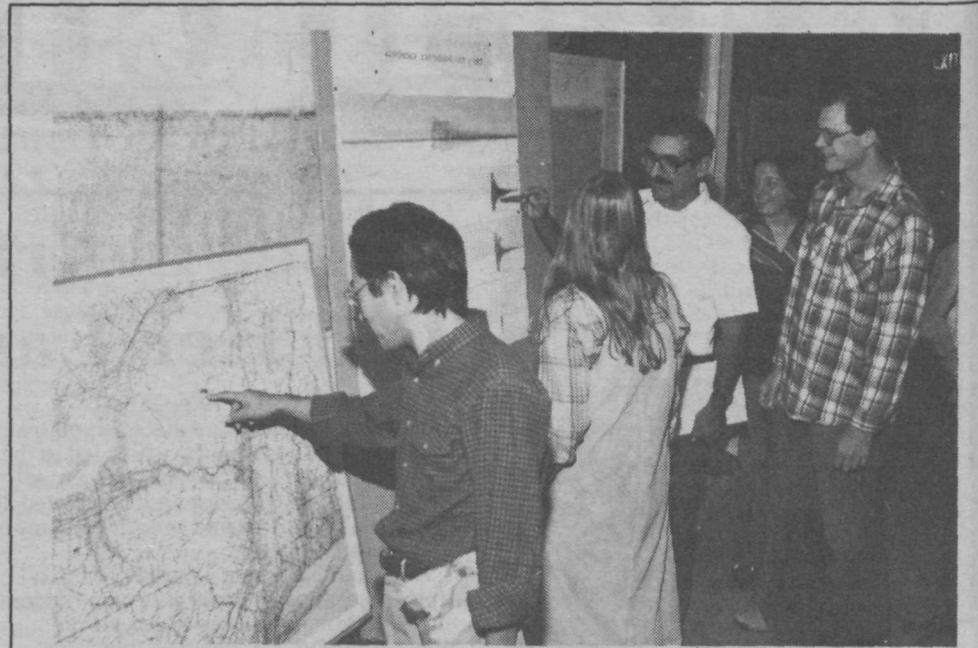
The difference between "total enrollment" and "Ithaca campus enrollment" is in absentia students, employee degree candidates and off campus students, none of whom are included in the Ithaca campus total.

This method of determining Cornell's Ithaca-student population was adopted in 1980 to give an accurate picture of the impact of "real" Ithaca enrollment on Cornell's on-campus facilities and programs, Palmer said.

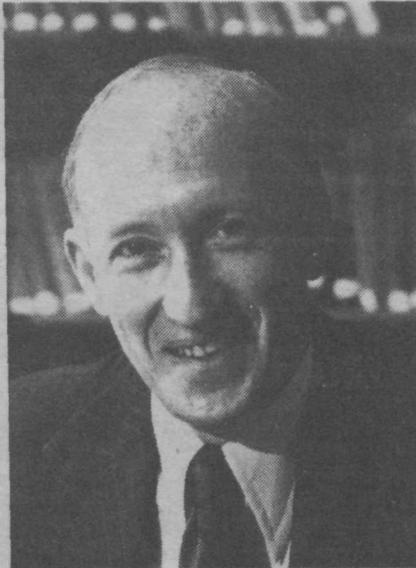
He also reported that total minority student enrollment increased to 14.8 percent of the total number of U.S. students at Cornell, up from 13.4 percent last year.

Asian enrollment increased 11.4 percent, Hispanic was up 7.8 percent and American Indian increased 28.1 percent. Black enrollment decreased 5.5 percent.

In his talk Palmer also noted that both the academic quality of the freshmen class as measured by the Scholastic Aptitude Test, and the percentage of accepted students who enroll, the yield, are essentially unchanged from last year.



Seismographs in the Department of Geological Sciences recorded last Friday's earthquake for the regional seismic network. While Senior Research Associate Muawia Barazangi explains the graphs to graduate students Laura Serpa, Beatrice De Voogd and Robert Smalley, an engineering student indicates the epicenter near Blue Mountain Lake.



NELSON SCHAENEN JR.

Management School Honors Schaenen

Nelson Schaenen Jr., chairman of the Executive Committee of the University Board of Trustees, has been inducted in the Hall of Honor of the university's Graduate School of Management.

Schaenen, a member of the Cornell Class of 1950, earned a master of business administration degree in 1951 in the management school when it was known as the Graduate School of Business and Public Administration.

His father, Nelson Schaenen Sr., a 1923 graduate of Cornell, was named to the Hall of Honor when it was established in 1980 "to recognize extraordinary commitment to the school."

This select group also includes Joseph L. Eastwick, Class of 1918; J. Joseph Driscoll Jr., Class of 1947, MBA 1949; Nicholas H. Noyes, Class of 1906; Gilbert H. Wehmann, Class of 1928; and Richard F. Tucker, Class of 1950.

During a brief induction ceremony last Thursday evening, a bronze plaque with Schaenen's profile was unveiled in the main lobby of Malott Hall, which houses the management school.

Dean David A. Thomas said: "The Schaenens represent what is the finest in the Cornell tradition. People of unquestioned integrity — generous, intelligent — who give unstintingly of their energy and time to make our world a better place."

"Nelson Schaenen Jr.'s service to Cornell exemplifies these traits as a university trustee since 1971 and currently as chairman of the board's executive committee, and also as a member of this school's advisory council for the past 12 years."

Nearly 200 people attended the ceremony, which was followed by a dinner honoring Schaenen. He is a partner in the investment firm of Weiss, Peck & Greer of New York City.

Series on Wright's Architecture Will Begin Next Week

The Fall 1983 Preston H. Thomas Memorial Lecture Series will be six presentations on the overall theme, "The Non-Residential Architecture of Frank Lloyd Wright," Oct. 20, 23, 25 and 27 and Nov. 1 and 3.

Sponsored through the Department of Architecture of the College of Architecture, Art and Planning, the lectures open to the

general public are being given in conjunction with an exhibit on the same theme now on display through Oct. 30 at the Herbert F. Johnson Museum of Art at Cornell.

A full schedule of the lectures, which will all start at 8 p.m., is:

—Thursday, Oct. 20, Uris Auditorium, Edgar Kaufmann Jr., "Frank Lloyd

Wright's Buildings for Public Uses, Overlooked Masterworks;"

—Sunday, Oct. 23, 120 Ives Hall, Jonathan Lipman, "The S.C. Johnson and Son Administrative Center in Racine, Wisconsin;"

—Tuesday, Oct. 25, 120 Ives Hall, Jack Quinan, "New Insights into the Larkin Administration Building in Buffalo, New York;"

—Thursday, Oct. 27, 120 Ives Hall, Kurt Forster, "The Broadacre City and Wright's Site-planning for Public Buildings;"

—Tuesday, Nov. 1, 120 Ives Hall, Suzanne Stephens, "Unity Temple; Form and Meaning;"

Thursday, Nov. 3, Uris Auditorium, Edgar Kaufmann Jr., "The Significance Today of Wright's Buildings for Public Uses."

The series is given annually with funds provided by Mr. and Mrs. Leonard Thomas of Sennett in memory of their son, a former architecture student at Cornell.

The series this year is under the direction of Kaufmann, Professor Emeritus of Architectural History at Columbia University and currently an honorary visiting professor in the Department of Architecture at Cornell. He plans to edit the six presentations into book form.

Lipman is organizer of the Johnson museum exhibition on Wright's work. He is

a visiting scholar in the Department of Architecture, a visiting curator at the Johnson museum, and a Cornell alumnus. He has done extensive research and is currently writing a book on the S.C. Johnson Wax Building in Racine, Wis.

Quinan is a visiting associate professor of architectural history from the State University of New York at Buffalo. He has collected and researched several rare documents dealing with the Buffalo industrialists and Frank Lloyd Wright. The Larkin Administration Building in Buffalo, now torn down, will be the subject of Quinan's talk.

Forster is a professor at Massachusetts Institute of Technology, "a leading advocate of the post-modernist architects." He will focus his talk on groups of buildings by Wright, in particular the Broadacre City.

Stephens, author and editor is an architectural critic and will discuss in particular Unity Temple in Oak Park, Ill. She now works for Vanity Fair magazine.

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Campus United Way Drive Well Launched

Cornell Contributions at 20 Percent Mark Early in Campaign

Members of the Cornell community are joining neighbors in Ithaca and Tompkins county, responding with characteristic generosity of volunteer time and pledges to the 1983 United Way campaign.

Pledges to the Tompkins County United Way, which serves 24 member agencies and 13 affiliated town chests and councils, have reached \$300,047, about 30 percent of the 1983 goal of \$999,934. At Cornell, where a 1983 goal of \$321,000 has been set, pledges received have surpassed the 20 percent mark.

Participation is more important this year than ever, according to the chairman of the Cornell portion of the campaign, Dean of Faculty Joseph B. Bugliari, be-

cause federal government cutbacks to community service programs are now reaching the local level.

"If these programs don't get help from private people, they're going to be in trouble," said Bugliari, a professor of agricultural business law and one of the hundreds of individuals who volunteer their time to plan and run the annual campaign. "People at Cornell and in Tompkins County have always been generous. I hope we can do a little more this year to keep these programs going."

A new "donor option," available to United Way givers in Tompkins County for the first time, will allow those who wish a "say in how their gift is used, says H. Ken

DeDominicis, United Way executive director and one of the few professionals who are paid for their efforts in behalf of the organization.

For long-range planning purposes, decisions on where United Way money goes are made by a 17-member volunteer Allocations Committee which is headed this year by Cornell's Assistant to the Controller Mary Jo Maydew, DeDominicis explains. The committee spent more than 1,000 cumulative hours reviewing funding requests from agencies.

To allow more of a popular voice in allocations, United Way contributors who turn in pledge cards may choose one of three options. By choosing option "A" (as

90 to 95 percent of Tompkins County donors are expected to do) the gift will be divided according to the formula recommended by the Allocations Committee. Option "B" allows the donor to designate a single agency to receive any gift over \$25. Option "C" offers the opportunity to designate an agency which, for personal reasons or reasons of conscience, the donor does not wish to support.

United Way of Tompkins County has accepted such designations in the past on a very informal basis, the executive director said, but a new computer system allows the donor option on a systematic basis. "We will honor every designation," DeDominicis promises.



United Way
of Tompkins County

COCORP Leaders Win Medal for Geophysics

For their contributions to the conception and execution of the COCORP (Consortium for Continental Reflection Profiling) project, Cornell Professors of Geological Science Sidney Kaufman and Jack Oliver have been awarded the 1983 Virgil Kaufman Gold Medal of the Society of Exploration Geophysicists.

The awards were made at the Society's annual meeting in Las Vegas in September.

COCORP is a cooperative research venture of government, university and industry scientists. It is operated by Cornell University and funded at an annual level of about \$3 million, largely by the National Science Foundation. COCORP uses the seismic reflection profiling technique to obtain new tectonic and geological information on the earth's continental crust to depths as great as 25 miles.

Preliminary studies initiated by Oliver, the Irving Porter Church Professor of Engineering at Cornell, led to the establishment of COCORP in 1974. Kaufman has served as director of COCORP since its inception.

Profiles totaling more than 4,000 km in length have been surveyed at selected sites throughout the United States. Over 20 scientists and students at Cornell participate, and dozens of scientists elsewhere are affiliated with the project.

Among the major accomplishments of COCORP have been the mapping of a magma chamber beneath the Rio Grande Rift in central New Mexico, the discovery of a magma body beneath Death Valley, California, and the discovery of a possible conduit for the famous Mother Lode gold

deposit in California.

In addition, COCORP is credited with the discovery of the huge low-angle faults beneath the northern and southern Appalachians and the Ouachitas; thin slices of rocks are now believed to have been thrust for as much as several hundred kilometers onto the continent as North America collided with other continental bodies. Recently COCORP completed mapping beneath the Basin and Range Province in southern Utah, leading to the conclusion that Basin and Range structures there are the result of recent motion on major low-angle faults that penetrate deeply into the continental crust.

Kaufman has been a member of the Cornell faculty since 1974 when he retired from Shell Oil Co. He served as senior staff physicist and assistant to the vice president for exploration research and development. During his 38 years with Shell he was credited with developing pioneering techniques for offshore seismic exploration, marine navigation and seismic modeling. Kaufman earned his Ph.D. in physics from Cornell in 1934.

Oliver came to Cornell in 1971 as chairman of the newly reorganized Department of Geological Sciences, and was responsible for leading the department to a position of national and international eminence in the earth sciences, particularly in the area of continental geology. He taught at Columbia University, where he earned the Ph.D. in geophysics in 1953, contributed to the development of plate tectonics and was chairman of the Department of Geology from 1969 to 1971.

Forest Home Drive Ruled to Be Maintenance Responsibility of City

In a recent opinion letter, the New York State Department of Transportation concluded that Forest Home Drive is a public highway.

The issue of ownership of this road, which meanders around the southern perimeter of Beebe Lake, has been a source of discussion and debate between the university and the City of Ithaca for many years. Recently, the condition of the road has seriously deteriorated and the parties have launched an effort to resolve the question of ownership.

After reviewing memoranda submitted by the university and the city, Darrell W. Harp, assistant commissioner for legal affairs for the State Department of Transportation, announced his findings.

According to Harp, Forest Home Drive became a public highway upon the dissolution of the Cortland and Seneca Turnpike Co. in the mid-19th century. The right-of-

way established by this turnpike company devolved first to the town and village and later to the city as a public road.

Because the city has not demonstrated that it abandoned the road using the legal procedures set forth in New York law, Forest Home Drive remains a public road and the City of Ithaca retains responsibility for its maintenance with city limits, Harp said.

A copy of this opinion letter is available upon request at the office of the University Counsel, 500 Day Hall (256-5124).



A different scene was played out on the Schoellkopf turf in the game with Harvard last Saturday as an official was ministered to while players stood around. Cornell and Harvard tied 3-3. The official, Frank D. Simone, suffered a parial tear of a calf muscle.

Sagan Wins Astronautics Award

Carl Sagan, director of the Laboratory for Planetary Studies, has been awarded the American Astronautical Society's 1983 John F. Kennedy Astronautics Award.

Presented "in recognition of your outstanding public service by promoting interest in our nation's space programs through your writings and the television series, 'Cosmos,' the award was announced at the 1983 AAS annual meeting this month (Oct. 3-5) in Colorado Springs, Col.

Equally well-known for his literary as for his scientific accomplishments, Sagan received the Pulitzer Prize for his book, "The Dragons of Eden." He has also received the NASA Medals for Exceptional Scientific Achievement and for Distinguished Public Service and the Joseph Priestley Award

"for distinguished contributions to the welfare of mankind."

He is the David Duncan Professor of Astronomy and Space Sciences at Cornell and has played a leading role in the Mariner, Viking and Voyager expeditions to the planets.

He has served as chairman of the Division of Planetary Sciences of the American Astronomical Society, president of the Planetology Section of the American Geophysical Union, and editor-in-chief of "Icarus," the leading professional journal of solar system studies.

His 13-part series, COSMOS, received the Peabody Award, and became the most widely watched series in the history of American public television.

Text of the State of the University Address: President

Delivering his annual State of the University address to members of the Board of Trustees and Cornell University Council last Friday President Frank Rhodes expressed gratitude to both groups for their outstanding leadership and continuing support. He also thanked them for their dedication and deep commitment to the University, and reviewed the highlights of the past year and four major priorities for the current year.

The substance of his speech, as prepared for presentation, follows:

"On a global scale, this has been a year of turmoil. The war in Lebanon, the tensions in El Salvador, the outrage produced by the Soviet downing of the Korean jet — all these events have contributed to a sense of instability and even crisis in world politics.

"But even these unsettling events have been overshadowed by an unsettling realization of quite another sort at home. 'What was unimaginable a generation ago has begun to occur — others are matching and surpassing our educational attainments,' the National Commission on Excellence in Education declared last spring, adding ominously that 'if an unfriendly foreign power had attempted to impose on America the mediocre educational performance that exists today, we might well have viewed it as an act of war.' Overstated though the Commission's report may have been, its diagnosis attracted wide agreement; Johnny can't read; teacher can't teach; and increasingly the nation can't compete in fields such as industry, commerce, even science and technology where it was once the undisputed leader.

"Fortunately from the crisis may come action. There is emerging agreement that as a nation we must require excellence in education, and we are beginning to rough in the essentials: talented and dedicated teachers, balanced curricula, adequate facilities, and a relentless insistence on the very highest standards for students, faculty and staff.

"Cornell is fortunate in that those things have long been viewed as essential here. They undergird our institutional strength, they embody our mission: to enhance Cornell's standing as a major research university of the first rank. They have guided us in the establishment of the University's goals. They pervade the work of the faculty, the students and the staff. They are evidenced in our teaching and our research, in our attention to building new facilities and upgrading the old. And this year especially, they are evidenced in the development of new programs, within the context of a carefully conceived planning process, that will increase Cornell's stature far into the next century.

"By any standard, 1982-83 was a truly remarkable year, and that is no small achievement at a university where high achievement is the expectation rather than the exception. Our faculty, for example, won 11 Guggenheim Fellowships this year, leading every other university in the nation in the number of these prestigious awards received. We also led the nation, tying with three other institutions, in the number of Sloan Research Fellowships received. Sloan Fellowships reward young researchers of exceptional promise, while Guggenheims generally go to more senior members of the faculty, and taken together, they provide impressive evidence of the quality of our faculty at every level.

"But relative rankings, no matter how impressive, do not fully convey the breadth of expertise represented in our faculty. Let me cite just a few individual awards to show the breadth as well as the distinction of our faculty's achievements. Dr. Hollon Farr, Clinical Professor of Surgery at the Medical College, for example, this year received the Royal Order of Merit from Spain's King Juan Carlos during the National Congress of the Spanish Society of Head and Neck Surgery. Michell J. Sienko, Professor of Chemistry, received the 1983

Award in Chemical Education from the American Chemical Society in recognition of his influence on the teaching of chemistry throughout the world. Nicholas Salvator, Assistant Professor in the School of Industrial and Labor Relations, received the Bancroft Prize for the outstanding book of the year in American History. Jerrold Meinwald, the Goldwin Smith Professor of Chemistry, won the American Chemical Society's 1984 Ernest Guenther Award in the Chemistry of Essential Oils and Related Products. Wendell Roelofs, Liberty Hyde Bailey Professor of Insect Biochemistry, was awarded the 1983 Wolf Prize in Agriculture which is the world's top award in that field. And of course, we are all tremendously proud of the 1982 Nobel Prize in Physics awarded to Kenneth G. Wilson, the James A. Weeks Professor of Physical Science, which brought to four the number of Nobel Prizes awarded to Cornellians within the last four years.

See story on Page 1 about yet another Cornellian so honored since this speech.

"Faculty members of such distinction are essential to the performance of basic research, which is a central task of the University. They are also essential to the high quality education available to Cornell students. The relationship is direct. As John Slaughter noted when he was head of the National Science Foundation, 'Research is to teaching as sin is to confession. If you do not participate in the former, you have nothing to say in the latter.'

"And this year, Dr. Slaughter's observation has been confirmed by the achievements of our students at every level.

"The outgrowths of this (Cornell Tradition) program are many, including the formation of an alumni committee to investigate the Cornell Tradition model in building an alumni network that would offer career counseling and placement to Cornell Graduates."

Cornell led the nation, for example, in the number of students who received Mellon Fellowships in the Humanities. These fellowships, awarded for the first time this year, are designed to ensure a flow of outstanding young talent into graduate fields in the humanities, and they are particularly important now, when the lack of job opportunities is discouraging the most gifted students from pursuing such studies. Cornell received 7 fellowships, Yale was second with 5, and Harvard, Bryn Mawr and Berkeley were third with 3.

"Cornell also led the nation in the number of students receiving NATO post-doctoral fellowships in science for study abroad, and our own graduates and current graduate students accounted for nearly 8 percent of all the highly competitive National Science Foundations Fellowships for graduate study awarded this year.

"You will, I know, share my sense of satisfaction and pride at these remarkable results on the part of our faculty and students. Both would be impossible without the skill and dedication of our staff, the quality of whose work, though less easily quantified, is no less appreciated.

"The strength and breadth of quality of our graduate programs received additional confirmation in a national survey published last fall and winter. In two collective areas, the humanities and the physical sciences, Cornell ranked sixth in the nation in the overall quality of programs. We placed seventh in the biological sciences, eighth in both the mathematical sciences and engineering, and twentieth in the social sciences. The survey included some 2,650 programs in 225 institutions.

"Applications offers and acceptances in the freshman class ran ahead of last year, and the quality has remained very high. Our applications have increased by 11.1 percent in the last five years. We had over 18,200 applications for 2,800 freshman places. Our new students bring average SAT scores of 587 (verbal) and 652 (math) and 77.9 percent of the enrolled freshmen

ranked in the top 10 percent of their high school classes. This is particularly heartening since the pool of traditional college-aged students has declined nationally, and several of our peer institutions experienced a decline in applications this year. Cornell's success here is due, in no small part, to our regional admissions program, in which alumni are playing a vital role.

"Cornell's strength in undergraduate education has been greatly enhanced through a unique approach to financial aid known as The Cornell Tradition. When I announced this program during last year's Trustee Council Weekend, I noted that an anonymous group of alumni had committed more than \$7 million over a five-year period to create academic year fellowships and summer jobs for exceptionally qualified and motivated Cornell students. As part of The Cornell Tradition, we had originally hoped to create 500 summer jobs for Cornell students in 1983, but the Tradition succeeded beyond our most ambitious dreams. Largely because of the efforts of hundreds of alumni, some 400 employers offered 950 job appointments to our students, and more than 400 final placements resulted from these offers. Students tested new products and developed marketing plans. They helped care for patients in hospitals, and did laboratory analyses. The diversity of opportunities was truly outstanding, and our students received not only the financial rewards of summer employment, but also invaluable career experience.

"The second part of The Cornell Tradition program, the academic year fellow-

ships, was equally successful. This year, we made some 100 awards to outstanding and highly motivated entering students. Many of these Tradition Fellows came from difficult economic circumstances. They had worked as janitors and sales clerks, as camp counselors and short-order cooks, yet they had maintained academic averages that put them at or very near the top of their high school and college classes, and they had participated in a host of extracurricular activities besides. These students exemplify resourcefulness, dedication, and hard work, and we are most grateful to the donors of The Cornell Tradition for their far-sighted support.

"The outgrowths of this program are many, including the formation of an alumni committee to investigate the use of The Cornell Tradition model in building an alumni network that would offer career counseling and placement to Cornell graduates. The Cornell Tradition has provided tangible proof of the loyalty and dedication of our alumni and of their willingness to help meet the needs of Cornell and its students.

"That loyalty and dedication received national recognition just this past Wednesday, when Robert W. Purcell was named Volunteer of the Year by the Council for the Advancement and Support of Education in recognition of his years of devoted service to Cornell. This is the first year the award has been given. It involves nationwide nominations and competition. As Chairman of the Board of Trustees, Bob led the University through one of its most turbulent periods, providing the leadership so essential to our continuing strength. His personal generosity is legendary both in its magnitude and in the range of projects it has supported. But Bob also has a unique capacity for bringing others — alumni, friends and students — closer to Cornell. He was saluted as the Renaissance Man of Volunteerism at Wednesday night's dinner, and I can think of no one more deserving of that title.

"Let me add that through Bob's efforts, and the efforts of many of you here today, Cornell received more than \$61.5 million in gifts during 1982-83. That is a truly impressive figure, and it has made the past year the most successful in the history of private support for Cornell. Cornell is deeply grateful to you all.

The generosity of our alumni has, in large measure, enabled Cornell to undertake nearly \$13 million in capital projects during the past year and a remarkable \$116 million in such improvements in the last five years. The scope of those projects has been equally impressive: \$48 million for academic buildings on the Ithaca campus, including Corson-Mudd Hall, the Submicron Facility in the Knight Laboratory, the Uris Library Extension and renovations to Rockefeller and Goldwin Smith Halls and Langmuir Laboratory; \$15 million for utilities, energy conservation and related projects; \$28 million for the broad area of campus life including health services, dormitory renovation and expansion, and athletic facilities; an additional \$24 million for separately budgeted projects at the Medical College and in the statutory units; and more than \$1 million for miscellaneous small projects. Taken together, these projects represent a tremendous commitment to the quality of our physical plant, but as I shall discuss a little later, they do not address all, or even most, of our most pressing needs in this area.

"This has been a year, too, for the establishment of a number of new programs, carefully selected to build upon our strengths and chart important new directions for Cornell in the years ahead.

"With the help of gifts and grants totaling almost \$8 million from three of the nation's leading corporations, Eastman Kodak Company, Union Carbide and General Foods, we launched this spring an ambitious new endeavor known as the Biotechnology Institute. The Institute, under the able leadership of Gordon Hammes, the Horace White Professor of Chemistry and Biochemistry, is drawing together Cornell's wide-ranging expertise in using biology to serve human needs. The Biotechnology Institute is a unique program in the sense that corporate scientists will work on the campus with Cornell faculty in a basic research program that will be open and whose findings will be available to the public. We are excited about its potential for furthering research in this important field and as a model for other forms of university-industry cooperation.

"In a related effort, Cornell has been designated by the State of New York as a 'center for advanced technology' in the field of biotechnology, with responsibility for technology transfer to other colleges and universities as well as to industry.

"These successes owe much to the work of W. Donald Cooke, who retired this summer after 14 years as Vice President for Research, and Robert Barker, who has succeeded him in that office.

"We have also made major efforts over the past year to improve our computing capacity for instruction, research and administration. Enrollment in computer-related courses has been growing at 30 percent per year for the past several years, under the leadership of the Computer Science faculty and Vice Provost Kenneth King, and we have been adding microcomputers and terminals to accommodate that growth. Terminals have been installed in the dormitories this fall, and they will improve the ease with which students can use computer technology in their studies. We have replaced the obsolete IBM 370/168 with a modern IBM 3081 and have developed a 'theory net' which links several departmental computers in a network to map out theoretical and applied research in science and engineering. We have also expanded our capacity for administrative

Rhodes Speaks to Council, Trustees

computing and are now very close to having all data on students, alumni and finances 'on line'. Taken together, these initiatives have moved Cornell to the forefront in terms of computing facilities, whereas a few years ago we lagged behind many of our sister institutions. Still there is more to be done, especially if we are to link our improved computing capacity with an improved communication system on the campus and if we are to meet the Department of Computer Science's pressing need for additional space.

"The Cornell-in-Washington Program, which has been growing in scope and popularity for the past several years, now has a permanent home. We have signed a long-term lease on a building in DuPont Circle to provide housing for students and faculty participating in the program, as well as office and classroom space for the academic programs in public policy and architecture. The Cornell Club of Washington will also have an office in the building. I am pleased to report that Linda J. Johnson, B.S. '60, M.S. '63, and a member of the University Council, has been named executive director of the program.

"Last December, Cornell received a grant from the Mellon Foundation to develop a pilot program in common learning. Under the leadership of Vice Provost Larry Palmer and Professor Urie Bronfenbrenner, and with coordination provided by Professor Peter McClelland, we are developing six courses in common learning, some of which will be taught for the first time this spring. This is a particularly exciting initiative because it represents in an era of fragmentation and specialization an attempt to provide unifying themes and experiences in the education of all Cornellians. I hope this program can be developed far beyond the pilot stage.

"I want to take this opportunity to pay special tribute to the corporations and private foundations from which we receive substantial encouragement and support. Over the last five years their gifts have averaged 39 percent of the total annual private support that comes to the University.

"Our partnership with these corporations and foundations has enabled us to continue to address many of the University's highest priorities such as the creation of the Biotechnology Institute, a gift of computers, valued at \$750,000, from Hewlett Packard, and \$250,000 from Atlantic Richfield for the Snee Geological Sciences Building. Private foundations have also continued their generous support of Cornell's programs and facilities. In addition to the Mellon Foundation grant, the J.N. Pew, Jr. Charitable Trust gave us one million dollars outright toward the Snee Geological Sciences Building and the commitment of an additional one million dollars if we raise another two million dollars by the end of 1983. We are deeply grateful to these and other corporations and foundations for their continuing interest and support.

"Our responsibilities for quality in education are not limited to the Cornell campus, however. We are New York's land grant institution with a deep commitment to service the people of this State. We have long had an active program in Cooperative Extension, in partnership with the federal and local governments, that has touched the lives of New Yorkers in both urban and rural areas, and often has had an impact far beyond our own borders.

"Yet as several national reports, including most recently the report of the Carnegie Foundation, have suggested, colleges and universities have a direct responsibility for improving the educational quality of school programs in their own communities. For some years now, we have had an active program of research and assistance aimed at helping New York's rural schools deal with their unique problems.

"The Provost has appointed a faculty committee under the Chairmanship of

Nobel Laureate Roald Hoffmann, the John A. Newman Professor of Physical Science, to work with three local school systems and the wider community to develop collaborative projects. Over the next year, the committee will be devising workshops for teachers, sponsoring speakers, and helping strengthen the curriculum in the areas of mathematics, science and the humanities. These activities are a natural outgrowth of our land grant mission, and they will ensure that Cornell is directly and energetically involved in the national effort to improve our schools.

"But quality is not measured by past achievements alone, no matter how significant. As Frank Tyger noted in Forbes Magazine some years ago, progress is not created by contented people. And that suggests that no matter how solid our current position, we can achieve our true measure of greatness only by setting purposeful goals and taking the steps, sometimes difficult and even painful, that are necessary to achieve them.

"With that in mind, I want to remind you of 10 ambitious goals that we agreed upon and have been working toward since my first year as president:

1. To enhance our position as an outstanding research university with distinguished graduate and professional programs;
2. To provide diversified, distinctive and distinguished undergraduate programs;
3. To serve the wider community through the land-grant mission, industrial cooperation and other partnerships;
4. To enhance faculty and staff excellence;
5. To maintain a student body of high quality and diversity;
6. To ensure affirmative action policies;
7. To foster a superior learning, working and living environment;
8. To support initiatives that respond to the need for changes in the future;
9. To encourage a sense of community and cooperation;
10. To maintain financial stability.

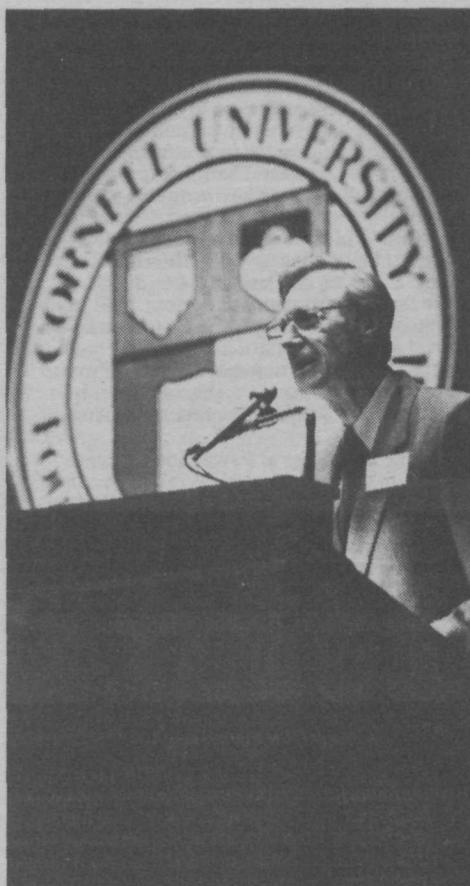
"Let me first say a few words about where we are in terms of finances, for our continuing strength here undergirds all we do, and let me relate that to the long-range planning process that is now an integral part of decision-making at Cornell.

"On the financial side there is, of course, much that is beyond our immediate control. I recall the response President John F. Kennedy received back in 1962, when he was exchanging pleasantries with a conservative industrialist at the White House. 'You know,' Kennedy said, 'if I weren't President, I'd be buying them too.'

"Still, this past year, we have been favored by a strong stock market and steady level of funding for sponsored research, despite the changing federal priorities in this area. These factors, coupled with the extraordinary generosity of our alumni and friends, have enabled Cornell for the fourth successive year to have a balanced budget and to achieve small surpluses in the operation of all major units.

"Our budget for the current year is also in balance but it is extremely tight, and balancing it has required us to raise tuition 11.9 percent, to \$8,900, while making a one-time expenditure reduction of \$1 million.

"Our budgets for the next two years, 1984-85 and 1985-86, are not yet in balance, however, and they will receive our careful attention over the coming months. At least two factors must guide us here. The first is that we cannot continue to raise tuition at the rate of the past several years. Independent institutions, such as those in the Ivy League, already charge tuition far in excess of the heavily subsidized institutions in the public sector, and this 'tuition gap' is a growing obstacle in our efforts to attract the very best students from the entire spectrum of socioeconomic backgrounds. The cost of education in the two sectors is broadly comparable. It is the price to the student that is so different.



"It is also very clear that Cornell cannot do everything that is, in an abstract sense at least, worth doing. A great university, it has been said, is known for what it does not do, as well as for what it does do. Instead we must adjust our budgets in ways that build upon our strengths and contribute to larger university-wide goals. Future changes in our programs will be largely by way of substitution, rather than addition. I am persuaded that it is better to have nine programs of distinction than ten programs condemned to mediocrity because the resources required for their support are not available.

"Since the summer of 1980, we have been involved in a comprehensive planning effort, involving not only the executive staff but also the deans of the various schools and colleges and those familiar with the operations of our non-academic units, to identify our areas of strength and establish priorities for the future, given that our resources will probably not increase to a significant degree.

"There are hazards here, of course. One definition of planned economy suggests that everything is included in the plans except economy. Under the leadership of Associate Provost Joan Egner, therefore, we are translating these priorities into operational goals and budget allocations. In some areas this will mean that more resources will be necessary. In others it will mean that we can retain our strength with a somewhat lower level of funding. There will also be a few areas of lesser priority whose resources we may need to reassign to areas with more urgent needs. Let me emphasize that these decisions are being made, not by executive fiat but rather in cooperation and consultation with those more directly in a position to assess our strengths and weaknesses. Most will be made at the department and college level. The closure next year of the programs in health administration and public administration in the Graduate School of Management are examples.

"I should like to share with you four major priorities for the current year and discuss in more concrete terms what will be required to achieve them.

"First, we must enhance the research strength of the University and with it graduate education. This is an area in which we are an undisputed leader, a member of that elite group of 20 or so

universities which Ralph Tyler has suggested 'encompass 90 percent of all real research that means anything.' Our stature here has been hard won, but it can be easily lost unless we take positive steps to safeguard our position.

"In practice, that means that we must develop a workable strategy for operating and funding our libraries, for they are essential to research and scholarship on all levels. Our needs here include not only acquisitions but also more space for our collections and an adequate level of services that will, of necessity, involve greater computerization. The magnitude of the task is formidable. We presently subscribe to 51,000 periodicals and our collections include over four and a half million volumes.

"This goal also means that we must continue to provide appropriate facilities for the research endeavor. Our new building for the Geological Sciences — Snee Hall —, for example, will help us immensely in that particular field, although we must still solve a shortfall in funding. 'Academic II' will provide greatly improved space for entomology, introductory biology teaching laboratories and media services. But we also have other needs for expanded research facilities, especially in the areas of computer sciences, nutrition, food science, and other areas of agriculture, life sciences and veterinary medicine. If our efforts in biotechnology are ultimately to prosper, we shall also need a new building for the Institute, and that will be expensive — on the order of \$32 million.

"We must also seek new sources of support for our research, especially from the corporate sector. Although the volume of sponsored research at Cornell went up three percent this year to \$116 million, despite changes in federal priorities, many of our peer institutions have experienced significant declines. We can expect those trends to impinge upon Cornell in the near future as well. We are now searching for an associate vice president for research, to work under Robert Barker, who will have responsibility for this important area of corporate liaison.

"Our second goal is to ensure the position of four of our graduate professional schools in the very top echelon of schools in those fields. Our College of Veterinary Medicine is already recognized as the most outstanding in the country, yet its preeminence is threatened by a wholly inadequate level of state support for faculty salaries, new positions, facilities, and other important areas. The level of state support is a major concern in all our statutory units, and it is one that we shall address forcefully in Albany during the coming year.

"The Law School, possessing as it does a distinguished faculty and an extraordinarily talented student body, is currently suffering from a severe lack of space; its facilities were designed for perhaps half our current number of faculty and students. The facility needs of the Law School is one of our top priorities.

"The Graduate School of Management, which was reformulated this year to build on our recognized strengths in management, will need the leadership of a new dean, the development of new programs, and the financial resources necessary to realize the full potential that this major reorganization presents.

"Finally, we must restore the Medical College to its proper place, through a strengthening of its basic sciences, an expansion of its facilities, and a new pattern of partnership with The New York Hospital. We are now in the midst of a three-year capital campaign to address these needs, and the results to date have been gratifying. We do, however, still have a long way to go.

"Our third goal is to strengthen the links between our various undergraduate programs, and realizing this goal will require our attention in at least three major areas.

Continued on Page 14

Calendar

All items for publication in the Calendar section, except for Seminar notices, must be submitted (typewritten, double-spaced) by mail or in person to Fran Apgar, Central Reservations, 532 Willard Straight Hall at least 10 days prior to publication. Seminar notices should be sent to Barbara Jordan-Smith, News Bureau, 110 Day Hall, by noon Friday prior to publication. Items should include the name and telephone number of a person who can be called if there are questions, and also the subheading of the Calendar in which it should appear (lectures, colloquia, etc.). **ALL DEADLINES WILL BE STRICTLY ENFORCED.**

*—Admission charged.

Announcements

Coming Out

A personal growth workshop to examine the feelings and issues associated with the coming out process for gays. Facilitated by Ritch Savin-Williams. To sign up call 256-3608 or stop by 103 Barnes Hall.

EARS, We Hear You

Just want to talk? That's what EARS Counselors are there for. They are trained listeners and are waiting to lend you a free and confidential "ear" to listen to your feelings, help you explore your situation and discover options. EARS Counselors provide non-judgmental, short-term counseling and have access to a wealth of information about other services at Cornell, if appropriate. Walk into WSH Room 211 or call 256-EARS. Sun-Thurs., 3-11 p.m.; Fri. & Sat. 7-11 p.m.

Alternatives Library

The Anne Carry Durland Memorial Alternatives Library is located on the first floor of Anabel Taylor Hall. This informal and friendly library contains a wealth of books, tapes, and periodicals on a wide range of topics such as ecology, feminism, spirituality, Native Americans, holistic health, agriculture, life-styles, communities, politics, etc. Anyone may check out materials, browse or listen to tapes. Hours are 9 a.m.-5 p.m. Monday through Friday and 8-10 p.m. Sunday through Thursday evenings. For more information call 256-6486.

The Commons Coffeehouse

Anabel Taylor Hall. Hours: Mon.-Fri., 9 a.m.-11 p.m.; Sat., 11 a.m.-5 p.m. and 8 p.m.-midnight; Sun., 11 a.m.-5 p.m. and 7:30-11 p.m. Open when the University is in session.

Christian Invitation

A program introducing Christianity in the context of Roman Catholicism is currently being offered by the Cornell Catholic Community. For more information, call 256-4228.

Eastman-Rice Speaking Stage

Once each semester the Department of Communication Arts presents the Eastman-Rice Speaking Stage. The Stage is a persuasive speaking contest open to all undergraduate students enrolled in the College of Agriculture and the Life Sciences. The preliminary round of this semester's Stage will be held Monday, October 24 at 4:30 p.m. in rooms to be announced later. Contestants may pick up an entry form in the Communication Arts Office at 510A Mann Hall. Deadline for entries is 4 p.m. Wednesday, October 19. For more information, contact Toni Russo at 256-2079.

Gurdjieff Study Group

Study Group will meet every Wednesday at 8 p.m. in 314 Anabel Taylor Hall, through November 30. Co-sponsored by CRESA (Center for Religion, Ethics and Social Policy) and the Rochester Folk Art Guild.

Sex Roles and the Real Me

An experiential workshop. Tuesday, Oct. 25, 4-6 p.m. Free and Confidential. To sign up, call Barb at 256-3608, or stop by 103 Barnes Hall.

Inter-Religious Relationships

Small, 4-week discussion and support group. Starts the week of Oct. 25. To sign up, please call Barb at 256-3608, or stop by 103 Barnes Hall. Free, Confidential.

Personal Growth Workshop

Small 4 week discussion and support groups, starts the week of Oct. 25. Topics include: Building Satisfying Relationships; Stress Management; Assertiveness; Women, Food and Self-esteem, and Building Self-esteem. To sign up, please call Barb at 256-3608 or stop by 103 Barnes Hall. Free, Confidential.

Red Cross Blood-mobile

The Cornell ROTC Brigade is sponsoring a blood-mobile in Barton Hall on Oct. 13 from 10

a.m.-3:45 p.m. Everyone is encouraged to come donate blood and give the gift of life. Those with appointments will have preference over walk-ins.

Conference

A Conference sponsored by Cornell United Religious Work, the Center for Religion, Ethics and Social Policy, and the Thorp Lectures: "The Ethos of the University: The Formation of Professionals," with guest speaker: Robert N. Bellah, Ford Professor of Sociology and Comparative Studies, University of California, Berkeley. 8:15 p.m. on Thursday, Oct. 13 in Goldwin Smith Kaufmann Auditorium. Respondents will be Professor Emerita Alice Cook, Industrial and Labor Relations; Professor Michael Latham, International Nutrition Program; Professor Richard Polenberg, History. Moderator David Drinkwater, Dean of Students.

Exploring Dynamics of Power and Competition

A continuing education class that is exploring strategies for involvement in contemporary social, political and economic issues is planning to use the "Starpower" simplification game as part of their training. They need an additional six to twelve players who are interested in exploring the dynamics of power and competition. For further information, contact Earl Arnold, 256-6486, or Gurdon Brewster 256-4219.

Dance

International Folk Dancing

Folk Dancers meet every Sunday, 7:30 p.m. in the Willard Straight North Room. Teaching from 7:30-8:30 p.m., requests 8:30-10:30 p.m. For information about Wednesday dances, call 257-3156 or 256-7149. Beginners welcome.

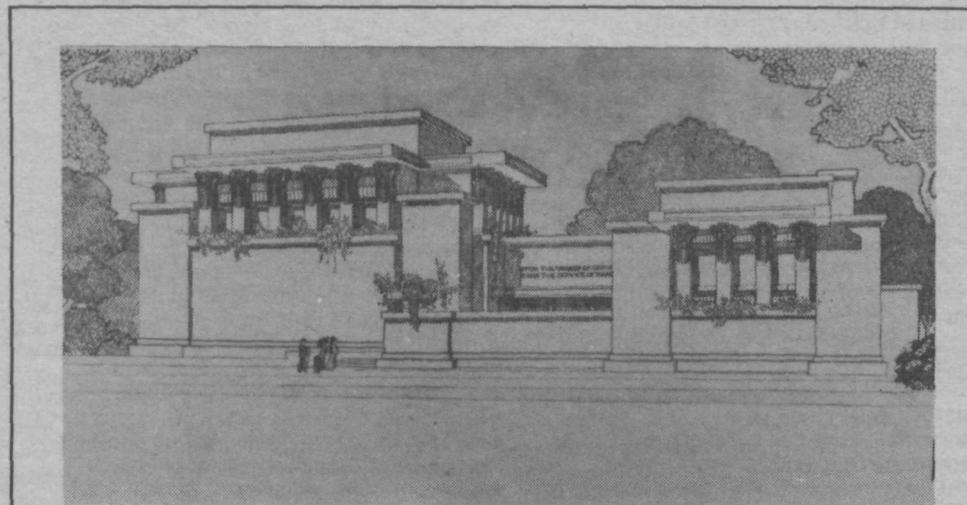
Israeli Folk Dancing

Folk Dancers meet every Tuesday evening at 8 p.m. in the Anabel Taylor One World Room. All welcome.

Exhibits

Herbert F. Johnson Museum

"Cornell University Art Department Faculty Exhibition." Exhibition will consist of a selection of works in various media by current members of the art department faculty and local art professors emeriti, through October 30. "The Non-Residential Architecture of Frank Lloyd Wright." This exhibition is being organized by guest curator Jonathan Lipman and is funded by the New York State Council on the Arts, the S.C. Johnson Company and the Johnson Museum, through October 30. "Spirit & Ritual: Ancient Chinese Bronzes from the Morse Collection." This exhibit is part of an exhibition originally organized for the Metropolitan Museum of Art from the private collection of Mr. and Mrs. Earl Morse of New York City, through October 30. The Johnson Museum is open to the public Tuesday through Sunday, 10 a.m.-5 p.m. with free admission.



The Non-Residential Architecture of Frank Lloyd Wright is the theme of an exhibit in the Herbert F. Johnson Museum of Art and the Preston H. Thomas Memorial Lecture Series sponsored by the Department of Architecture in the College of Architecture, Art and Planning. The exhibit will be on view through Oct. 30. (Lecture schedule with story on Page 2.)

Films

Unless otherwise noted films are under sponsorship of Cornell Cinema.

Thursday

Oct. 13, 12:20 p.m. Warren 32. Rural Sociology 104: "Issues and Policies in Rural Sociology." Film: "Cows of Dolo Ken Payne: Resolving Conflicts Among the Kpele" (Liberia); "Jibinak" (Gambia). Instructor: John Duewel.

Oct. 13, 8 p.m. *Uris Hall Auditorium. CUSLAR Free Film Series "Iracema" (1975), directed by Jorge Bodansky, Brazil. Banned from Brazil for seven years, "Iracema" is a jaundiced view of the great Brazilian dream.

Friday

Oct. 14, 8 p.m. *Uris Hall Auditorium. "Dr. Zhivago" (1965), directed by David Lean, with Omar Sharif, Julie Christie.

Saturday Oct. 13, 8 p.m. *Statler Auditorium. "Young Frankenstein" (1975), directed by Mel Brooks, with Gene Wilder, Marty Feldman, Madeline Kahn.

Oct. 15, 8 & 10 p.m. *Uris Hall Auditorium. "Tender Mercies" (1983), directed by Bruce Beresford.

Sunday

Oct. 16, 8 p.m. *Uris Hall Auditorium. "Mon Oncle" (1958), directed by Jacques Tati, with Jacques Tati.

Monday

Oct. 17, 8 p.m. *Uris Hall Auditorium. "American Graffiti" (1973), directed by George Lucas, with Richard Dreyfuss, Ron Howard.

Oct. 18, 8 p.m. *Uris Hall Auditorium. "Dead of Night" (1945), directed by Basil Dearden, Robert Hamer, Alberto Cavalcanti, Charles Crichton, with Michael Redgrave.

Wednesday

Oct. 19, 8 p.m. *Uris Hall Auditorium. "Showboat" (1936), directed by James Whale, with Irene Dunne, Paul Robeson.

Oct. 19, 4:30 p.m. Uris Hall Auditorium. "I Only Want You to Love Me" (1976), directed by R.W. Fassbinder, with Vitus Zeplichal. Co-sponsored by German Department.

Thursday

Oct. 20, 12:20 p.m. Warren Hall 32. Rural Sociology 104 Film: "Miao Year: The Hmong People" (North Thailand).

Oct. 20, 7:30 p.m. Stimson G-1. Jordani: Cornell Univ. Natural History Society film: "Otto: Zoo Gorilla." Free and open to the public.

Friday

Oct. 21, 8 p.m. 1 *Anabel Taylor Auditorium. "The Gay Divorcee" (1934), directed by Mark Sandrich, with Fred Astaire, Ginger Rogers.

Oct. 21, 8-11:30 p.m. *Uris Hall Auditorium. "Berlin Alexanderplatz" (1982), directed by R.W. Fassbinder. Admission to entire series \$7, Friday \$3, Sat. & Sun. \$2 each show.

Saturday

Oct. 22, 12 noon-3 p.m. & 4-7 p.m. *Uris Hall Auditorium. "Berlin Alexanderplatz."

Oct. 22, 8 p.m. Riskey Residential College Music Room. Riskey Free Film Series: "Ladies in Retirement" with Ida Lupino and Elsa Lanchester. Funded in part by SFC.

Oct. 22, 8 & 10:30 p.m. *Uris Hall Auditorium. "Baby Its You" (1983), directed by John Sayles, with Rosanna Cuquette, Vincent Spano.

(Oct. 22, 8 p.m. *Anabel Taylor Auditorium.

October							1983						
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30	31												

"Orpheus," (1949), directed by Jean Cocteau, with Jean Marais, Francois Perier.

Sunday

Oct. 23, 8 p.m. *Uris Hall Auditorium. "Traffic" (1973), directed by Jacques Tati, with Jacques Tati.

Lectures

Thursday

Oct. 13, 12:20 p.m. 102 West Ave. Southeast Asia Program Luncheon Seminar: "Southeast Asia and Comparative History," Norman Parmer, Professor of History, Trinity University, San Antonio, Texas and a SEAP alumnus. Bring your lunch; coffee, tea and cookies provided.

Oct. 13, 3:30 p.m. Warren Hall 45. Public Lecture: "Meeting World Food Needs: Biotechnology in Perspective," Dr. Norman E. Borlaug, International Maize and Wheat Improvement Center, Mexico and Andrew D. White Professor-at-Large.

Oct. 13, 4 p.m. 106A Morrill. Cornell Linguistics Circle guest lecturer, Wilga Rivers, Harvard, will speak on applied linguistics/TESL.

Oct. 13, 4:30 p.m. Goldwin Smith Hollis Cornell Auditorium. Messenger Lecture Series: "The Idea of Liberty: Classical and Contemporary Perspectives," Part III. "The 'Republican' Theory Coercion and Liberty," Quentin Skinner, Professor of Political Science, University of Cambridge; Fellow of Christ's College.

Oct. 13, 7:30 p.m. Stimson G-1. Cornell University Natural History Society: Jordani Lecture: "The Role of Predators in Regulating Benthic Community Structure in Lentic Environments," Dr. James Thorp.

Thursday

Oct. 20, 12:20 p.m. 102 West Ave. Southeast Asia Luncheon Seminar: International Politics and American Private Assistance to Post-war Indochina," Dave Elder, Co-Director of Asian Programs for the American Friends Service Committee, Philadelphia. Bring your lunch; coffee, tea and cookies provided.

Oct. 20, 4:30 p.m. Anabel Taylor Founders Room. Hillel Lecture: "Soviet Jewish Emigration," Dr. Baruch Gur.

Oct. 20, 4:30 p.m. James Law Auditorium. 1983-84 James James Law Distinguished Lecturer Series: "Protein Phosphorylation: A Ubiquitous Pathway for Information Transfer Between Cells," Dr. Paul Greengard, Cornell's A.D. White Professor at Large, and Professor and Head, Laboratory of Molecular and Cellular Cellular Neuroscience, The Rockefeller University.

Oct. 20, 4:30 p.m. Goldwin Smith Hollis Cornell Auditorium. English Department Lecture: "Textual Bodies," Patricia Parker, Professor, University of Toronto.

Oct. 20, 8 p.m. Uris Hall Auditorium. 1983 Preston H. Thomas Memorial Lecture Series in Architecture: "The Non-Residential Architecture of Frank Lloyd Wright." I. "Frank Lloyd Wright's Buildings for Public Uses, Overlooked Masterworks," Edgar Kaufmann, Jr.

Friday

Oct. 21, 7:30 p.m. Anabel Taylor One World Room. Hillel lecture: "Women Poets in Hebrew and Yiddish," Professor Chana Kronfeld.

Meetings

Every Tuesday

Ives 217, 7:30 p.m. Weekly meeting of Cornell University Parliamentary Debate Society.

Every Thursday

Ives 110, 5 p.m. Weekly meeting of Cornell Concert Commission.

Goldwin Smith 156, 6:30 p.m. "The Class of 1987." FroshParticipate and get your class organized now.

Saturday

Anabel Taylor Edwards Room, 4-7 p.m. Cornell Chinese Bible Study Group.

Thursday

Oct. 13, 7 p.m. 207 Willard Straight Hall. GayPAC Business meeting. 8 p.m. Loft III. Discussion Groups: Women: "Monogamy versus Non-monogamy. Men: "Acquired Immune Deficiency Syndrome."

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Calendar

Continued from Page 6

Religious Services

Christian Science

Every Thursday, 7 p.m. Anabel Taylor Founders Room. Christian Science Organization at Cornell Testimony Meeting.

Baha'i

Call 272-5728 or 273-8014 for location of services. Meets Sept. 7 at 7:30 p.m.

Catholic

Anabel Taylor Chapel. Mass every Monday through Friday at 12:15 p.m. Anabel Taylor Auditorium. Mass every Saturday at 5 p.m. Anabel Taylor Auditorium. Mass every Sunday 9:30, 11 a.m. & 5 p.m. Sacrament of Reconciliation by appointment in Anabel Taylor G-22. 256-4228.

Episcopal (Anglican)

Anabel Taylor Chapel. Every Sunday, 9:30 a.m. Holy Eucharist. Sunday School and Nursery. Coffee Hour follows the service in the Founders Room.

Muslim

Anabel Taylor 218. Monday through Thursday 1 p.m. Anabel Taylor Edwards Room, Friday at 1 p.m.

Protestant

Anabel Taylor Chapel. Protestant Cooperative Ministry. Every Sunday, 11:15 a.m.

Friday

Oct. 14, 6 p.m. Anabel Taylor Founders Room. Shabbat Services (Conservative/Egalitarian).

Oct. 14 Orthodox Shabbat Services. Call 272-5810 for information on time and place.

Saturday

Oct. 15, 9:15 a.m. Anabel Taylor Edwards Room. Shabbat Services (Orthodox).

Sunday

Oct. 16 No Sage Chapel Speaker. University Recess.

Friday

Oct. 21, 5:30 p.m. Anabel Taylor Chapel. Shabbat Services (Reform).

Oct. 21, 5:30 p.m. Anabel Taylor Founders Room. Shabbat Services

(Conservative/Egalitarian). Dinner will follow Services. Guest speaker will be Professor Chana Kronfeld. Please make and pay for your reservations by 3 p.m. the day before, in the Hillel Office, G-34 Anabel Taylor Hall.

Oct. 21 Orthodox Shabbat Services. Call 272-5810 for information on time and place.

Saturday

Oct. 22, 9:15 a.m. Anabel Taylor Edwards Room. Shabbat Services (Orthodox).

Oct. 22, 10 a.m. Anabel Taylor Founders Eoom. Shabbat Services

(Conservative/Egalitarian).

Sunday

Oct. 23, 11 a.m. Sage Chapel. Speaker: David G. Buttrick, Professor of Homiletics and Worship, Vanderbilt University, Nashville, TN.

Seminars

Applied Mathematics: "Submodular Functions on (0, +/- 1)-Vectors," Satoru Fujishige, University of Tsukuba, Japan, 4 p.m. Friday, Oct. 14, 165 Olin Hall.

Astronomy: "Cosmological Evolution of Faint Radio Sources," James Condon, National Radio Astronomy Observatory, 4:30 p.m. Thursday, Oct. 13, 105 Space Sciences Building.

Atomic and Solid State Physics: "Percolation and Two-Phase Flow in Porous Media," David Wilkinson, Schlumberger-Doll Research, 1:15 p.m. Thursday, Oct. 13, 701 Clark Hall.

Biochemistry/Pharmacology: "The Receptor for IgE: Structure, Function, Reconstitution," Henry Metzger, National Institutes of Health, 4:30 p.m. Friday, Oct. 14, 204 Stocking Hall.

Biochemistry: "Genetics and Molecular Biology of the Drosophila zeste Locus," Michael Goldberg, 12:20 p.m. Monday, Oct. 17, 125 Riley Robb.

Biophysics: "Circular Dichroism in the Ultraviolet of Peptides and Saccharides," Eugene Stevens, SUNY Binghamton, 4:30 p.m. Wednesday, Oct. 19, 700 Clark Hall.

Boyce Thompson Institute: "Host-Plant Finding by (the Cabbage Maggot) Insects," Stan Finch, National Vegetable Research—Wellesbourne, England, 3:15 p.m. Wednesday, Oct. 19, BTI Auditorium.

Chemical Engineering: "Molecular Thermodynamics of Fluid Mixtures Containing Molecules that Differ in Size and Potential Energy," Ying Hu, East China Institute of Chemical Technology, 4:15 p.m. Friday, Oct. 14, 145(A) Olin.

Chemistry: Baker Lecture Series: "Refinement of 3D Protein Structures Determined by NMR," and "NMR Determination of the Coordination Geometry at the Heme Iron c-type Cytochromes," Kurt Wuthrich, ETH-Zurich, 11:15 a.m. Tuesday, Oct. 18, 200 Baker Lab. Wuthrich will lead an informal discussion at 4:40 p.m. Wednesday, Oct. 19, 119 Baker Lab., and will speak on "NMR Studies of Molecular Dynamics in Proteins," 11:15 a.m. Thursday, Oct. 20, 200 Baker.

City and Regional Planning: "The Changes Being Instituted in the City of Chicago by the Government of Mayor Harold Washington," Savid Moberg, Senior Editor, In These Times, noon Friday, Oct. 21, 208 W. Sibley Hall.

Communication Arts: "New Directions for Communication Programs: How Relevant Are We?" R. Wayne Pace, Brigham Young University, noon, Thursday, Oct. 13, 640 Stewart Ave.

Design and Environmental Analysis: "Impact of Electronic Office on Facility Planning," Robert Snyder, Facilities Management Institute, Ann Arbor, 4:30 p.m. Thursday, Oct. 13, 317 MVR.

Ecology and Systematics: "Whole in Niche Space: A Topological View of Food Webs," George Sugihara, Oak Ridge National Laboratory, 4:30 p.m. Wednesday, Oct. 19, Morison Seminar Room, Corson Hall.

Environmental Engineering: "Application of Computer Graphics in Environmental Engineering Education," Mark A. Turnquist, 4:30 p.m. Thursday, Oct. 13, 110 Hollister Hall.

Floriculture and Ornamental Horticulture: "Frank Lloyd Wright's Integration of Architecture and Landscape," Connie Lydon, 12:15 p.m. Thursday, Oct. 13, 37 Plant Science.

Floriculture and Ornamental Horticulture: "Hector Land Use Project," Peter Trowbridge, 12:15 p.m. Thursday, Oct. 20, 37 Plant Science.

Geological Sciences: "Marine Magnetic and Gravity Studies of the Northeast Indian Ocean," Char-Shine Liu, 4:30 p.m. Thursday, Oct. 20, 205 Thurston Hall.

International Studies: "How to Work with Farmers: Lessons from Experience in Thai Villages," Akin Rabibhadana, Khon Kaen University, Thailand, 4 p.m. Thursday, Oct. 13, 494 Uris Hall.

Materials Science and Engineering: "Ion Enhanced Chemistry in Plasma Processing," J. Coburn, IBM, San Jose, 4:30 p.m. Thursday, Oct. 13, 140 Bard Hall.

Materials Science and Engineering: "Grain Boundary and Surface Phase Transformations," J. W. Cahn, NBS, 4:30 p.m. Thursday, Oct. 20, 140 Bard Hall.

Microbiology: "Algal Symbiosis in Giant Protozoa (Foraminifera) as an Adaptation to Extreme Oligotrophic Waters," John Lee, City College of New York, 4:30 p.m. Thursday, Oct. 13, 124 Stocking Hall.

Microbiology: "The Effect of Initial Heat Treatments on Bacillus cereus Spores," Katherine M. Johnson, 4:30 p.m. Thursday, Oct. 20, 124 Stocking Hall.

Natural Resources: "Family Variation in Bud Dormancy and Root Regeneration Potential of Loblolly Pine," William Carlson, Weyerhaeuser Co., 4 p.m. Thursday, Oct. 13, 304 Fernow.

Natural Resources: "Implementing Appropriate Technologies in Developing Countries: The Solar Energy Example," Jaroslav Vanek, 4 p.m. Thursday, Oct. 20, 304 Fernow.

Neurobiology and Behavior: "Kin Recognition in the Ground Squirrel," Paul Sherman, 12:30 p.m. Thursday, Oct. 13, Morison Seminar Room, Seeley G. Mudd Hall.

Neurobiology and Behavior: "Opiate Interactions with the Acetylcholine Receptor," Robert Oswald, 12:30 p.m. Thursday, Oct. 20, Morison Seminar Room, Seeley G. Mudd Hall.

Plant Biology: "Life and Death in the Dry State," David Priestley, 11:15 a.m. Friday, Oct. 14, 404 Plant Science Bldg.

Plant Biology: "Calcium and Mitosis," Peter Hepler, University of Massachusetts, 11:15 a.m. Friday, Oct. 21, 404 Plant Science Building.

Pomology/Vegetable Crops: "Agricultural Chemicals Used in the Culture of Apples," Chester G. Forshey, Hudson Valley Lab., 4:30 p.m. Thursday, Oct. 13, 404 Plant Science.

Pomology/Vegetable Crops: "New Meteorological Data Products and Services for Agricultural Applications," Warren W. Knapp and Thomas W. Schmidlin, 4:30 p.m. Thursday, Oct. 20, 404 Plant Science Building.

Psychology/Sociology: "In Search of Persons with Traits: Intraindividual Variability, Moderator Scales, and Differential Predictability," Manfred Amelang, University of Heidelberg, 3 p.m. Thursday, Oct. 13, 202 Uris Hall.

Psychology: "Anaphoric References: Evidence for Linguistic and Conceptual Representations," Michael Tanzhaus, University of

Rochester, 3:30 p.m. Friday, Oct. 14, 202 Uris Hall.

Southeast Asia Program: "Divide and Rule in British Malaya," Norman Parmer, Trinity University (Texas), 12:20 p.m. Thursday, Oct. 13, 102 West Ave.

Statistics: "Some Results on the Analysis of Censored Survival Data," V. Susarla, SUNY Binghamton, 3:30 p.m. Wednesday, Oct. 19, 105 ILR Conference Center

Theoretical and Applied Mechanics: "On the Optimal Control of Robot Manipulators," Mark Spong, 4:30 p.m. Wednesday, Oct. 19, 205 Thurston Hall.

Vegetable Crops/Pomology: See listing under "Pomology."

Western Societies Program: "Bishop's Visits and Communal Religion: The Counter Reformation in the French Village," Keith Luris, Yale University, 12:15 p.m. Friday, Oct. 13, 153 Uris Hall.

Western Societies Program: "Suicide and the Individual and the Community in the French Revolution," Patrice Higonnet, Harvard University, 12:15 p.m. Friday, Oct. 21, 153 Uris Hall.

Sports

Friday

Oct. 14, 4 p.m. Schoellkopf. Men's Freshman Football Princeton.

Oct. 14, 7:30 p.m. Schoellkopf. Men's Lightweight Football Army.

Tuesday

Oct. 18, 6 p.m. Helen Newman. Women's Volleyball Rochester, Oneonta.

Wednesday

Oct. 19, 4 p.m. Schoellkopf. Women's Soccer Rochester.

Saturday

Oct. 22, 11 a.m. Schoellkopf. Women's Soccer Yale.

Oct. 22, 2 p.m. Schoellkopf. Women's Field Hockey Rochester.

Graduate Bulletin

Late initial course registration and/or course additions are still possible upon payment of a \$10 processing fee. Oct. 28 is the deadline for dropping courses or changing the grade option. After Oct. 28 all additions and changes will require a petition to the Graduate School as well as the \$10 processing fee.

Now is the time to investigate opportunities for support for the 1984-85 academic year. Check the Fellowship Notebook at your graduate faculty representative's office or at the Fellowship Office for additional information on the awards whose deadlines are listed below.

November 1, 1983: Council for International Exchange of Scholars Southeast Asia Research Grants Applicants must hold U.S. citizenship and the Ph.D. or its equivalent. Grants will be given for study in the humanities and social sciences for a minimum of three months to a maximum of ten months. The ten-month grant will average from \$30,000 to \$35,000. All inquiries and requests for applications should be directed to the East Asia Staff, Mrs. Mary W. Ernst, Area Chief, Council for International Exchange of Scholars, 11 Dupont Circle, NW, Washington, D.C. 20036.

November 1, 1983: Fellowships for International Doctoral Research Administered by the Social Science Research Council Fellowships are offered for doctoral dissertation research in the social sciences and the humanities. Applicants must have completed all requirements for the Ph.D. except the dissertation by the time the fellowship is activated. Fellowships are offered in Africa, Asia, Latin America, and the Caribbean, the Near and Middle East, or Western Europe. Minimum length of fellowship is six months to a maximum of 24 months. Fellowships must begin January 1, 1985. For inquiries and application forms write: Social Science Research Council, Fellowships and Grants, 605 Third Avenue, New York, New York 10158.

November 1, 1983: Inter-American Foundation Masters Fellowship Program Available for all areas of study, this fellowship program is open to master's degree students or to doctoral candidates who are still completing their coursework. Applicants must be enrolled in professional schools or academic programs at U.S. universities and are required to write and speak the language of the country in which they intend to do their research. Students must

conduct three to six months of field research in Latin American and the Caribbean. Through this fellowship program, the Foundation is seeking to encourage increased scholarly attention to development issues affecting poor and disadvantaged groups in the region. Fellowship stipends average about \$450 per month, but vary with the cost of living from country to country. Roundtrip airfare and health and accident insurance are provided. Application forms and other information may be obtained by contacting Elizabeth Veatch at (703) 841-3864 or by writing to: Master's Fellowship Program, Inter-American Foundation, 1515 Wilson Boulevard, Rosslyn, VA 22209.

November 1, 1983: National Center for Health Services Research Grants for health Services Dissertation Research Students must be enrolled in a doctoral degree program, have all requirements met except the dissertation and be studying in the area of social medical management or health sciences and intend to conduct or be conducting dissertation research on the organization, delivery, financing, or quality of health care services. Grants to support dissertation research may not exceed \$20,000 in total direct costs. Applications must be obtained by writing: Chief, Grants Review Branch (Dissertations), National Center for Health Services Research, Room 1-52, Park Building, 5600 Fishers Lane, Rockville, MD 20857.

November 1, 1983: Smithsonian Institution Foreign Currency Grants Program For study in the areas of anthropology, archaeology, systematic and environmental biology, astrophysics and earth sciences and museum programs. Offer opportunities for support of research in Burma, Guinea, India, and Pakistan. Grants in the local currencies of the above listed countries are awarded to American institutions for the research of senior scientists. Awards are determined on the basis of competitive scholarly review.

November 7, 1983: Committee on Scholarly Communication with the People's Republic of China Fellowships and grants are available for individuals in the sciences, and engineering and in the social sciences and humanities. Application is open to citizens of the United States and permanent residents regardless of national origin, sex, or religious affiliation. Grants include transportation to and from China, stipend, living and travel allowances while in China, and a limited research and educational materials allowance. The program does not provide dependent travel or support. The program has two components; application should be made either to the Graduate Program or to the Research Program. Applications may be obtained by writing: CSCPRC, National Academy of Sciences, 2101 Constitution Avenue, NW, Washington, D.C. 20418.

Barton Blotter

Vending machines in the women's rooms of various buildings on campus continued to be a prime target of thieves on campus during the week of Oct. 3 through 9, according to the morning reports of the Department of Public Safety.

An unknown sum in coins was taken from four machines. Damage to machines is still being determined. Four bicycles costing a total of \$659; one valued at \$350 alone, were reported stolen on campus.

In all there were a total of 21 thefts reported, amounting to \$4,661 in losses. The largest single theft in terms of dollars was a \$1,200 microphone from Phillips Hall. Other thefts included \$480 worth of equipment for Olin Chemistry Research Laboratory and a \$700 "Welcome to Cornell" sign from the intersection of Route 13 and Brown Road.

James M. Simone of 105 Farm St. was charged with stealing a backpack from the Campus Store and referred to Ithaca City Court.

Four students were referred to the Judicial Administrator on charges of public lewdness.

October 13, 1983

Please Post

Number 41

Cornell University

University Personnel Services

Day Hall

Ithaca, New York 14853

607/256-5226

Please Note:

Job Opportunities is a publication of Staffing Services and is distributed each Thursday through the Cornell Chronicle.

Applications for employment can be submitted through the mail. Application forms

are available by the posted Job Opportunities listing at 130 Day Hall. For more information on jobs listed, contact Staffing Services, 130 Day Hall, (607) 256-5226.

Employee Transfer Applications: Employees who wish to transfer to other jobs within the University should complete a separate Employee Transfer Application form for each position and submit them to Staffing Services. Individuals with official University layoff status will be given preference in referrals.

In response to the Employee Survey, individual copies of Job Opportunities will be available for all employees; complete job posting will be published Thursday of each week in the Chronicle. Consequently, the list will no longer be published in its previous form.

This listing is also available on CUINFC, Cornell University's computerized information service, along with campus bus,

movie, dining facility and library schedules. Each regular Cornell employee is entitled to a free computer account. For further CUINFO details, contact the Information and Referral Center at 256-6200 or Computer Services.

Selected job announcements are broadcast on Channel 13 television each Tuesday at 9:30 a.m. and 7:15 p.m. and each Friday at 11 a.m. and 5:15 p.m.

New vacancies are listed for two weeks in Job Opportunities.

*Asterisks identify jobs that were not listed last week.

Full-time jobs are 39 hours per week unless otherwise indicated. Jobs listed as SO, U1 and U2 are represented by bargaining units.

*Asterisks identify jobs that were not listed last week.

Job Opportunities

Cornell University is an equal opportunity, affirmative action employer.

CORNELL CAREERS: The second Cornell Careers program is Thursday, October 13, at 202 Uris Hall from 12:15-1:15 p.m. Diane McKinstry, Associate Director of the Career Center, will speak on "Defining Your Career Goals."

Administrative/Professional

*Position: Standards Writer

Department: Facilities Engineering

Description: Create and update an Architectural and Engineering Standards Manual to which work performed at Cornell facilities must conform. Research and compile technical and legal information for the standards manual; update the manual as required. Maintain records and statistical data pertaining to the implementation of the standards.

Requirements: Bachelor's degree in a technical field or equivalent experience and education. Some technical writing experience preferred. Demonstrated ability to write and edit. Some knowledge of statistics required. Application deadline: 10/20/83.

Hiring Range: \$12,500-\$20,700

Job Number: P411

Position: Director, Arecibo Antenna Upgrading

Department: National Astronomy & Ionosphere Center (Ithaca, NY)

Description: Provide planning, coordination, supervision and management of studies involving outside consultants. Work with faculty and other staff at Ph.D. level in order to define design specifications of a reflector feed system and the necessary modifications to the present Arecibo Observatory telescope structure that will support a new antenna feed system.

Requirements: Advanced degree in mechanical/electrical engineering (advantageous if working in field of antenna engineering). Extensive experience in both professional work and in contracting with consultants to solve specific problems. Working knowledge of contractual and budgetary arrangements necessary for management of a large technical project.

Job Number: P401

Position: Deputy Director

Department: General Services

Description: Assist the Director in the overall management of the General Services operation, primarily in the enterprise area. Also assist the Director of Business Operations in personnel matters within the Facilities and Business Operations division.

Requirements: Master's degree or equivalent combination of education and experience. Considerable management experience in a unionized environment. Knowledge of University policies and procedures a must.

Hiring Range: \$20,000-\$33,100

Job Number: P402

Position: Assistant Plant Manager

Department: Utilities

Description: Assist Plant Manager in the overall operation and management of Central Heating Plant. Provide technical and management support for both operations and maintenance including plant safety. Supervise operations and maintenance personnel.

Requirements: Associate's degree or equivalent in a technical/mechanical curriculum. Considerable experience conducting a maintenance program including knowledge of bearings, shafts, seals, pumps, sprockets and chains. Heating plant or industrial maintenance experience preferred. Relevant supervisory experience required.

Hiring Range: \$15,500-\$26,500

Job Number: P403

Position: Development Officer II (Libraries and Special Gifts)

Department: University Development
Description: Assist the Director of University Development, the University Librarian and the Director of Special Gifts in the identification, cultivation, solicitation and stewardship of private support for the Libraries and for the general university. Travel required.

Requirements: Bachelor's degree or equivalent. Some fund raising experience, preferably in the area of individual giving. Strong organizational and writing skills. Ability to work effectively with volunteers, faculty and other University staff.

Hiring Range: \$15,500-\$26,500

Job Number: P404

Position: Dining Supervisor Trainee

Department: Cornell Dining

Description: Learn and perform daily operations of a dining unit, become familiar with support services in the overall organization and develop and practice supervisory skills and organizational procedures.

Requirements: Associate's degree or equivalent; Bachelor's degree or equivalent preferred in food service industry. Knowledge of food and health codes desirable.

Hiring Range: \$12,500-\$20,700

Job Number: P405

Position: Staff Architect

Department: Facilities Engineering

Description: Perform design and drafting services in support of the department mission; assist on major projects and undertake inhouse projects.

Requirements: Bachelor's degree or equivalent in architecture. Some experience in architectural aspects within an architectural, architectural engineering or design-building firm.

Hiring Range: \$12,500-\$20,700

Job Number: P406

Position: Staff Writer II

Department: University Development

Description: Write letters, brochures and articles which have a fund raising and/or public relations purpose. Gather information from and

participate in planning meetings with various members of University staff.

Requirements: Bachelor's degree or equivalent. Some writing experience, preferably in a fund raising, higher education or advertising environment. Ability to write creatively in a variety of styles (formal, promotional, academic and journalistic). Send writing sample, cover letter and resume by October 20, 1983.

Hiring Range: \$12,500-\$20,700

Job Number: P407

Position: Research Support Specialist I

Department: Pomology & Viticulture, Geneva, NY

Description: Conduct research and provide technical support in programs designed to breed improved table and wine grape cultivars.

Requirements: Bachelor's degree or equivalent; Master's degree or equivalent preferred. Viticultural experience; expertise in routine laboratory operations; ability to initiate and work independently.

Hiring Range: \$12,500-\$20,700

Job Number: P408

Position: Applications Programmer I

Department: Computer Services (APS)

Description: Work as a member of a project team to install and maintain batch and interactive programs of an overall administrative system. Write production procedures and JCL. Interface with production control clerks.

Requirements: Bachelor's degree or equivalent with computer-related courses. A knowledge of applications for interactive administrative systems and data base concepts desirable. Some experience with machine architecture, programming languages (such as PL/1, NATURAL, COBOL and MARK IV) and system utility programs necessary.

Hiring Range: \$12,500-\$20,700

Job Number: P409

Position: Research Support Aide

Department: Agricultural Engineering

Description: Responsible for the instrumentation and laboratory analysis associated with experiments involving the use of biomass for energy production. Plan, design and conduct experiments including operation, maintenance and monitoring of experimental anaerobic reactors. Preparation of reports; data analysis and computer manipulation.

Requirements: Bachelor's degree or equivalent experience in engineering or related sciences. Some experience in a biology/chemistry laboratory. Experience in interfacing computer systems. Knowledge of gas chromatography essential.

Hiring Range: \$12,500-\$20,700

Job Number: P4010

Position: Director of Regional Offices/Coordinator of College

Public Affairs (Repost)

Department: Public Affairs Regional Offices
Description: Responsible for the management of the regional, college and department pro-

grams. This includes planning, organizing, staffing, directing and controlling.

Requirements: Bachelor's degree or equivalent minimum requirement. Experience in Cornell Public Affairs highly desirable. Strong background and experience in administration, planning and working with administrative staff, deans and faculty.

Job Number: P361

Clerical

All applicants interested in positions requiring typing must take an official university test. Tests are given Mondays and Wednesdays at 8:10 a.m., Room 337, Statler Hall. Please contact Staffing Services for an appointment.

*Position: Administrative Aide, GR22

Department: University Counsel/Secretary of the Corporation

Description: Provide administrative/secretarial support to the University Counsel and Secretary of the Corporation. Duties include typing correspondence and legal documents (contracts, pleadings, legal memoranda); making travel arrangements; providing record keeping; preparing and processing confidential materials; handling extensive inquiries (in person and telephone); scheduling appointments. Other duties as assigned.

Requirements: Associate's degree or equivalent. Study in law preferred. Heavy typing. Extensive secretarial/administrative experience, preferably in a law office. Excellent organizational, interpersonal and communication (written and oral) skills. Ability to handle confidential materials with discretion essential. Knowledge of Xerox 860 word processor helpful.

Hiring Range: \$12,515-\$15,239

Job Number: C411

*Position: Administrative Aide, GR21

Department: Johnson Museum

Description: Provide administrative assistance to Museum Administrator. Duties include acting as personnel officer; supervising lobby receptionist and special events manager; providing coordination in areas of public affairs and development as well as building and personnel administration. Perform secretarial duties for Administrative Manager including typing, filing and answering telephones.

Requirements: Associate's degree or equivalent. Medium typing. Extensive secretarial/administrative experience. Strong organizational, interpersonal and communication skills. Familiarity with Cornell's personnel procedures desirable. Ability to work independently, under pressure, and to give attention to detail.

Hiring Range: \$11,875-\$14,412

Job Number: C412

*Position: Administrative Aide, GR20

Department: Division of Nutritional Sciences

Description: Provide secretarial/administrative support for a multi-

national research group. Duties include answering routine inquiries (in person and telephone); assisting with off-campus workshops and conferences; typing correspondence, technical reports, manuscripts, progress reports, grant applications and class materials; verifying monthly statements with business office; making travel arrangements. Other duties as assigned.

Requirements: Associate's degree or equivalent. Business or secretarial school preferred. Heavy typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of word processing (IBM Displaywriter and Textpac 4) desirable.

Hiring Range: \$11,180-\$13,606
Job Number: C413

***Position: Secretary, GR20**

Department: Public Affairs Regional Office, North Central

Description: Provide secretarial support for the Director. Duties include typing correspondence, vouchers and other materials; arranging meetings; making travel arrangements; keeping records; acting as receptionist; acting as resource person in the Director's absence.

Requirements: Associate's degree or equivalent. Medium typing. Extensive secretarial experience. Excellent organizational, interpersonal and communication (written and oral) skills. Ability to work independently.

Hiring Range: \$11,180-\$13,606
Job Number: C414

***Position: Financial Aid Assistant, GR19**

Department: Graduate School

Description: Responsible for processing all guaranteed student bank loans. Duties include maintaining need-based financial aid files; performing needs analyses; typing correspondence; filing; answering phones; handling mailings; reviewing financial aid files and inputting data via CRT; providing general financial aid counseling. Other duties as assigned.

Requirements: Associate's degree or equivalent. Extensive office experience, preferably in financial aid. Strong organizational, interpersonal and communication skills. Some counseling skills. Knowledge of word processing (Xerox 860) and CRTs.

Hiring Range: \$10,595-\$12,852
Job Number: C415

***Position: Office Assistant, GR18**

Department: Graduate School

Description: Perform on-line computer and manual data entry to review, update and maintain graduate student records. Answer inquiries from students and faculty about records, procedures and policies; participate in college and course registration; schedule oral exams and record results; maintain academic records; maintain supplies; type correspondence; file; provide back-up for Information Secretary including receptionist duties; answering inquiries and providing individuals with referral sources.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some office experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of computer/word processors highly desirable.

Hiring Range: \$10,000-\$12,163
Job Number: C416

***Position: Office Assistant, GR18**

Department: Johnson Museum

Description: Provide secretarial support to the department. Duties include answering telephones; handling mail; providing back-up for lobby receptionist; maintaining membership records; other duties as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills.

Hiring Range: \$10,000-\$12,163
Job Number: C417

***Position: Secretary, CR18**

Department: Agricultural Economics

Description: Provide word processing/secretarial support for a small group. Duties include typing, filing, answering telephone; coordinating mailings; arranging travel; transcription. Other duties as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Heavy typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of word processor helpful. Attention to detail.

Hiring Range: \$10,000-\$12,163
Job Number: C418

***Position: Secretary, GR17**

Department: Food Science

Description: Provide secretarial support for several faculty members. Duties include typing correspondence, technical manuscripts; answering telephone; handling travel arrangements. Other duties as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Heavy typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of word processor helpful. Ability to work independently.

Hiring Range: \$9,492-\$11,500
Job Number: C419

Position: Administrative Aide, GR21

Department: Astronomy

Description: Provide

administrative/secretarial support to the Department Chairman. Responsibilities include typing correspondence; answering telephone; preparing and processing confidential materials; maintaining schedule of due dates and oversee reports due; handling departmental accounts and claims; scheduling, publishing and distributing course schedules; coordinating work-study students; acting as receptionist; scheduling appointments; making travel arrangements.

Requirements: Associate's degree or equivalent. Medium typing. Extensive secretarial/administrative experience. Strong organizational, interpersonal and communication skills. Familiarity with Cornell procedures desirable. Ability to handle confidential materials with discretion essential. Ability to work in complex, active environment.

Hiring Range: \$11,875-\$14,412
Job Number: C401

Position: LC Cataloger, GR20

Department: University Libraries - Catalog/Olin

Description: Catalog monographs with LC copy on Social Sciences team utilizing RLIN system. Other duties as assigned.

Requirements: Bachelor's degree or equivalent experience or training; academic background in social sciences preferred. Light typing. Some previous work experience in libraries, especially technical services, highly preferred. Ability to do detailed work with speed and accuracy.

Hiring Range: \$11,180-\$13,606
Job Number: C402

Position: Administrative Aide, GR19

Department: School of Hotel Administration-External Programs

Description: Provide secretarial/administrative support for the Administrator of External Programs. Duties include typing correspondence; maintaining billing and accounting records; handling extensive inquiries (in person and telephone); arranging meetings; preparing registration materials; handling special projects as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some secretarial/bookkeeping experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of Wang word processor/adding machines helpful. Ability to work in a complex, active environment. Ability to handle confidential materials with discretion essential.

Hiring Range: \$10,595-\$12,852
Job Number: C403

Position: Office Assistant, GR19

Department: University Registrar

Description: Prepare certifications of academic and enrollment status; process requests for official transcripts; manage release of individual student information using computerized student record systems; handling extensive inquiries (in person and telephone); typing.

Requirements: H.S. education or equivalent. Some college preferred. Heavy typing. Some office experience. Strong organizational, interpersonal and communication skills. Familiarity with college programs and student loan requirements desirable. Knowledge of computers helpful.

Hiring Range: \$10,595-\$12,852
Job Number: C404

Position: Senior Records Assistant, GR18

Department: University Libraries - Catalog/Olin

Description: Member Data Base Management Group. Responsibilities include modifying card and on-line machine readable bibliographic records to reflect current library holdings, make corrections or keep information up to date; maintain authority files; locate in-process mate-

rials; search on-line data bases.

Requirements: Associate's degree or equivalent. Light typing.

Hiring Range: \$10,000-\$12,163
Job Number: C405

Position: Office Assistant, GR18

Department: Division of Summer Session, Extramural Courses and Related Programs

Description: Provide secretarial/research support to the Director of Continuing Education, Research and Development, Program Coordinator and Manager of Media Services within the Division. Duties include typing, filing, answering telephone; handling mail; gathering and managing printed information; maintaining continuing education library; other duties as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Familiarity with University library. Knowledge of computer/word processing helpful.

Hiring Range: \$10,000-\$12,163
Job Number: C406

Position: Secretary, CR18

Department: Chemistry

Description: Provide secretarial support for two faculty members. Duties include typing manuscripts, proposals, classwork, letters; filing; library research; making travel arrangements.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Heavy typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of technical typing helpful.

Hiring Range: \$10,000-\$12,163
Job Number: C407

Position: Secretary, GR18

Department: Human Development and Family Studies

Description: Provide secretarial support for the NYS Head Start Training and Resource Center. Duties include typing; tracking of on-site reports; arranging travel; coordinating monthly mailings; handling extensive telephone contacts; preparing agendas and training materials for workshops, seminars and conferences. Full-time regular until July 1, 1984.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Heavy typing. Some secretarial experience. Strong organizational, interpersonal and communication (written and oral) skills. Knowledge of word processor helpful. Ability to work in a complex, active environment.

Hiring Range: \$10,000-\$12,163
Job Number: C408

Position: Office Assistant, GR18

Department: Sage Graduate Center - Admissions

Description: Process graduate applications; collect, record and send to fields all credentials and application materials; process and deposit application fees; process acceptances and refusals as authorized; maintain admissions statistics; respond to faculty and applicant requests for information; type correspondence.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some office experience. Strong organizational, interpersonal and communication (written and oral) skills. Familiarity with academic terms desirable. Ability to handle confidential material with discretion.

Hiring Range: \$10,000-\$12,163
Job Number: C4014

Position: Accounts Assistant, GR18

Department: Equine Drug Testing & Research Program

Description: Perform a variety of accounting functions for the Equine Drug Testing & Research Program. Duties include pricing and ordering supplies for facility; monitoring accounts; coordinating accounts payable; handling correspondence with vendors; maintaining equipment inventories; providing clerical back-up; preparing monthly reports. Other duties as assigned.

Requirements: H.S. education or equivalent. Course work in accounting preferred. Medium typing. Some accounting/secretarial experience. Strong interpersonal, communication and organizational skills. Knowledge of computers helpful.

Hiring Range: \$10,000-\$12,163
Job Number: C4015

Position: Secretary, GR18

Department: University Libraries - Circulation/Olin

Description: Provide secretarial support to the Access/Circulation Librarian. Duties include typing correspondence; acting as receptionist; handling mail; maintaining payroll records and departmental files; acting as liaison with Annex Library; processing seven-day books; ordering supplies; responsible for recall notices. Other duties as assigned.

Requirements: H.S. education or equivalent. Business or secretarial school preferred. Medium typing. Some secretarial/library experience. Strong organizational, interpersonal and communication (written and oral) skills. Aptitude for detailed record keeping.

Hiring Range: \$10,000-\$12,163
Job Number: C4016

General Service

***Position: Cook, SO22**

Department: Cornell Dining - Endowed

Description: Prepares, seasons and cooks meats, sauces, soups, vegetables, desserts and other foodstuffs on a quantity cooking basis. Responsible for supervision of kitchen employees and maintenance of cooking area.

Requirements: Substantial experience as a cook. Skilled in the presentation and garnishing of foods. Ability to operate standard cooking machinery and equipment, to follow recipes accurately and supervise kitchen employees.

Hiring Range: \$5.96/hour
Job Number: S411

***Position: Maintenance Mechanic, SO20**

Department: General Services Laundry - Endowed

Description: Repair laundry equipment as required. Perform routine maintenance on laundry and related equipment. Maintain inventory of replacement and frequently repaired items. Keep records of repairs performed. Assist in other laundry areas as required.

Requirements: H.S. education or equivalent. Some course work in electronic wiring and equipment repair desirable. Some experience repairing laundry or related equipment and experience with established preventive maintenance program desirable. Ability to keep records and order replacement parts. Knowledge of laundry duties and processes preferred.

Hiring Range: \$5.33/hour
Job Number: S412

***Position: Relief Utility Plant Operator, GR19**

Department: Buildings & Properties, NYS Agricultural Experiment Station, Geneva, NY Statutory

Description: Operate three natural gas/oil fired 150 lb. high pressure steam boilers and related equipment. Assist with daily maintenance in other trade shop areas: electrical, refrigeration, plumbing, carpentry, painting and Fleet Garage.

Requirements: H.S. education or equivalent. Some experience with high pressure steam, boiler firing and knowledge of general mechanical trades. Ability to obtain a "Certificate of Competence High Pressure Boiler Operating Engineer" in a reasonable time frame.

Hiring Range: \$10,595-\$12,852
Job Number: S413

***Position: Laundry Attendant, SO17**

Department: General Services Laundry - Endowed

Description: Repair and alter garments, linen, or other items as required from customer's orders. Control uniform supplies, keep inventory. Reorder stock as required, verify orders received. Fill customer orders. Perform other duties as assigned.

Requirements: H.S. education or equivalent. Some course work in sewing desirable. Some experience as a seamstress. Ability to control inventory.

Hiring Range: \$4.51/hour
Job Number: S414

***Position: Custodian, SO16 (Two Positions)**

Department: Buildings & Grounds - Endowed
Mon.-Thurs. 6:00 a.m.-2:30 p.m.;
Fridays 6:00 a.m. - 1:30 p.m. (Both)

Description: Perform general maintenance and custodial care of buildings and grounds in immediate vicinity of assigned area.

Requirements: Ability to use a variety of heavy power-operated equipment, climb an 8' ladder and lift 50 lbs.

Hiring Range: \$4.30/hour
Job Number: SG416

State of the University Speech by Rhodes

Continued from Page 5

The quality of these programs at Cornell is a source of great pride, as is the devotion of our faculty to undergraduate teaching. We must continue to insist that every undergraduate program is excellent. And here, at the department level as in many other areas, we must be willing to build upon our strengths while redirecting resources from areas of lower priority.

"We must also encourage in our undergraduates a sensitivity to worldwide needs and views, and this will require us to rethink and expand the international component of undergraduate education. We have active and respected programs on the graduate level here, but we have only begun to make similar opportunities available to undergraduates.

"At Cornell's Centennial in 1965, Adlai Stevenson said, 'Cornell is still dedicated to serving its community, to educating for life, and to encouraging human development in its richest diversity. But the dimension and the scale have now changed. Cornell's community is now the world.' If that is to remain true in practice as well as in principle, we must make it much easier than is now the case for our students to study abroad. I do not have in mind hastily conceived Cornell Abroad programs in the major cities of Europe, but rather mechanisms that would make it much easier for undergraduates to study abroad at institutions of their own choosing. I am encouraged that our new Director of the Center for International Studies, Davydd Greenwood, has this as one of his personal priorities.

"Finally, we must integrate the humanities into the undergraduate experience of all our students, not just those in the College of Arts and Sciences. Present requirements in this are very uneven. I see the disciplines of English, history and philosophy as particularly important here, and I suggest that increased attention to them could enrich the education of all our undergraduates. To write and speak with clarity and grace, to understand times and cultures other than our own, to appreciate the sources not only of institutions but also of our beliefs and values, to apply them humanely in our daily lives, and to explore human experience in all its richness and ambiguity: these are the aims of the humanities. They are perhaps the best antidote to the cynicism, and narrowness that excessive specialization sometimes breeds, and they should be integral rather than peripheral to the education of all Cornellians.

"Jacob Needleman has said, 'There is a point where the gathering of knowledge merely spins round and round on one level and where the only real breakthrough is to a wholly different species of knowing integrated with feeling.' And it is that different species of knowing which integrates thought with feeling and yields concern, compassion and commitment that must be our ultimate objective. Our new initiative in common learning will do much to foster that kind of knowing, but the program will only succeed if its goals are embraced by all our colleges, including those whose emphasis is on the professional development of students.

"Our fourth goal for the coming year is to improve the quality of campus life, and that is a goal that is perhaps best explained by way of example. It means, for example, we must complete the funding for the Performing Arts Center, funding that despite our best efforts has come only very slowly. This project is of utmost importance not only to our program in theater arts, but also to the cultural life of the campus and the larger community.

"It means we must give continuing attention to health and safety on campus. This is an expensive undertaking, which consumed

some \$3 million during the past year. It is also a complicated area, and we do not know all the answers. We do not even know all the questions, for many of them are being raised in society at large for the first time. Yet we are committed to making Cornell a safe and healthful place for faculty, students and staff, and we shall provide the time, energy and resources that are necessary to achieve that aim.

"It means that we must build at least one more residence hall on campus. With the formal opening of Cascadilla this fall, we have added 580 beds to campus housing in the Collegetown area, but our total housing capacity still compares unfavorably with our peer institutions. We are now exploring the possibility of building a 300-bed unit that would be designed to accommodate students and faculty in a residential learning complex. We have been encouraged by the success of our Faculty-in-Residence Program, in which six members of the faculty are participating this year, and we hope that a residential learning complex can build on that effort to reinforce the link between living and learning on campus.

"This goal also means that we must supplement our facilities for physical education and athletics, to which we have not made a major new commitment for some 20 years. With the appointment of Laing Kennedy as that program's director, and the appointment of Maxie Baughan as Head Football Coach, we have brought strong leadership to this area, and we shall be working hard over the coming year to define a program that will bring our athletic facilities in line with the needs of the campus community.

"But facilities, and even programs, are means — not ends. If we are truly to improve the quality of campus life, we must continually renew our efforts to make Cornell a place where civility and reason, dignity and respect are extended to all members of the community — faculty, students and staff alike. It means we must provide working conditions that are as good as they can be, that encourage and require all individuals to excel, that recognize achievement and reward excellence and thus offer all of our people a sense of identity, achievement, fulfillment and pride. That continues to be our aim. That, in its simplest terms, is the goal of all education.

"It was John Gardner who observed that 'men can shape their institutions to suit their purposes — provided that they are clear as to what those purposes are; and provided that they are not too gravely afflicted with the diseases of which institutions die — among them complacency, myopia, an unwillingness to choose, and an unwillingness on the part of individuals to lend themselves to any worthy common purpose.'

"Perhaps nowhere is that observation as true as in the field of higher education today. Complacency of outlook, confusion of aims and fragmentation of effort abound. It must not be so with us. Together we can and we must shape Cornell in ways that will ensure its continuing strength into the next millennium. The choices we must make will be often difficult and sometimes controversial, for we shall be shaping the future largely by substitution rather than by addition. Yet we are committed to making them, looking beyond our individual and parochial concerns to the health of the University as a whole and dedicating ourselves to a worthy common purpose.

"The grand essentials to happiness in this life are something to do, something to love, and something to hope for,' Joseph Addison once wrote. And today, in thanking you for your magnificent support in this past year, I invite you to rededicate your energies, renew your love, and to share in the hopes of this remarkable university that is Cornell."

Off-Campus Housing Notes



The Off-Campus Life Committee of the Student Assembly has one vacancy at this time. Student members of this working committee deal with off-campus housing issues and with meeting the needs of student off-campus residents. If you are interested in applying for this vacancy please contact the Office of the Assemblies, 165 Day Hall, 256-3715, Neff Casaburri at 256-5373 or Irving Shen at 272-2591.

Fifteen-minute appointments with the Off-Campus Housing Legal Adviser are available for Thursday afternoons, from 2:30 to 4:30. If you are a registered Cornell student with an off-campus housing problem and need legal advising, consult Deborah Hyman at the Off-Campus Housing Office, 103 Barnes Hall, for an appointment.

In response to concerns about a recent incident, the East Hill Civic Association and Off-Campus Housing Office will co-sponsor an East Hill Neighborhood Forum on Residential Secur-

ity. The forum is scheduled for Thursday, Oct. 27 at 7:30 p.m. in the Small Conference Center of the Collegetown Motor Lodge, 312 College Ave.

The program will feature presentations by Ithaca Police and the City Building Commissioner as well as Cornell Public Safety's crime prevention bureau. Subjects discussed will include crime prevention, home security, Neighborhood Watch and Victims' Assistance.

Numerous resource persons and elected officials from the Ithaca community will also be available to answer questions and suggest ways in which East Hill/Collegetown neighbors can help each other to prevent criminal intrusion on their persons and their dwellings.

The meeting is open to the public and both students and non-students are welcome to attend. For further information contact Neff Casaburri at 256-5373 or Tom Hanna at 256-7794.

Summary of Trustee Board's Actions Here Last Weekend

Actions and reports of the University Board of Trustees meeting in Ithaca on Oct. 7-8, 1983 included the following:

New members of the board were introduced: Dale Rogers Marshall, Curtis S. Reis, Albert J. Kaneb, Mary Beth Norton, Christopher V. Plowe, Ruby Saake, Joseph Z. Scantlebury, Dominic A. Versage and Joseph Gerace.

Austin H. Kiplinger, vice chairman of the board, made a final report of the Board Study Committee.

Eli Manchester Jr., immediate past chairman of the Cornell University Council, and Kaneb, chairman of Council, reported on activities of that group.

Robert A. Cowie, chairman of the Development Advisory Committee, reported on Cornell's development program.

Stephen H. Weiss, vice chairman of the board, and Dr. Thomas A. Meikle Jr., dean of the Medical College and provost for medical affairs, reported on the Medical College.

Louis E. Martin, the Carl A. Kroch Librarian and director of university libraries, introduced a slide presentation on Cornell libraries.

President Frank Rhodes delivered a talk on the state of the university.

A memorial resolution was adopted for Jason Seley, dean of the College of Architecture, Art and Planning.

Robert G. Engel, chairman of the Investment Committee, presented the annual report on the university's investments.

John S. Ostrom, university controller, reported on the results of the 1982-83 financial operations of the university.

Kenneth T. Derr, chairman of the Audit

Committee, reported on the university's audited financial statement for 1982-83.

Nelson Schaenen Jr., chairman of the Executive Committee, presented reports and recommendations from open sessions of the Executive Committee meetings on July 12 and Sept. 13.

W. Keith Kennedy, provost, reported on the annual reports of the college advisory councils and the new Library Council.

Robert Barker, vice president for research and advanced studies, reported on the current scientific activities in the 11 organized research centers which report to him.

Kennedy reported on the procedures for reviewing faculty for election or promotion to tenure.

Minutes of the board meeting of May 28 and the Executive Committee meetings of April 26 and July 12 were approved.

A report of the president was made by Rhodes.

Bylaws concerning board membership, committees of the board, academic positions, heads of academic units and the instructional and research staff were amended, as was trustee legislation to give the president appointing authority for department chairs and professors emeritus.

A report of the Buildings and Properties Committee was presented.

The date of the joint Trustee-Council Weekend meeting for 1988 was set for Oct. 14-15.

Several personnel actions were approved.

Schaenen presented a report from the Executive Committee.

Hutchins Leaves JA Position

Miriam B. Hutchins, judicial administrator at Cornell since 1980, has resigned to join the New York state attorney general's staff.

Hutchins said she will become assistant attorney general in the Binghamton office on Oct. 20, handling consumer protection matters.

Cornell President Frank Rhodes, who had appointed Hutchins to her two two-year terms, said, "All of us will view Miriam Hutchins' new appointment with a mixture of congratulations and of regret. We are delighted that she has this opportunity for advancement in her profession. But we shall certainly miss her at Cornell. She has done an outstanding job as judicial admin-

istrator and her enthusiasm, integrity and sound judgment have benefited all who have worked with her."

Helen D. Wheeler, assistant judicial administrator at Cornell for five years, will serve as acting judicial administrator while a search for a replacement is conducted, according to Hutchins.

The judicial administrator deals with complaints concerning alleged violations of Cornell's Campus Code of Conduct and the Statement of Student Rights that may have been committed within the university by a member of the Cornell community.

Hutchins came to Cornell after serving three years as a law clerk for Tompkins County Family Court Judge Betty Friedlander.

Job Opportunities

Continued from Page 13

Position: Animal Attendant, SO17
Department: Poultry & Avian Sciences - Statutory
Description: General care of experimental animals, mainly poultry. Maintain facilities and equipment. Other duties as assigned.
Requirements: H.S. education or equivalent. Experience working with farm animals helpful.
Hiring Range: \$4.92/hour
Job Number: S401

Position: Laundry Attendant, SO17
Department: General Services
 Laundry/Warehouse - Endowed
Description: Wash linen and garments; operate laundry equipment in all areas (dryers, ironer, extractor, tying machine). Perform other duties as assigned.
Requirements: Laundry experience preferred. Ability to lift large bundles of laundry weighing up to 50 lbs.
Hiring Range: \$4.51/hour
Job Number: S402

Technical

Applications for Technical positions should include the following information:

- Scientific/technical courses completed;
- Lab techniques and/or equipment (knowledge of)
- Special skills (e.g. knowledge of computer language)

***Position:** Technician, GR18
Department: Poultry & Avian Sciences/Long Island Duck Laboratory, Eastport, Long Island
Description: Conduct laboratory analyses required in duck nutrition program. Assist in feeding and care of ducks, in setting up experiments and taking measurements on ducks; assist in performing statistical analyses on data.
Requirements: Associate's degree or equivalent in biology with introductory chemistry and quantitative analysis. Ability to perform quantitative chemical and physical analyses on feedstuffs and tissues required in duck nutrition research program.
Hiring Range: \$10,000-\$12,163
Job Number: T411

Position: Research Equipment Technician, GR24
Department: Agricultural Engineering
Description: Responsible for design and construction of physical model apparatus, preparation of feed materials, monitoring and conducting anaerobic fermentation experiments.
Requirements: Bachelor's degree or equivalent experience in engineering or related field. Experience in operation of large equipment such as field tractors. Familiarity with biomass grinding and size reduction equipment; some experience in welding, carpentry and electronics. Some weekend work.
Hiring Range: \$14,075-\$17,102
Job Number: T401

Position: Technician, GR19 (Repost)
Department: Animal Science
Description: Perform laboratory analysis for DNA, RNA, proximate analysis; histological and histochemical methods; photography; supervise part-time employees; assist in data collection; provide routine maintenance of a clean and orderly research laboratory; input data; perform statistical analyses; summarize data.
Requirements: Bachelor's degree or equivalent in biological sciences or a related field. Some laboratory experience. Knowledge of sectioning and staining of plastic, paraffin and frozen tissue sections, use of pH meters, balances, spectrophotometers, centrifuges, photographic equipment, preparation of standard solutions. Occasional animal handling (rats, mice, pigs). Good interpersonal skills.
Hiring Range: \$10,595-\$12,852
Job Number: T355

Part-time

Position: Environmental Health Specialist
Department: Environmental Health
Description: Conduct toxic substances inventories of specific work places; prepare Material Safety Data Sheets (MSDS); compile Toxic Substance Notebooks; coordinate, conduct and

document health and safety training sessions. 20 hours/week.

Requirements: Bachelor's degree or equivalent; Master's degree or equivalent in chemistry, toxicology or a similar discipline preferred. Good interpersonal and communication (both written and oral) skills. Some research laboratory and laboratory safety experience preferred.

Hiring Range: \$12,500-\$20,700/annual equivalent
Job Number: P4011

Position: Technician, GR21
Department: Neurobiology and Behavior
Description: Perform histology procedures on animal tissues: sectioning, embedding, staining. Dissect experimental animals; print and enlarge photographs; maintain supplies. 5 days, 30 hours/week.

Requirements: Bachelor's degree or equivalent in biology or a related field. Some experience in light microscopy, histological staining and dissection.

Hiring Range: \$11,875-\$14,412/annual equivalent
Job Number: T402

Temporary

In addition to regular, part-time opportunities, Temporary (less than six months) positions, both full-time and part-time, are available. Although many openings are clerical, there are often positions offered in other areas. As Temporary openings do not always appear in this listing, please contact Staffing Services for more information.

***Position:** Temporary Systems Analyst, T-4
Department: Computer Service
Description: Assist senior staff in providing technical assistance, training, documentation

and research support for users of a network of computers on campus. This network connects computers installed in various departments affiliated with the Theory Center which Cornell is in the process of establishing. Part-time (flexible) for six months.

Requirements: Bachelor's degree or equivalent. Some prior work experience, training in or experience with the UNIX operating system desirable. Supervisory experience and experience teaching desirable.

Hiring Range: \$6.00-\$8.00/hour
Job Number: P412

***Position:** Temporary Technical Assistant, T-2
Department: Entomology
Description: Maintain insect cultures and inventory of rearing supplies; maintain cleanliness of rearing room and equipment; assist in data collection including dissection and counting of insects; prepare experimental samples for field work. Full-time, six months.

Requirements: H.S. education or equivalent with post-high school degree desirable. Training or background in biology, preferably entomology. Must have driver's license and provide own transportation to Schwardt Laboratory, Turkey Hill Road.

Hiring Range: \$4.00-\$5.00/hour
Job Number: T412

Position: Temporary Resource Specialist, T-3
Department: Human Development & Family Studies

Description: Operate library information service for Family Life Development Center. Duties include handling telephone and mail inquiries relating to Child Welfare, responding to them with appropriate literature, AV materials and referral sources; preparing information material; selecting appropriate literature for information packets; assisting students and other visitors to the resource exchange in their selection of materials; managing circulation of literature; logging information requests; handling billing

for materials; maintaining files.

Requirements: Bachelor's degree or equivalent, preferably in human or social services. Excellent communication (reading, writing and oral), organizational and interpersonal skills. Library experience desirable. Send cover letter and resume by October 17, 1983.

Hiring Range: \$6.00/hour
Job Number: C409

Academic

Please contact department directly.

***Position:** Extension Associate II, CA4
Department: HDFS, Family Life Development Center, New York City, New York
Job Number: A411

***Position:** Research Associate, CA5
Department: Agricultural Engineering
Job Number: A412

Position: Assistant Director of the Department of Pharmacology (Faculty position)
Department: Pharmacology, NYS College of Veterinary Medicine
Job Number: A401

Position: Postdoctoral Fellow/Research Positions (Two)
Department: NYS College of Veterinary Medicine
Job Number: A402, A403

Position: Research Associate II
Department: Diagnostic Laboratory, NYS College of Veterinary Medicine
Job Number: A404

This Week in Sports

Only Home Sports Activity Will Be on Friday

The only home sporting events of the weekend for Cornell teams will take place on Friday at Schoellkopf Field, as both the freshman and lightweight football teams have contests at home. Eight Big Red squads will take to the road for competition this weekend, including four teams which will be traveling to Brown.

The football doubleheader on Friday begins at 4:30 p.m. with the Cornell freshmen entertaining Princeton. Three hours later, the Big Red lightweights take the field to meet Army. In other action on Friday, the men's soccer team is at Brown, while the men's and women's cross country teams race against Rochester. On Saturday, the women's field hockey and soccer teams, and the varsity football squad, are playing teams from Brown in Providence. The women's volleyball team participates at the Syracuse Invitational and the women's tennis team is at St. Lawrence.

Friday's game marks the final home contest for the freshman football team, which is 0-2 on the season and has yet to play on the road. The frosh have lost to the Colgate junior varsity, 27-0, and the Pennsylvania freshman, 7-0. Tailback Michael Brooks is the team's leading rusher with 115 yards on 26 carries, good for an average of 4.4 yards per carry. Another tailback, Jeff Johnson, is 12x78 rushing. Tight end Dave Dishaw is the team's top receiver with three catches for 47 yards. The Cornell defense is led by middle linebacker Jim Knowles and defensive back Mike Vondle. Last year, the Big Red freshmen lost to Princeton in New Jersey, 22-0.

The Cornell lightweight football team will be trying to regroup after last week's 17-7 defeat at Navy — thus snapping the Red's 12-game unbeaten streak. Cornell, which won the Eastern League championship last fall (one of its wins was 12-10 victory over the Midshipmen), was bothered by turnovers — nine of them to be

exact. The Red lost possession of the football on five interceptions and four fumbles. Cornell must bounce back in a hurry because it will receive another tough game from Army. The Cadets are 2-0 in league play. Last year, the Big Red defeated Army in West Point, 14-5.

The men's soccer team has a big game on the road this Friday as it takes on Brown. The Bruins are ranked in the top 20 in the country, and currently sport a 5-1 overall record and a 3-0 Ivy mark. Cornell is 4-0-4 on the season and 0-0-2 in league play, having recorded two ties in its past two contests. This past Friday, the Red played Harvard to a scoreless draw. Freshman goalie Stephen Bott recorded his fifth shutout of the season, making eight saves. For his efforts, he was named Ivy League Player of the Week.

The Big Red women's soccer team is also in for a tough game Saturday, as the Bruins are also nationally ranked on the women's side of the sport. Cornell took a 5-2 overall record into Tuesday's contest at Hartwick, as the Red lost a hard-fought 2-1 decision to a tough Harvard team last weekend.

The women's field hockey team is hoping that history repeats itself this Saturday in Providence. Last year, the Big Red defeated Brown, 3-2, for its only win against an Ivy League school.

The men's and women's cross country teams are both coming off losses to Harvard as they prepare to race against Rochester. Despite producing their finest performances of the year, the men saw their record fall to 1-3 and the women lost their first race in four outings. The Cornell women lowered their week-old composite team record against Harvard, as the top five Big Red runners finished in 1:30:21, 14 seconds faster than the previous week against Army. Harvard set a course record with a combined team clocking of 1:29:09.7.

Senior Marian Teitsch was Cornell's top finisher, taking fourth with a time of 17:50.

For the men harriers, each of Cornell's top five runners set a personal record against Harvard; but the Crimson's top five finishers combined for a Moakley-course record of 2:06:54.4. Senior Harv Robinson placed fifth in 25:30 and freshman Manny Gonzalez was eighth in 25:45.

The Big Red gridders have been showing improvement every week, and Cornell is hoping that the improvement continues on Saturday against Brown. The Red played its first tie since 1978 when it battled Harvard to a 3-3 draw this past Saturday. Senior Peter Baccile accounted for all of Cornell's points with a 49-yard field goal, the longest of his career. Derrick Harmon rushed for 124 yards on 22 carries. Brown is 1-2-1 overall and 1-1-1 in the Ivy League. The Bruins come off a 24-24 tie with Pennsylvania last Saturday.

This is the first time the women's volleyball team has participated in the Syracuse Invitational. The Big Red has gotten to yet another fast start this season, having won 14 of its first 15 matches. In Cornell's latest competition, it defeated Lehigh, 15-1, 15-10 and 15-5.

The women's tennis team is 4-0 this year. Four freshmen have sparked the team, as Jana Klein and Lauren Levin are both 4-0 in singles play, while classmates Janet Stone and Anne Meinig are 3-0 and 1-0, respectively.

The women's tennis team will also play on Tuesday, as will the women's field hockey and volleyball teams. The tennis squad is at Syracuse, while the women's field hockey team travels to Brockport. The women's volleyball team plays host to Syracuse, Rochester and Oneonta at 6 p.m. in Helen Newman Gym. On Wednesday, the women's soccer team entertains Rochester at 4 p.m. on Alumni Field.

Brief Reports

Statutory Colleges Plan Two Events

Two events for young people interested in attending three of the New York State colleges here are scheduled during November — Open House and Transfer Day.

Open House is an opportunity for high school juniors and seniors, and their parents, to visit the state colleges at Cornell. Slated for Saturday, Nov. 12, this annual event is sponsored by the College of Agriculture and Life Sciences, the College of Human Ecology, and the School of Industrial and Labor Relations, and their respective alumni associations.

Visitors to the Cornell campus will be given an overview of the university and the academic programs in the three colleges. They also will meet and have lunch with current students, faculty, and staff of the colleges. In addition, the day-long program will include information on admissions and financial aid, and a bus tour of the campus.

On Wednesday, Nov. 9, two-year college students are invited to attend Transfer Day at the same three colleges.

In addition to general academic information and on transfer admissions, visitors may attend a class and have lunch with current students.

Neighborhood Forum On Security is Planned

The Off-campus Housing section of the Dean of Students' Office and the East Hill Civic Association are co-sponsoring a Neighborhood Forum on Residential Security for East Hill/Collegetown residents. The program is scheduled for 7:30 p.m. Thursday, Oct. 27, in the Small Conference Center of the Collegetown Motor Lodge, 312 College Ave. The program is partly in response to a recent Collegetown break-in.

as well as a general concern on the part of neighborhood residents.

Presentations by Ithaca City Police, Building Commissioner Tom Hoard, as well as Cornell Public Safety crime prevention officer Chuck Howard will be featured. Topics for discussion will include crime prevention, home security, Neighborhood Watch and Victims' Assistance programs.

An informal discussion with additional resource persons from throughout the Ithaca community will follow the presentations. Both student and non-student residents, as well as other concerned individuals are encouraged to attend.

For further information contact Neff Casaburri at 256-5373 or Tom Hanna at 256-7794.

Horse Symposium Here Nov. 12-13

The fifth annual "I Love New York Horses Symposium" will be held here Nov. 12 and 13.

Sponsored by the Cornell Student Horsemen's Association, the symposium features authorities on different aspects of owning and managing horses. Many of the speakers are faculty members in the State College of Veterinary Medicine.

Speakers for the weekend symposium include Richard Hackett, assistant professor of surgery, on colic; Robert Hillman, senior clinician in the ambulatory clinic, discussing mare and foal care; Harold Hintz, professor of animal nutrition, on nutrition of the young horse; Katherine Houpt, associate professor of veterinary physiology, speaking about behavior; Victor Rendano, associate professor of clinical sciences, discussing the role of radiography in prepurchase exams; Wolfgang Sack, professor of veterinary medicine, covering the anatomy of the digestive tract; and

Mary Smith, assistant professor in the ambulatory clinic, talking about poisonous plants.

Other symposium participants will be John Lengel, executive vice-president of the American Horse Show Association, speaking about the association's rules on drugs and medications; Richard Lesser, a veterinarian from Feura Bush, N.Y., who specializes in horses, discussing equine first aid; and Robert Nichols, a Skaneateles, N.Y. veterinarian, on competitive trail riding.

Scheduled for Saturday afternoon is a polo match featuring the Cornell team against the Ithaca polo club. A banquet will be held Saturday night at the Ithaca Holiday Inn, with musical entertainment to follow.

On Sunday, those attending the symposium will have an opportunity to talk informally with the speakers during an afternoon cider and cheese reception.

For more information, contact the Cornell Student Horsemen's Association, 132 Morrison Hall, Cornell University, Ithaca, NY 14853, or at 256-3220.

The English Language: A Course For Visitors

A six-week, non-credit course for all visiting scholars who are seeking to improve their basic skills as they pertain to the English language, is being offered by the Division of Summer Session, Extramural Courses and Related Programs.

The classes will be held 7-9 p.m. Monday through Thursday for six weeks beginning Monday, Oct. 31, and ending Thursday, Dec. 15.

Participants will receive practice in speaking and pronunciation, listening comprehension, reading, vocabulary, writing and grammar.

Registration for the program, which costs \$400, should be submitted to Diane Banfield, program coordinator, B-12 Ives Hall, by 4:30 p.m. Friday, Oct. 28. Enrollment is not limited exclusively to visiting scholars; spouses, employees and other members of the Cornell community are invited to participate provided their level of English proficiency is comparable to that of the visiting scholars who enroll.

Helen Newman Drive Parking Restricted

There will be no parking along the drive at the north side of Helen Newman Hall on the Cornell campus through the remainder of the month, according to William E. Wendt, director of Transportation Services at the university.

"The parking area and access drive on the north side of Helen Newman Hall have been redesigned for safety and efficiency, and are being reconstructed," he said.

Parking will be available as usual in the metered areas and the 02 staff parking lots. One-lane traffic will be maintained along the drive for service and emergency vehicles during reconstruction.

Scientists to Discuss Exploration of Space

A panel of scientists will discuss the United States' future in space exploration at 8 p.m. Monday, Oct. 17, in the Ithaca Sheraton Conference Center.

"The Role of Planetary Exploration in the New Major Space Initiatives (or How to Live with the Space Station and Love It)" will be the topic for the panel discussion, which is open free of charge to the general public.

The panel discussion is part of the observance of the 25th anniversary of the National Aeronautics and Space Administration during the 15th annual meeting of the Division of Planetary Sciences of the American Astronomical Society. Some 300 planetary scientists will be attending meetings Oct. 17-20 in Ithaca.

Moderator for the panel discussion will be Carl Sagan, director of the Cornell Laboratory for Planetary Studies and the David Duncan Professor of Astronomy and Space Sciences.

Other participants in the public presentation, which is cosponsored by the Planetary Society, include Geoffrey Briggs, director of the Earth and Planetary Exploration Division of NASA; John Hodge, director of the NASA Space Station Task Force; James Van Allen, professor of physics at the University of Iowa; and Laura Wilkening, director of the Lunar and Planetary Laboratory of the University of Arizona.

University Lectures Committee Lists Its Aims and Procedures

The Committee on University Lectures sponsors each year a series of lectures through the allocation of funds from several bequests. The University Lecture fund was first endowed at the beginning of this century by Goldwin Smith, a distinguished historian.

Over the years the aim of the fund has remained unchanged: to bring to Cornell the world's foremost scholars, whose stimulating ideas would make a lasting imprint on the university community. Smith believed that outstanding scholars in a given field address issues that transcend a specialist's interest and speak to the concerns of many disciplines.

In light of its origins, its mission, and its audience, the University Lectureship is the most prestigious forum that Cornell can offer a visitor invited to deliver a single lecture.

Among the University Lecturers of the past few years have been George Wald, Nobel laureate in medicine; Carlos Fuentes, novelist, playwright, and essayist; Daniel Bell, of the Harvard Sociology Department; Umberto Eco, professor of semiotics at Bologna; Christopher Hill, Oxford historian; Louis Martz, Sterling Professor of English at Yale; Bronislaw Geremek, a member of the Polish Academy of Science and an adviser to Solidarity; and Francois Furet, president of the Ecole des Hautes Etudes en Sciences Sociales in Paris.

Any faculty member may submit a nomination for a University Lectureship. Such nominations should be accompanied by (a)

a capsule biography, (b) a list of publications, and (c) at least two seconding letters from faculty members in other departments indicating the breadth of appeal of the proposed lecturer. Nominations should ideally be received at least one semester before the proposed visit of the lecturer.

The members of the committee are: Andrew G. Held, Engr. '84; Francine A. Herman, Hotel Administration; Steven L. Kaplan, History; Peter D. McClelland, Economics, Chairman; Eric M. Messinger, Arts '84; Russell K. Osgood, Law; Milo Richmond, Natural Resources; Christine Shoemaker, Civil and Environmental Engineering; Cushing Strout, English; Walter H. Lippincott, University Publisher, ex officio; Joseph B. Bugliari, Dean of Faculty, ex officio; and Judy Bower, secretary of the committee, ex officio.

Nominations and inquiries should be addressed to: The Secretary, University Lectures Committee, Cornell University, 315 Day Hall, Ithaca, NY 14853.

Nobel for McClintock

Continued from Page 1

Stanford. "Many people thought she was working with some highly specialized phenomenon that was interesting but not profoundly significant."

It was the science that once threatened to displace classic genetics, molecular biology, that confirmed McClintock's finding. "Her major discovery affects all biologists," Srb said. "The idea that genetic material can move around from one place to another within the genome is now established. But when she showed this, it was extremely novel and required an enormous degree of imagination, given the tools she had, which were largely microscopy."

McClintock's work has provided insight for medical researchers into some aspects of cancer when genetic material moves in and out of chromosomes, according to Srb.

As early as the 1800s science was aware that mutations occurring one in a million times produced aberrant forms of organisms, according to William D. Pardee, professor of agronomy and chairman of the Department of Plant Breeding and Biometry. However, there had been no explanation for aberrant forms occurring more rapidly than is possible through mutations — one in a hundred or one in 50 times.

"Barbara McClintock's idea, which she put forward in the 1920s and 30s, was that this rapid change was due to transposable genes that moved about, under the control of other genes," Pardee said. "If the transposable element is hooked onto one chromosome you might get a purple plant, and if it is hooked onto another chromosome you might get yellow ears."

Her ideas took some 40 years to be proved, Pardee said. "Now that we are talking about moving genes about in genetic engineering and speeding up the improvement in plant breeding and genetics, her research becomes very important. We're looking at ways to do this in a guided fashion."

The knowledge that gene transposition occurs not only in corn, but possibly in all organisms, is important for several reasons, according to Peter J. Bruns, chairman of the Department of Genetics and Development. "This kind of movement may occasionally be involved in control, but probably more importantly it has a very strong influence on evolution. This is the answer to the question: Where do you get variation in genes for evolution to work in the first place? And if one of these elements jumps onto a gene, it will turn off the gene, it will disrupt it; that turns out to be a way mutants occur."

Networking

Employee Survey Series

Performance Appraisal More than an Annual Event; New Form and Improved Guidelines Introduced

How do employees feel about performance appraisal at Cornell? The Employee Attitude Survey conducted last fall contained three specific questions on performance appraisal.

First, when asked if they thought that their annual performance review focused on the most important parts of their job, more than half of those responding said yes, with another 30 percent expressing "neutral" feelings on the subject. However, 19 percent felt that the performance appraisal they received failed to take into account the most important parts of their job.

Second, employees were asked if they regularly received an annual performance review. Seventy-four percent of employees with more than one year of service said yes.

Finally, when asked if their supervisor discussed their work performance at times other than the annual review, only 37 percent said yes.

Thus, according to the survey, while the

majority of employees are receiving a yearly performance review which concentrates on the most important parts of their job, many employees feel that they are not getting the kind of ongoing performance feedback they need. Since performance appraisal is most effective as an ongoing process, not an annual event, it is significant that a relatively few employees indicated that they are getting continuing performance feedback.

Changes Underway

During the past year, the performance appraisal process at Cornell has been under review. The information obtained through the survey confirmed that changes under consideration in the performance appraisal system were headed in the right direction. As part of this general revision effort, the performance appraisal form has been revised.

The new form is designed to be an improved tool to help supervisors and employees meet the

goals of the performance appraisal process at Cornell: to increase job understanding, improve performance, promote communication, and contribute to employee development, while providing an equitable basis for salary improvement recommendations.

Improvements in the new form include:

- Revised and expanded guidelines for supervisors planning and conducting performance appraisals
- More relevant performance categories;
- More space for explanatory comments;

— Increased emphasis on employee development, with instructions for the supervisor to document outstanding performance as a permanent part of the performance appraisal.

The new form will be available for general use this fall. Reactions from both supervisors and employees to the use of the new form and the performance appraisal process in general will be solicited through an anonymous survey.

Ongoing Steps for Improvement

- Evaluation of Supervisory Performance.

Continued on Back Page

Key Objective: No Surprises

How can you tell if your own performance appraisal is working for you and your department? The joint review of the employee's position responsibilities and job description should ensure that both parties are on the same wavelength when it comes to performance expectations. When the supervisor and the employee review and discuss the employee's performance over the present rating period (usually one year), specific evidence of performance, good or bad, should be cited and discussed.

A "good" performance appraisal should include specific plans for correcting any performance deficiencies and setting goals for future performance improvement, with specific target dates for following up on progress. The appraisal should include discussion of plans for general development and career growth, specific training programs, special arrangements for cross-training within the department, participation in academic courses, etc. All this happens in and around the formal "Performance Appraisal."

However, the process doesn't end there. Follow-up and on-going performance feedback are keys to increasing job understanding, improving communication, and improving employee performance and development. Supervisors and their employees need to keep in touch constantly to review performance, assess progress, address problems, and consider opportunities to make mid-course corrections in performance or development plans. If this is done, neither supervisors nor their employees will face unpleasant surprises during their annual performance review.

Morehouse Retires in Faculty Office

What office on campus serves faculty members from all disciplines?

It is the Office of the Dean of Faculty, and for more than 16 years, Jean Morehouse has assisted thousands of faculty members and academic staff with various questions. And if she didn't know the answer, she would find out.

Jean first came to Cornell in the last few months of Royse Murphy's term as Dean in May of 1967. She has since worked for Deans Robert Miller, Norman Penney, Byron W. Saunders, Kenneth Greisen, and incumbent Joseph B. Bugliari. Jean has been the Coordinator of the University Lectures Committee and has been instrumental in guiding faculty in their role as hosts for various lecturers who have come to campus.

She has codified faculty legislation into a readily accessible information source, and is herself a remarkable source of various tidbits of information. The publication of the "Prize Booklet" and "Memorial Statements of the Faculty" have been one of Jean's responsi-



JEAN MOREHOUSE

bilities. On Sept. 30, Jean retired from the university.

A party was given in her honor in the Board Room of Day Hall, and attended by friends, family and co-workers. We wish Jean a most enjoyable retirement. We will miss her invaluable assistance and guidance, but most of all we will miss her as a friend.

It Takes People

By WALT BENJAMIN

Charlotte Murray is very much a supporter of General Services Laundry. As production supervisor she has had great success in expediting the workflow in the department. She is respected by her fellow employees, takes time to listen, and recognizes anyone with a cheerful "Hello" and smile.

With her years of experience she has become an expert in the field of Linen and Uniform Control. She recognizes the ability of employees in the department and gives them encouragement all the time.

Char thinks we should be handling all of the laundry service on campus. The years of experience of each employee makes them all experts and professionals in dealing with laundry problems. With our new outlook on service for campus departments she can see a change back to the time when quality was number one and quantity number two. The slogan for our department is "We can do it!"

Another quality Charlotte possesses which makes her indispensable is her ability to work closely with the Administrative Manager, keep-

Charlotte Murray Receives Dedicated Service Award



Charlotte Murray

ing him posted about any problems in the department.

Charlotte is definitely the right arm of the Laundry and has proven herself worthy of being chosen as the Dedicated Service Worker for October.

Blood Pressure Clinics Continue Under Cornell Sponsorship

High blood pressure, also referred to as hypertension, is one of the most serious diseases in the United States. It contributes directly or indirectly to about one million deaths a year and affects more than 35 million people, nearly one out of every five American adults! Heart disease and stroke remain the number one and three causes of death in the United States with hypertension not only being a significant factor contributing to heart disease but also the most significant warning signal in the development of stroke.

Hypertension, which usually cannot be cured, can be controlled in a number of ways—through weight loss, reduction in the use of salt, exercise, the elimination of cigarette smoking and, in many cases, the use of medication.

The most critical factor in treating hypertension, as with any disease, is early detection. To assist in early detection for you and your colleagues, Cornell in cooperation with the Tompkins County Health Department, sponsor a

continuing Blood Pressure Screening program designed to provide Cornell employees with the opportunity to conveniently have their blood pressure level checked or monitored on campus. Up until now, the program has been run exclusively by the County Health Department. Cornell has now assumed the costs associated with the program as the result of a loss in government funding.

Employees at the following work sites are strongly encouraged to attend the free blood pressure screening clinic at their location as to the schedule listed below. All employees are entitled to attend the program during work hours with supervisory approval.

Oct. 18: 212 Kimball Hall, 11:15 a.m. - 2 p.m.

Oct. 19: 415 Space Sciences Building, 8:30 - noon.

Oct. 20: Print Shop, 10:30 a.m. - noon.

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Personnel Support Group Is Communication Link

In 1980, the Personnel Support Group (PSG) was formed to meet a need for direct communication between key university personnel and University Personnel Services. The primary activities of this group are:

- to provide a primary communications link with employees concerning university operating procedures;
- to increase understanding of administrative procedures;
- to seek mutually acceptable solutions to common problems;
- to coordinate the implementation of personnel-related procedures within administrative units.

Below is a list of current PSG members and the major administrative units which they represent, including their phone numbers. You should feel free to contact your Personnel Support Group representative.

Cornell University Medical College
 • Eleanor Adams 1-212-472-5837
 Division of Biological Sciences
 • Geoffrey W.C. Sharp 6-2376
 NYS Experiment Station, Geneva
 • Charene Robinson 122-204
 University Ombudsman

• Ronald Bricker 6-4968, 6-4321
 VP Campus Affairs
 • Roberta L. Derlin 6-3352
 Admissions & Financial Aid
 • Caroline Nisbet 6-3497
 Cooperative Extension
 • Elizabeth Corrigan 6-7776
 Graduate School of Management
 • Nancy Culligan 6-5037
 University Counsel
 • Thomas M. Santoro 6-5124
 Office of the Vice President of Facilities and Business Operations
 • David Field 6-4394
 University Relations
 • Gilbert Goetz 6-4908
 School of Industrial and Labor Relations
 • Alice Moore 6-3154
 University Controller
 • John Ostrom 6-4242
 Law School
 • Ann Pendleton 6-4921
 College of Architecture, Art and Planning
 • Wendy Phoenix 6-4377
 University Personnel Services
 • Lee M. Snyder 6-3983
 College of Engineering
 • Gilbert Rankin 6-4326
 Cornell Computer Services
 • Thomas Cardman 6-4977
 Budget Office (Endowed)
 • Gene Wheeler 6-6426
 Lab. of Nuclear Studies/Wilson Lab.
 • Betty J. Bortz 6-3661
 Office of the Associate Provost
 • Wendy Withiam 6-5358
 College of Agriculture & Life Sciences
 • Rebecca Coles 6-3211
 College of Veterinary Medicine
 • Rita Harris 6-5454
 Statutory Colleges Finance & Business Office
 • John Hartnett 6-4425
 Office of the Vice President for Research
 • Robert Barker 6-4993
 Provost
 • Alice Humphreys 6-2364
 Office of the Vice President of Public Affairs
 • Ann McCann 6-7249
 School of Hotel Administration
 • Carol Lang 6-2500, ext. 274
 University Libraries
 • Carol Pyhtila 6-4239
 College of Arts and Sciences
 • Jack Lowe 6-7507
 College of Human Ecology
 • Nancy Saltford 6-4519
 Office of Equal Opportunity
 • Donald N. Johnson 6-3976

Operation Campus Watch

By GEORGE SUTFIN
 Crime Prevention Officer
 Cornell Public Safety

The Department of Public Safety offers the following programs to any interested Cornell organization or group. These programs are offered free of charge and may be arranged by contacting the Crime Prevention Section of the Department of Public Safety, G-2 Barton Hall, 256-7404.

(1) *Public Safety Orientation* — Outlines the structures and organization of the Department, highlighting on services offered by Public Safety, geographical jurisdictions, and overall objectives and responsibilities of the Department.

(2) *Crime Prevention* — An overview discussion of various methods to avoid victimization of crime. Covers crime in general, including larcenies, personal security, rape prevention, etc.

(3) *Personal Security* — A crime prevention discussion directed specifically at prevention of crimes against the person.

(4) *Rape Prevention* — An orientation and discussion of methods specifically aimed at reducing the opportunity of being a rape victim. Also discussed are options available to the victims when involved in a potential rape situation. Rape and sexual assault statistics, both on campus and in the local area, are discussed.

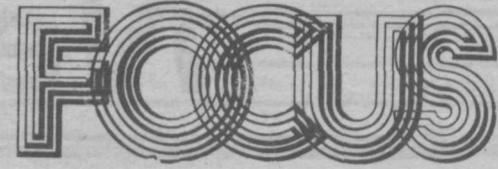
(5) *Cash Handling* — Concepts of effective cash management are discussed, including counterfeit money, procedures to follow in hold-up situations, credit card and check identification procedures and other risk management concepts.

(6) *Winter Driving Techniques* — Procedures for a safer handling of vehicles on snow and ice. Particular emphasis on Ithaca hills and trouble spots.

(7) *Bicycle Safety and Registration Program* — Discusses safe operation of bicycles, including equipment requirements mandated by law, proper locking devices and mandatory registration.

(8) *Alcohol Awareness* — Includes demonstration of the breathalyzer. Affects of alcohol on reflexes are illustrated by use of a brake/reaction timer. Driving while intoxicated laws and alcohol-related crimes are discussed.

Many of these topics include audio-visual programs and may be tailored to individual needs. Time of presentation may be adjusted to however brief or lengthy a presentation is desired.



On the Employee Assembly

By DONNA UPDIKE

The main topic of discussion at the Oct. 5 Employee Assembly meeting was the "Adoption Assistance Plan" the Personnel Policy Committee has been working on for over a year. Adoption as a possible benefit was brought up last year as an alternative for those employees choosing to adopt a child.

Currently there are benefits for employees who have their own children in the form of health insurance and disability leave whereas if you adopt a child there is not a possibility of recouping any of the expenses involved. The adoption proposal was suggested as a way of

possibly providing some level of support to those people adopting children.

There are currently companies that do have adoption plans already in place. The committee has spent the last year examining these plans and in coming up with a proposal that might be viable for Cornell.

The Employee Assembly recommended that the Personnel Policies Committee enter into discussions about this draft plan with University Personnel in the hopes of arriving at an adoption policy that is workable. The recommendation was unanimously supported by Employee Assembly members.

U.S. Savings Bonds Pay Higher Returns

Holders of new U.S. Savings bonds will benefit from a new interest computation system tying the bond value to treasury marketable securities. Cornell employees have been informed. The United States Department of the Treasury has announced that it now offers a interest computation system for Series EE Savings Bonds, most Series E Bonds and U.S. Savings Notes. Detailed information about savings bonds has been sent to all regular employees through campus mail.

The computation system, known as market-based interest, establishes an interest rate every 6 months based on the average market interest rate on all Treasury marketable securities that are five years from their maturity during the previous half year. The rate on new Series EE Savings Bonds for the following six months is 85 percent of that market average. At the end of five years, the 10 semi-annual averages are added and averaged, and the average is compounded on a semi-annual basis to determine a bond's five-year yield. EE Bonds held longer than five years have added semi-annual market averages computed in and compounded.

To protect you against a market decline, there

is a guaranteed minimum rate of 7.5 percent, compounded semi-annually, if the bond is held for five years or longer. Bonds surrendered in less than five years earn a graduated rate of interest.

What does all of this mean to you? Bond owners and bond buyers are now guaranteed to receive 85 percent of the average return on five-year Treasury marketable securities (or 7.5 percent, whichever is more) if they hold their bonds at least five years after Nov. 1, 1982. This will keep the interest return competitive during periods of changing market conditions.

For example, the yield on Savings Bonds issued between November 1982 and April 1983 was 11.09 percent. The current six-month yield for bonds issued between May 1 and Oct. 30, 1983 is 8.64 percent if held five years or longer.

Cornell offers employees the opportunity to purchase U.S. Savings Bonds through payroll deduction. For additional information, you should contact your Cornell Payroll Office (Statutory - B22 Mann Library, 6-2022; Endowed - East Hill Plaza, 6-5194.)

Material supplied by University Personnel Services.

Semiannual Market-Based Rates for Bonds Held Five Years or More*

Bonds Purchased	Annual Percentage Rate for Each Semiannual Period**		Average Rate
	1st	2nd	
Before April 30, 1983	11.09%	8.64%	9.87%
May 1, 1983-Oct. 31, 1983	8.64%		

* Bonds purchased before Nov. 1, 1982 must be held to their first interest-accrual period beginning on or after Nov. 1, 1987.

** Annual percentage rate.

CRC Cornell Recreation Club News and Notes

Office — 10 a.m. - 2 p.m.
 165 Day Hall - 256-7565

UPCOMING CRC EVENTS:

Oct. 15 Trip to Wickham and Wagner Wineries—Leave 10 a.m. return 3 p.m. Lunch at Wagner Wineries Cafe. Transportation cost to CRC members: \$5.

Oct. 21 One-day shopping trip to Reading, Pa. — Old timers know about this shopping mecca with discounts galore on name brands. Bus will leave Cornell's "B" Lot at 6 a.m., return around midnight with coffee and dinner stops enroute. Cost to CRC members: \$20. Trip leader Dot Messenger will brief you on stores.

Nov. 5 New York City Extravaganza — This will be a repeat of last Year's trip, leaving at 6

a.m. and returning after 4 a.m. Cost to CRC members: \$22. Registration deadline is Oct. 24

 Wanted: Anyone willing to serve on a membership committee. Call CRC office 256-7565.

CRS Board needs a secretary to take minutes at its monthly meetings. Only recording is necessary. Call 256-7565.

 An interview with Gloria Howell, Vice President, Board of Directors, Cornell Recreation Club.

Q: Gloria, what reasons can you give for joining the Cornell Recreation Club (CRC)?

Gloria: I can think of three reasons right off the bat:

1. Members are entitled to two major events per year for free; a summer picnic and a holiday dinner dance.

2. Dues are a mere \$15 per person or \$25 for a family membership.

3. The comradery and activities of the club are really great.

Q: But for those who don't care for parties, sports, trips, etc.; What's in it for them?

Gloria: Well, anyone can volunteer or convince others to form a committee to plan any legal activity they like. For instance, we would like someone to plan a concert.

Q: Why are you so enthused about the club?

Gloria: I think it is important to Cornell because it provides a way for all segments of the Cornell family to meet and to get to know each other. I feel good about contributing to that cause.

I would support the club for that reason even if I didn't participate in its activities.



Football + Food + Fun = Employee Day 1983

What are Cornell Employee Days made of? A glorious fall afternoon—a grand turnout for the Big Red's first football home game—a tasty chicken barbecue for more than two thousand employees, families and friends (some traveled for five hours by bus to attend the festivities)—cheerleading and twirling—a marching band—photograph exhibit—and Cornell employees serving the meal, cheering and celebrating together. These were the ingredients for the

ninth annual Employee Day on Saturday, Sept. 23.

This year Employee Day was special in many ways. For the first time employees united with retirees and the Medical College and Cooperative Extension personnel. Some 2,100 football tickets were purchased and more than 2,000 barbecue dinners were served in Barton Hall.

Out-of-town attendees included almost 100 employees and guests from the Geneva Agricul-

tural Experiment Station and two bus loads from the Cornell Medical College in New York City. Another first this year: The barbecue followed the game, so friends could chat and cheer for the Big Red Band while leisurely enjoying the food and fun.

Special recognition goes to Cornell's Employee Elected Trustees, the Employee Assembly, the Departments of Athletics, Personnel Services, Dining, Buildings and Grounds Care,

Pomology, Public Safety, Manuscripts and Archives, the Credit Union, the Big Red Marching Band, Baton Twirler Kori West and volunteers from the Cornell community for their sponsorship of this event and participation in Employee Day—and yet it was the spirit of Cornell's employees which made this year's Employee Day a Cornell family-style picnic.

Questions and Answers

As part of Cornell University's commitment to improve the level of communication with employees, *Networking* will regularly include a column devoted to questions submitted by Cornell employees. All questions will be directed to appropriate individuals and answers will be provided in this column. Employees are encouraged to send questions to Donna Updike, Department of Design and Environmental Analysis, Room 3M11, Martha Van Rensselaer Hall. Although employees' names will be withheld upon request, all submissions should be signed. This week's questions are representative of recent inquiries to University Personnel Services.

Q. How long are advertised jobs open?

A. That varies considerably from one week to several months. Posted positions must remain open for five working days before an offer can be made. That is why it is important that employees submit their Employee Transfer Forms as soon as possible; don't deliberate too long. (Cynthia Smithbower, Acting Manager, Staffing Services)

Q. Are jobs posted in the weekly *Job Opportunities Listing* really "open" or do departments generally have someone in mind?

A. The 'Waiver of Posting' procedure enables departments to promote current employees into non-exempt vacant positions and, in specific circumstances, exempt positions. This procedure was developed to avoid advertising jobs with strong internal candidates. (Alice Miller, Assistant Director, Personnel)

Q. I frequently see courses advertised in the TC3 catalog which is available all over Ithaca. I would like to attend some of these courses as much as my time permits. How, for example, if I want to attend a course in the evening, can I get reimbursed through Cornell? How do I apply for this reimbursement and how much of my

expenses would be covered?

Under Cornell's Tuition Aid Program eligible employees may receive partial reimbursement for job or career related coursework taken at TC3, subject to availability of funds. Funds are limited for this program.

In order to receive reimbursement under the program, you will need to submit a Tuition Aid application signed by your supervisor, department head, and dean to the Training and Development Office in 111 Day Hall before your course begins. Upon successful completion of your course, you can receive reimbursement by submitting your tuition receipt and grade slip to

the Training and Development Office.

The rate of reimbursement has just been increased from \$25.00 to \$35.00 per credit hour and will apply retroactively to applications made to the fall 1983 semester at TC3. You can pick up a Tuition Aid application in 111 Day Hall or have one sent to you by calling 6-7400.

You can obtain more detailed information on Cornell's Tuition Aid policy by consulting policy number 504 in the *Personnel Manual* or by calling Training and Development at 256-7400. (Jared Harrison, Manager, Training and Development)

Floyd Fields Memorial Plaque Is Dedicated

The Floyd A. Fields Memorial Plaque was dedicated at 2:30 p.m. Friday, Sept. 23, 1983 at the Central Heating Plant (CHP). Senior Vice President William G. Herbster, Henry Doney, Merritt E. (Ed) Hartz, George Peter, Cecil Murphy and Ronald Mathews were among those who joined with all CHP employees for the ceremony.

During the evening, family and friends viewed



the plaque, located on the main floor of the Central Heating Plant. A letter from Congressman Mathew F. McHugh was read.

As stated on the plaque "Floyd A. Fields, Central Heating Plant Maintenance Supervisor, February 13, 1970 to January 14, 1982. Died while assisting in saving the life of a fellow employee."

Employee Calendar

Events of Particular Interest to Cornell Employees

Thursday, Oct. 13, Cornell Careers — Defining your Career Goals, 12:15 p.m., 202 Uris Hall.

University Assembly Meeting Presentation of planning documents for the Department of Transportation Services, Cornell United Religious Work, Campus Store, and University Health Services, 4:45 p.m., 212 Ives Hall.

Saturday, Oct. 15, Cornell Recreation Club — Trip to Wickham and Wagner Wineries, 10 a.m., "B" Lot.

Monday, Oct. 17, Sexual Harassment Issues - Brown Bag Lunch sponsored by University Personnel Services and Office of Equal Opportunities, 12:15 p.m., 202 Uris Hall.

Wednesday, Oct. 19, Employee Assembly Meeting, 12:15 p.m., B-8 Roberts Hall.

Tuesday, Oct. 18, Brown Bag Lunch sponsored by Employee Elected Trustees, noon, Martha Van Rensselaer Hall Faculty Lounge.

Friday, Oct. 21, Cornell Recreation Club — One-Day shopping trip to Reading, Pa., 6:00 a.m., "B" Lot.

November

Wednesday, Nov. 2, Employee Assembly Meeting, 12:15 p.m., B-8 Roberts Hall.

Saturday, Nov. 5, Cornell Recreation Club — New York City Extravaganza, 6:00 a.m., "B" Lot.

Tuesday, Nov. 8, Retirement: The Time of Your Life, 10:15 a.m.

Brown Bag Lunch sponsored by Employee Elected Trustees, noon, Martha Van Rensselaer Hall Faculty Lounge.

Student Assembly Meeting, 5:30 p.m., 202 Uris Hall.

Wednesday, Nov. 9, Retirement: The Time of Your Life, 2:30 p.m.

Breakfast with Administrators: Bill Wendt, Director of the Department of Transportation Services, 7:15 a.m., Willard Straight Hall.

Thursday, Nov. 10, Cornell Careers — Identifying your Skills and Abilities, 12:15 p.m., 202 Uris Hall.

University Assembly Meeting, 4:45 p.m., 212 Ives (tentative).

Retirement: The Time of Your Life, 7:30 p.m.

Tuesday, Nov. 15, Brown Bag Lunch sponsored by Employee Elected Trustees, noon, Martha Van Rensselaer Hall Faculty Lounge.

Thursday, Nov. 24, Thanksgiving Holiday.

Friday, Nov. 25, Thanksgiving Holiday.

December

Tuesday, Dec. 1, Brown Bag Lunch sponsored by Employee Elected Trustees, noon, Martha Van Rensselaer Hall Faculty Lounge.

Lunch with Administrators: President Rhodes, 1:00 p.m., Robert Purcell Union.

Tuesday, Dec. 6, Student Assembly Meeting, 5:30 p.m., 202 Uris Hall.

Wednesday, Dec. 7, Employee Assembly Meeting, 12:15 p.m., B-8 Roberts Hall.

Thursday, Dec. 9, Cornell Careers — Writing Effective Resumes, 12:15 p.m., 202 Uris Hall.

University Assembly Meeting, 4:45 p.m., 212 Ives Hall (tentative).

Wednesday, Dec. 21, Employee Assembly Meeting, 12:15 p.m., B-8 Roberts Hall.

Friday, Dec. 23, Winter Holiday.

Monday, Dec. 26, Winter Holiday.

Tuesday, Dec. 27, Winter Holiday.

Wednesday, Dec. 28, Winter Holiday.

Thursday, Dec. 29, Winter Holiday.

Friday, Dec. 30, Winter Holiday.

Around Cornell

General Services Laundry

By WALT BENJAMIN

On-campus laundry service for all departments is offered by General Stores Laundry—Cornell University's own laundry. The laundry has always been part of the university and provides a great deal of the community with laundry services. This department handles linen for all dining units plus uniforms for dining and other departments on campus. All the housing units subscribe to their complete service.

The laundry has uniforms and linens for sale or rent. It will make special purchases for departments on campus.

New equipment has replaced some of the old providing energy savings and better quality in finished products. The summers are very busy for this department and sometimes the staff works overtime to keep ahead of the demand.

The laundry has a professional staff and a total of 115 years of experience behind them.

The motto for the department is, "We can do it."

General Services Laundry is growing every day due to new business. Stop at 120 Maple Avenue or call 256-6461 and say "Hello." See what we can offer to your department.

Editor's Note: Many of our readers work in a section of the university that they want more employees to know about. If you have a service to share, tell it through *Networking*. If your section doesn't get proper recognition, explain its function to the rest of the Cornell community through *Networking*. Contact Mary Ellen Jones at 256-6520 or send your department story to Box 22 Roberts Hall. Let's develop resources *Around Cornell* together.

Classified Ads

For Sale: Beige bathroom Fixtures-5 foot steel tub, sink and toilet. Excellent condition. Phone 539-7629 after 5:00.

For Sale: 1976 Ford F150 Supercab Pickup, AT, PB, PS, AM radio, wide body, 8' box, 85,000 mi., good condition, \$2100 or b/o, D. Snyder 315-364-7637 or 256-4592 days.

For Sale: 4 place setting of Madiera Franciscan Earthenware (soup bowls also included). Also for sale: 8 place setting of Independence Ironstone (includes 2 platters, 2 serving bowls and coffee pot) - both sets in excellent condition. (Best Offer). Call Donna after 5:00 at 387-6787.

Please send all classified and ride sharing ads to Linda English, NAIC, Inc. Res. Park, 61 Brown Road.

Performance Appraisal

Continued from Front Page

The new performance appraisal form includes a one page "Supervisory Responsibility Supplement." Using this form, supervisors will be evaluated according to 10 categories of supervisory responsibility: supervision, job instruction, delegation, communication, development of staff, affirmative action, appraisal of staff, resource management, planning and organization, and problem solving and decision making.

— Follow-Up Guidelines.

The new form features a cover page of guidelines for the entire appraisal process, so that both employees and supervisors can be fully aware of approved University procedures. The guidelines encourage frequent review of performance and follow up activities for performance improvement and employee development.

— Annual Job Description Review.

The guidelines that accompany the new form encourage supervisors to undertake an annual review of the employee's job description. If this

is done as a routine part of the annual performance review it may help alleviate problems of some performance appraisals failing to focus sufficiently on the most important parts of an employee's job.

— More Communication.

Rights and responsibilities connected with effective use of the performance appraisal process, and the university requirement of annual appraisals, will continue to be emphasized in articles such as this one. In addition, the importance of day-to-day performance feedback will be emphasized in university communication and in training programs.

Cornell University regularly incorporates suggestions and comments from employees into the personnel policy planning process. If you want to comment directly to University Personnel Services, you are always welcome to address your comments to Director of University Personnel Services, Lee Snyder, at 130 Day Hall.

Material supplied by University Personnel Services.



Cornell University PERFORMANCE APPRAISAL FORM

Cornell University's performance appraisal process is designed to improve job understanding, promote more effective job performance and on-the-job development, and provide an equitable basis for salary improvement decisions.

Performance evaluation should be a continuing process throughout the year, with a formal performance appraisal interview conducted at least once every calendar year using the performance appraisal form. Informal and formal meetings should be held with the employee frequently. Ideally, the once-a-year performance appraisal interview should be a summary of earlier meetings, with a major portion of the interview time devoted to a discussion of future performance planning.

Guide to Conducting a Performance Appraisal

Before

- Prepare for the performance appraisal session by reviewing documentation compiled over the review period.
- Review the employee's performance using the categories listed on the Performance Appraisal Form as a guide.
- Complete the appropriate sections of the written performance appraisal, in draft form.
- If overall rating shows performance "clearly below acceptable levels", prepare supporting documentation citing specific examples of performance.
- Review the appraisal comments and ratings with your supervisor or department head, to assure general agreement.
- Advise that the evaluation is forthcoming so employee may also prepare, and explain how the review will be conducted.
- Provide the employee with a copy of the current job description.
- Schedule a specific time for the review and ensure privacy without interruptions.

During

- Meet with the employee on schedule.
- Review the purpose and plan for the appraisal interview.
- Mutually review the employee's job description to ensure it is current and accurate.
- Proceed with the interview, giving the employee the opportunity to respond to the evaluation.
- Discuss summary comments, including strengths, areas needing improvement and plans for development.
- Conclude the appraisal with an overall summary of the evaluation.
- Plan and schedule any follow-up activities concerning ongoing performance and development.
- Offer the employee the opportunity to make written comments regarding the appraisal.

After

- Secure the employee's signature.
- Secure supervisory signatures as required.
- Give a copy of the completed appraisal to the employee.
- Forward completed appraisal to department head for review and include in the employee's departmental personnel record.
- Conduct follow-up activities for performance improvement and employee development as discussed.

Additional information on Cornell's performance appraisal system can be found in the booklet "User's Guide to Effective Performance Appraisal."

Blood Pressure Clinics

Continued from Front Page

Oct. 25: College of Veterinary Medicine, Hagen Room 9:30 a.m. - 4:30 p.m.

Oct. 26: 132 Baker Lab, 8:30 a.m. - noon.

Oct. 27: 310 Hollister Hall, 9:30 - 11:30 a.m.; 285 Ives (ILR), 1 - 4:30 p.m.

Nov. 2: Elmhirst Room, Willard Straight, 9-11 a.m.; Noyes Center, North Campus, 2 - 4 p.m.

Nov. 3: Purchasing, Humphreys Service Bldg., 2:30 - 4:30 p.m.

Nov. 8: Alumni House, 1 - 3:30 p.m.

Nov. 9: Newman Lab, 3rd Floor Conf. Room, 9 - 11 a.m. Wilson Synchrotron Conference Room, 1 - 4 p.m.

Nov. 10: Room 214 Olin Library, 8:30 a.m. - 1:30 p.m.

Nov. 18: Traffic Bureau, Maple Ave., 9 - 10:30 a.m.

Nov. 22: Sage House, 9 a.m. - noon.

Nov. 30: 208 Morrill Hall, 1 - 4 p.m.

Dec. 6: 110 Maple Ave., Office Equip. Center, 8:30 - 10:30 a.m.

Dec. 7: Taylor Room, Statler Inn, 8:30 a.m. - 1:30 p.m.

Dec. 8: Room 8 Stocking Hall, 8:30 - 11:30 a.m.; Seminar Room 3, Myron Taylor Hall, 1 - 4 p.m.

Hypertension can be a killer, but doesn't have to be. The few minutes required to have your blood pressure checked may be the most important time you've ever spent. Be certain to take advantage of this excellent opportunity, even if it means walking to the other end of campus. (Maybe your first step in controlling hypertension.)

Additional screening locations will be announced in future issues of "Networking." All employees, regardless of their employment location, are invited to attend any screening session offered.

Material supplied by University Personnel Services.

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