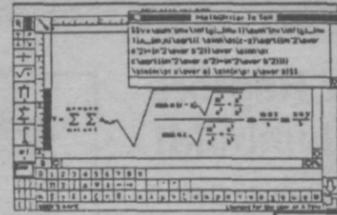


Cornell CHRONICLE

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Thomas O'Rourke

Survivors in Leninakan, Armenia, search the rubble of a collapsed pre-cast frame building. Some 80 percent of that city's living space was destroyed.

In the midst of the Armenian earthquake, an advance for engineering and *glasnost*

If any good comes out of the Dec. 7 Armenian earthquake, it will be improved understanding of why some structures fail, how water and gas delivery systems perform in emergencies, and how scientists can cooperate across ideological boundaries.

That is the conclusion of Thomas D. O'Rourke, Cornell professor of civil engineering and a member of the U.S. earthquake study team invited by the Soviet Academy of Sciences to study the quake's aftermath.

O'Rourke is a specialist in geotechnical engineering -- the performance of soil and rock -- and lifelines -- such as water mains and gas pipelines.

Sponsored by the National Center for Earthquake Engineering Research, where he is a principal investigator, O'Rourke was one of 19 experts assembled by the U.S. Academies of Science and Engineering to assist Soviet authorities at the scene. When the call came, O'Rourke quickly changed his holiday plans and boarded a Soviet FE 76 cargo plane at Andrews Air Force Base on Dec. 19 for

the flight to Yerevan, Armenia.

"It was a disaster the likes of which even the veteran earthquake reconnaissance people had never seen," O'Rourke said. "Spitak, a city about the size of Ithaca, was 90 percent destroyed. As far as the eye could see, all industrial and residential buildings were either collapsed or shattered."

"The village of Nalband was leveled; not a structure was left intact and two-thirds of the 4,000 residents were dead," the Cornell engineer reported. "Virtually all nine-story pre-cast concrete frame buildings in Leninakan, the second largest city of Soviet Armenia, had collapsed into piles of rubble. The time of the earthquake, 11:41 a.m., was frozen by electrical failure on the clocks in Leninakan's city squares."

American seismologists worked with the engineering team in the epicentral region to install an array of digital seismometers, which recorded some 80 aftershocks in five

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Barker predicting hard times ahead from budget cuts

Even before Gov. Cuomo delivered his glum budget message Tuesday, the state's continuing financial problems were taking a painful toll on Cornell's state-supported units.

While there has been no need for layoffs in those colleges thus far, the four affected deans have taken a number of actions, including freezing most faculty recruitment and stopping other staff hiring, cutting out some classes and research projects, deferring the start of new programs and severely restricting purchases.

Such austerity is likely to prevail for at least another budget year, and similar constraints are in prospect for Cornell's privately endowed units as well, Provost Robert Barker has told the faculty. Barker will update the budget picture Feb. 8 at a joint meeting of the Faculty Council of Representatives (FCR) and the faculty. Early indications from the Cuomo budget bear out expectations of continued hard times in the 1989-90 fiscal year that starts April 1.

In a proposed budget with a below-inflation increase of 4.1 percent, the governor asked for a \$47 million cut in the allocation to the State University of New York (SUNY), but the dollar implications for Cornell won't be clear until talks are held between Cornell and SUNY. Whatever those numbers, they are likely to be amended by the Legislature as it moves toward final adoption of a state budget by April 1.

When Barker talked to the FCR just before the winter break, he noted that four state-mandated rounds of cuts in the current fiscal year totaled nearly \$2.5 million (cut from \$105.5 million), cited the projection of another large revenue shortfall for the state next year and added: "That means that some of these cuts will probably become permanent."

The expected budget constraints on Cornell's private units are in some ways derived from the state crisis but in other ways are unrelated, Barker said. (Among other private universities facing revenue shortfalls are Princeton, \$500,000; Stanford, \$11 million; and Johns Hopkins, which has ordered a 10 percent reduction in its arts and sciences faculty. The Massachusetts Institute of Technology plans to downsize its College of Engineering.)

Barker said the financially strapped state might cut Bundy aid -- fees the state pays Cornell for each graduate from privately supported units -- by about \$500,000 during the remainder of the current Cornell fiscal year, which ends June 30. (Although that has not yet happened, Cuomo's new budget does call for a 5 percent Bundy cut in 1989-90, which would amount to more than \$200,000 at Cornell.) For the rest of 1988-89, Barker also foresees a possible \$2.5 million shortfall in the recovery of indirect costs of research.

Between now and June 30, this shortfall must be headed off by thrift, Barker said in an interview. For the 1989-90 year, "To keep our budget in balance, we will have to reduce expenditures by roughly \$4 million from the projected

Continued on page 4

Memorial service set for Kenneth Bissett

A memorial service will be held on Feb. 1 at 4 p.m. in the Anabel Taylor Hall Chapel for Kenneth John Bissett, a student in the College of Agriculture and Life Sciences Class of 1990 who was killed in the explosion of Pan Am Flight 103 over Lockerbie, Scotland, on Dec. 22.

Bissett, a major in the Department of Communication, was returning to his Hartsdale home in Westchester County for the Christmas holidays. He had just completed the first semester of a year-long study program in Britain administered through Syracuse University. Thirty-five students in the program were among the 258 passengers and crew killed in the crash, which is believed to have been caused by a terrorist-planted bomb.

Investment committee asks trustees to continue selective-divestment policy

The Investment Committee of Cornell's Board of Trustees has recommended that the university continue its selective-divestment policy concerning companies that do business in South Africa.

The committee's policy recommendation will be considered by the full board at an open meeting in New York City on Jan. 27 beginning at 9 a.m. in the Uris Auditorium of the Cornell University Medical College, 1300 York Ave. Discussion of the recommendation is expected to begin at about 10:30 a.m.

The committee said in its nine-page report that retaining the current selective-divestment policy allows the trustees to fulfill their "overriding responsibility as stewards of the university's endowment" while also assuring that "Cornell is acting in a socially responsible and principled way."

The report noted that the committee's "sometimes passionate discussions" ended in consideration of four policy

options: unrestricted investment; phased, total divestment; more-restricted selective divestment; and the current policy, which restricts investment to those companies whose South Africa operations' efforts against apartheid earn one of the two highest ratings from independent monitors.

The complete text of the Investment Committee report begins on page 6.

Those ratings, "making good progress" or "making progress," put the companies in Categories I or II -- out of five possible categories -- among those that subscribe to the Statement of Principles (formerly the Sullivan Principles). Subscribers must institute programs aimed at improving social, political and economic conditions for black and non-

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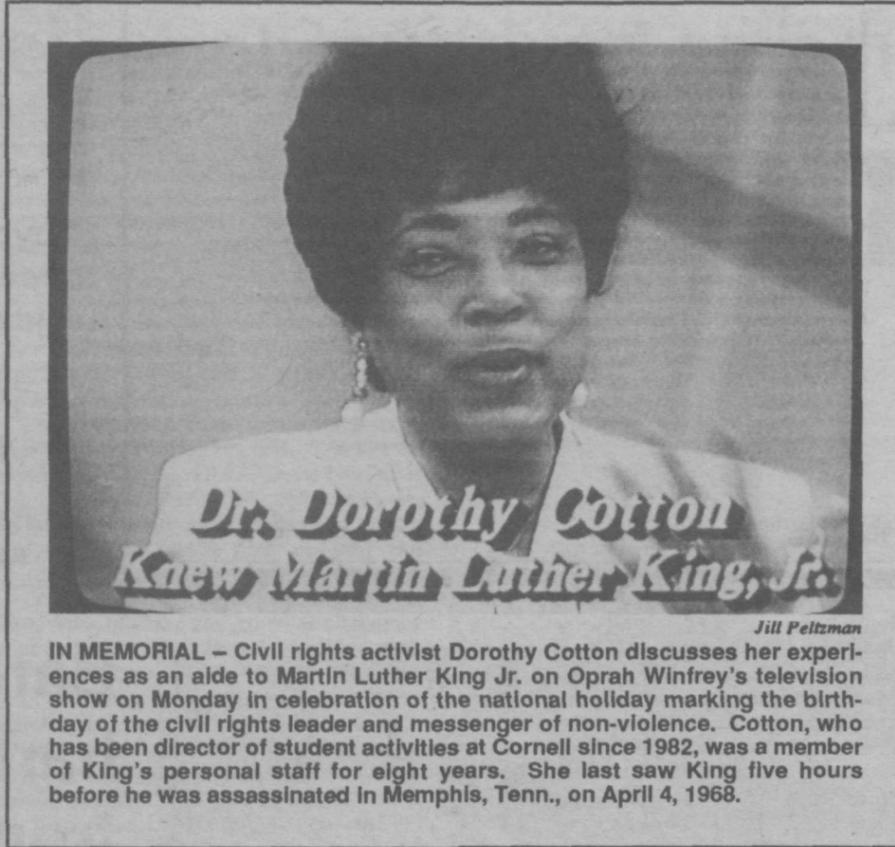
Astronomer Hagfors given von Humboldt award for research

Astronomer Tor Hagfors has received an Alexander von Humboldt Foundation Senior U.S. Scientist Award amounting to some \$60,000 from the Federal Republic of Germany to support 12 months of research in West Germany starting April 15.

Hagfors, 57, is a professor of electrical engineering and astronomy and director of Cornell's National Astronomy and Ionosphere Center, which operates the world's largest radio-radar telescope at Arecibo, Puerto Rico. The telescope is supported by the National Science Foundation.

The Norwegian-born and -educated scientist will study at the Max Planck Institute of Aeronomy in Katlenburg-Lindau, West Germany. He will conduct research on plasma physics, aeronomy, that is the physics and chemistry of the upper atmosphere, and radar astronomy.

The Von Humboldt Foundation was established in 1860 as a private organization and named in memory of the German naturalist who was said to have been the most famous man in Europe next to Napoleon. The foundation was reestablished and funded by the Federal Republic in 1953.



Jill Peltzman

IN MEMORIAL - Civil rights activist Dorothy Cotton discusses her experiences as an aide to Martin Luther King Jr. on Oprah Winfrey's television show on Monday in celebration of the national holiday marking the birthday of the civil rights leader and messenger of non-violence. Cotton, who has been director of student activities at Cornell since 1982, was a member of King's personal staff for eight years. She last saw King five hours before he was assassinated in Memphis, Tenn., on April 4, 1968.

Notables

Robert S. Summers, the William G. McRoberts Professor in the Administration of Law, will spend the 1991-92 academic year as the Arthur Goodhart Visiting Professorship in Legal Science at Cambridge University in England, a distinction shared in recent years by such legal dignitaries as Guido Calabresi, John Fleming, Archbald Cox and Mauro Cappelletti.

Robert F. Lucey, the E.V. Baker Professor of Agriculture, was installed as a fellow of both the American Society of Agronomy and the Crop Science Society of America at the annual meetings of the societies held concurrently Nov. 24 to Dec. 2 in Anaheim, Calif. Only 0.3 percent of the members of either society may be elected fellows. Fellows are nominated by society members and are chosen based on professional achievements and meritorious service.

The Boyce Thompson Institute for Plant Research has named as the first Distinguished Visiting BTI Scientist British biologist **Daphne J. Osborne**, a lecturer on plant growth and differentiation at the University of Oxford, and Honorary Biology Professor at the Milton Keynes Open University.

Osborne, who was here in November, will visit BTI several times to conduct cooperative research on the potential of repair

of DNA damage during the early stages of seed germination. She is working with BTI plant pathologist Carl Leopold and his research group.

The Cornell University Press book "Beyond Words: Images from America's Concentration Camps," has won a 1988 Outstanding Book Award presented by the Gustavus Myers Center for the Study of Human Rights in the United States located at the University of Arkansas.

The book created by 1982 Cornell graduates **Deborah Gesensway** and **Mindy Roseman**, documents with 77 paintings, drawings and sketches representative experiences of more than 110,000 Japanese Americans incarcerated in relocation centers during World War II.

The book is based on 50 boxes of documents discovered in Goldwin Smith Hall in 1978 by philosophy professor Norman Kretzmann. They had been unnoticed for some 30 years.

Created in 1984, the annual book awards are sponsored by B'nai B'rith, Fellowship of Reconciliation "Free Inquiry" magazine, the NAACP, Project Censored and the Unitarian Universalist Association.

Walter T. Federer, the Liberty Hyde Bailey Professor of Biological Statistics,

received The Distinguished Service in Agriculture Award from Kansas State University during annual ceremonies held in Manhattan, Kan., Oct. 19. A member of the Cornell faculty since 1948, Federer earned a masters degree from Kansas State in 1941 and a doctorate from Iowa State University in 1948. The author of nearly 300 scientific articles, book reviews and related publications, Federer is internationally recognized for his work on the theory, analysis and application of statistical.

Karen Vogtmann, associate professor of mathematics, and **Mariana F. Wolfner**, assistant professor of genetics and development, are among 38 women nationwide to receive \$1.64 million in National Science Foundation grants "designed to address the severe underrepresentation of women in science and engineering."

They received 1988 Career Advancement Awards aimed particularly at tenured and tenured-track faculty positions in U.S. colleges and universities. According to the NSF, women comprised only 15 percent of these positions in 1987.

Vogtmann received \$14,590 for mathematics research. Wolfner received a \$60,000 grant, of which \$10,000 is for equipment. Her studies involve genetic engineering within fruit flies.

Obituaries

Harry A. Kerr

Harry A. Kerr, an emeritus professor of soil conservation and a former chairman of the Tompkins County Board of Representatives, died Jan. 11 at his home in Newfield after a long illness. He was 74.

Kerr retired in 1972 after serving 26 years on the faculty of the Department of Agronomy. He was named "Man of the Year" in 1970 by the New York Soil and Water Conservation Districts Association for his work since the 1940s in developing soil conservation districts throughout the state.

Kerr received a bachelor's degree in 1942 and a master's degree in 1953, both from Cornell. He began his career at Cornell as an extension conservationist, was promoted to assistant professor in 1951, associate professor in 1954 and professor in 1961.

He served on the County Board of Representatives from 1970 to 1977, representing Newfield and Enfield.

Survivors include his wife, Marguerite H. Kerr of Newfield; two sons, Neil F. Kerr of Syracuse and Michael Kerr of Newfield; two brothers; a sister and four grandchildren.

Memorial gifts may be made to Hospi-

care of Tompkins County, Harris B. Dates Drive, Ithaca, N.Y. 14850.

J. Congress Mbata

J. Congress Mbata, a member of the faculty of the Africana Studies and Research Center since its establishment at Cornell in 1969 as the Center for Afro-American Studies, died on Jan. 14 at Tompkins Community Hospital. He was 69.

Born in Johannesburg, South Africa, Mbata was banned from his native land on May 4, 1966, for no specifically stated reason, he said during an interview in 1977. But he said he suspected it was for an accumulation of reasons, including his insistence on referring to himself as "African," his findings in his studies of race relations which contradicted government views and his resignation in 1958 as a supervisor of schools in Johannesburg to protest a new system of separate exams and programs for different racial and language groups.

His resignation ended a career as a secondary school teacher and administrator which began in 1940. He was a field research officer in the South Africa Institute of Race Relations from 1958 until he was banned.

Obituaries continued on page 12

Briefs

■ **Barbecue and basketball:** Tickets are on sale through Jan. 27 for the third annual "Employee Night at the Court" to be held on Jan. 28 at Barton Hall in conjunction with the men's and women's basketball games with Columbia University. The discounted tickets are \$2 for the chicken barbecue and \$2 for the game, but no barbecue ticket may be purchased without a basketball ticket. The \$4 combination tickets are available through Jan. 23 at the Grumman Squash Court ticket office, the Cornell Recreation Club Office in 165 Day Hall and at the Campus Store.

■ **A gift of food:** Some 40 fraternities, sororities and cooperatives on campus donated three family-van-loads of food to Loaves and Fishes, Salvation Army Kitchen Cupboard, Southside Community Center and Greater Ithaca Activity Center in downtown Ithaca just before the winter break. The items -- which included canned goods, perishable foods and even a Christmas tree -- were donated through the Student Management Corporation, a centralized purchasing and financial agency on campus for the student groups. "We were overwhelmed at the generosity of the houses," said Susan L. Call, executive director of SMC.

■ **Extramural study:** Registration from Extramural Study for the spring term will be held Jan. 23 and 24 from 8:30 a.m. to 4 p.m. in Room 105 of the ILR Conference Center.

■ **Volunteers needed:** Volunteers are needed to teach during the spring term in the English as a Second Language Program conducted for the past 30 years by the Cornell Campus Club. Volunteers are asked to instruct at least two hours a week in day or night classes. For more details, call Joan McMinn at 277-0013.

■ **Breakfast with Rhodes:** A limited number of places are available for students to sign up for breakfast with President Frank H.T. Rhodes.

His office's telephone number is 255-5201. The breakfasts are held from 7:30 to 8:30 a.m. in the Elmhurst Room of Willard Straight Hall at various times during the year. Reservations are made on a first-come, first-served basis.

■ **Meals with Morley:** Employees may sign up for breakfast or lunch with Senior Vice President James E. Morley Jr. by calling the Office of Human Resources at 255-3621. The meals will be held each month during the academic year. Dates and places include a noon lunch on Feb. 14 in the Hagan Room in the College of Veterinary Medicine, a 7:30 a.m. breakfast on March 27 in the Elmhurst Room of Willard Straight Hall, a noon lunch on April 21 in the Statler Hotel and a 7:30 a.m. breakfast on May 17 in the Statler Hotel. Other dates may be announced.

■ **Stage crew meeting:** Anyone, particularly students, interested in working backstage at the Center for Performing Arts should attend a meeting in the main lobby of the newly completed facility at 7:30 p.m. on Jan. 24. Students may earn academic credits for working with scenery, sound, lighting, costumes, props or the running crew. For more details call 254-2700.

Up to \$500 offered for cost-saving idea

The university will award up to 10 prizes totaling \$2,000, including one for \$500, to departments with cost-reduction ideas introduced during 1988. Jan. 30 is the deadline for submitting entries to Allan A. Lentini, assistant to the senior vice president, at 317 Day Hall.

Entry blanks and instructions have been sent to all deans, directors and department heads but also may be obtained from Lentini. Top winners in the campuswide contest will be entered in the annual cost savings competition sponsored by the National Association of College and University Business Officers. The grand prize is \$10,000.

Cornell Chronicle

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It is the policy of Cornell University to support actively equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap. The university is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity.

New York University computer scientist named director of Cornell Theory Center

Malvin H. Kalos, director of the Ultra-computer Research Laboratory at New York University's Courant Institute of Mathematical Sciences, has been named the new director of the Cornell Theory Center.

Kalos, 60, is also a professor of computer science at NYU. His research has centered on the applications of computing to fundamental problems in physics and chemistry.

"We are very pleased that Malvin Kalos, one of the country's leading computational scientists, has accepted the directorship of the Theory Center," Joseph Ballantyne, vice president for research and advanced studies, said in making the announcement. "He has a deep understanding of the impact of different computer architectures on the solution of scientific and engineering problems. He also keenly appreciates that the knowledge generated by the Theory Center today will help form the foundation of our economy in the next century.

"Thus, he is uniquely qualified to lead the Theory Center in its critical efforts to advance parallel computing and to collaborate with other leading university and industry scientists and engineers."

Kalos commented that "the chance to come to Cornell, with the quality and variety of scientists and engineers that exist here, is an absolutely stunning opportunity that comes to very few people in their lifetime.

"The idea for the Theory Center is a wonderful one — a place where not only supercomputing is done, but also graphics, algorithm development, parallel computing and innovative science that interacts with all of these areas. The Courant Institute, which

has been a wonderful place for me, is an organization that possesses these same interdisciplinary qualities.

"Thus, I am really looking forward to establishing the strongest possible relations between the Theory Center and the researchers throughout the Cornell community," Kalos said. "Collectively, they are a remarkable resource for one another."

Kalos also cited the Theory Center's relationships with International Business Machines Corp. as a major source of strength, calling them "a national treasure." The center's twin supercomputers are IBM 3090-600Es, and researchers from IBM and Cornell are collaborating on numerous hardware and software development efforts.

"In a real sense, the opportunity to work at the Theory Center is a synthesis of everything I've done in my career," he said.

Kalos received his B.S. in physics from Queens College, New York, and his M.S. and Ph.D. degrees in physics from the University of Illinois. He did postdoctoral research at Cornell's Laboratory of Nuclear Studies and, after nine years as a scientific adviser with United Nuclear Corp., joined the Courant Institute in 1964. He has remained at the institute since then, except for serving as a visiting professor at the University of Paris. He was named a professor of computer science and director of the Ultra-computer Research Laboratory in 1985.

The Theory Center's new director is a Fellow of the American Nuclear Society, and his professional activities include service on advisory committees for the American Physical Society, the New York Academy of Sciences and the National Science Foundation (NSF).

His current research has concentrated on the application of physical principles and computational techniques to predict the behavior of condensed matter. In one current project, he and Cornell's Geoffrey Chester are using the supercomputers of the Cornell National Supercomputer Facility (CNSF) to mathematically simulate the behavior of liquid and solid helium at a temperature of absolute zero. The CNSF is the Theory Center unit that manages the supercomputer system and provides access to researchers.

In his vision of the role of supercomputing in science, Kalos agrees with the philosophy of Kenneth Wilson, the Nobel Laureate physicist who founded the Theory Center and directed it until last spring.

"I, too, think that computing in general, and supercomputing in particular, is a universal tool for science and engineering," Kalos said. "I think of it as a tool for unifying science and engineering, bringing them closer so that science interacts with engineering more rapidly and also so that mathematics, applied mathematics and computer science all can act together to solve problems of universal interest."

Kalos pointed out that his own research has included some of the grand challenges of computational science that Wilson has advocated.

"The idea of being able to understand nature and manmade objects, and to predict the behavior of manmade objects, and above all to optimize their design, is something that is very exciting," he said.

"This ability to bring all our knowledge to bear on human problems will only happen through the use of very powerful computers, especially supercomputers.



Janet Charles

Malvin H. Kalos

"It's also quite clear that the computer power that we need to solve very large problems of today and tomorrow is probably unreachable except by larger and larger use of parallelism."

Kalos will assume the post in June, taking over from Acting Director David Caughey, a professor of mechanical and aerospace engineering. Caughey assumed the post last spring after Wilson departed.

"We owe a large debt of gratitude to Dave Caughey," Ballantyne said. "He has ably led the Theory Center through an extremely busy transition period that included the delivery of a second supercomputer, the groundbreaking for a new building and preparation of a five-year NSF renewal proposal."

—Dennis Meredith

New Mac MathWriter software treats equations as part of text

The first Macintosh text processor that allows in-line composition and editing of equations represents a "new genre of software for scientists," according to Cornell researchers who introduced MathWriter 2.0 at the meeting of the Mathematical Society of America, Jan. 11-14 in Phoenix, Ariz.

The program also should make it easier for multiple authors to prepare scientific manuscripts because of its ability to display changes in manuscripts.

"Until now, word processors for general audiences have either provided no support for typing mathematical expressions or have required mastery of a non-visual, embedded command language," explained J. Robert Cooke, a professor of agricultural and biological engineering who headed the project. "And mathematical editors that supplement our own earlier MathWriter 1.4 — have been limited by the word processor's data structure. In other words, equations must be prepared separately and imported — 'pasted' — into documents as non-editable graphics." Other such equations processors include Mathtype, TeX and Expressionist. The programmer for the MathWriter project is E. Ted Sobel.

The pasting approach is acceptable for displaying equations as stand-alone entities, but is less satisfactory for in-line equations, those integrated into the text, Cooke noted. He said that equation-pasting is especially awkward when substantial editing and revision is necessary.

"A much higher level of fluidity and control is necessary to compose scientific manuscripts at the keyboard as easily as text-only manuscripts," the Cornell engineer said. "Furthermore, scientific-manuscript preparation usually is not a solitary process; it almost always involves interactions of multiple authors."

"We think MathWriter 2.0 provides that fluidity," Cooke said. "It is the first Macintosh word processor with full what-you-see-is-what-you-get input with mathematical expressions fully integrated as text and fully

editable at any time."

The new text processing package was developed with Cornell's support, and this and other programs developed by the Cornell engineer and his colleagues are marketed by Cooke Publications of Ithaca, P.O. Box 4448, Ithaca, N.Y. 14852. Scheduled for release late this spring, the price for MathWriter 2.0 has not yet been set but will be competitive, Cooke said. Until then, Cooke suggests that customers write him for a release notice.

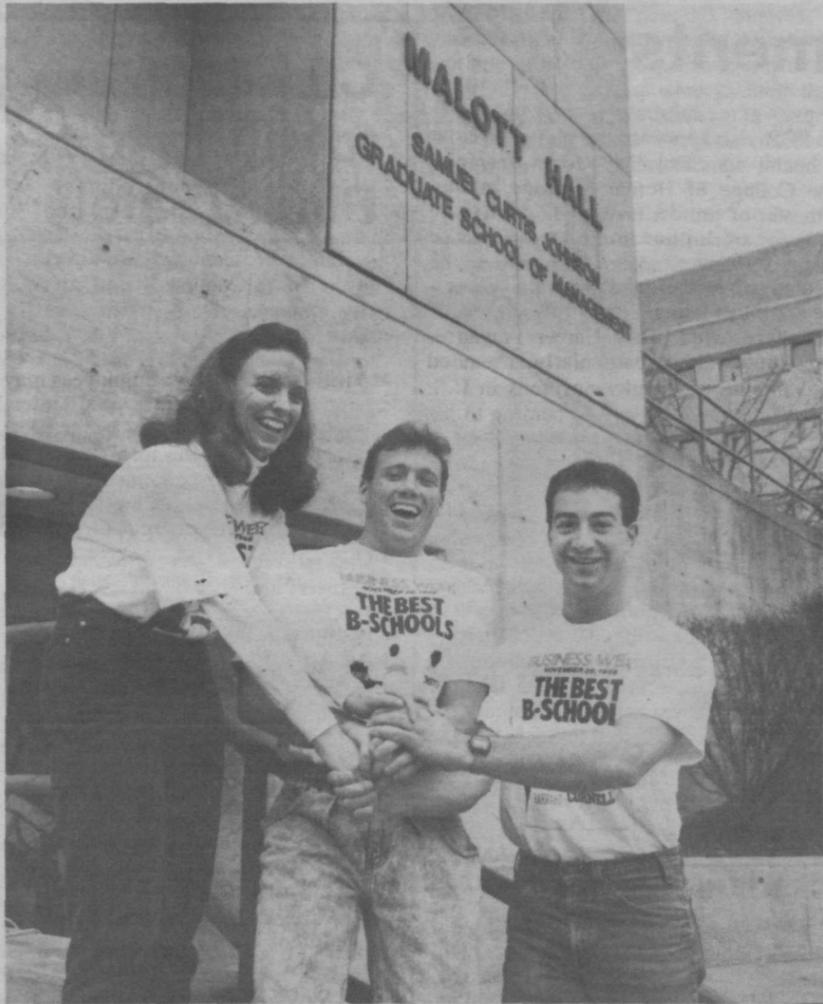
MathWriter 2.0 also contains features that will ease communication during collaborative efforts between authors and editors, students and advisers or among multiple authors: All suggested additions or deletions are specially marked, and the original manuscript is preserved until MathWriter 2.0 is instructed to make changes. Also, non-printing, automatically dated electronic memos — similar in function to yellow "Post-it" notes — can be placed anywhere in the document.

Other text processing features included in MathWriter 2.0 are:

- Inclusion of all math symbols in a mathematical function palette.
- Automatic numbering and renumbering of equations, figures and tables, with automatic update of textual references.
- Automatic sizing of parentheses, brackets, integral signs, vector arrows and other devices.
- Ability to import and export graphics, text and MacWrite files.
- Formatting commands that include full control of fonts and layouts.
- Automatic centering and adjustment of equations.

"Typing equations should be as convenient as typing text," Cooke said. "This program has been crafted to address the requirements and writing habits of scientists and mathematicians, in addition to the general user. With MathWriter 2.0's intuitive and elegant graphical interface, the learning curve is measured in hours — not weeks."

—Roger Segelken



Dede Hatch

HIGH HONOR — Johnson Graduate School of Management students designed a T-shirt featuring the cover of the Nov. 28, 1988, issue of Business Week magazine featuring an article that ranked the school as the fifth best graduate business school in the nation. Cheering their new eminence are Christine Miller, Michael Hopsicker, center, and Michael Tobin.

Molecular biologist David Stern joins BTI

David B. Stern has been appointed assistant plant molecular biologist in the new Molecular Biology Program at the Boyce Thompson Institute for Plant Research.

In announcing Stern's appointment, which was effective Jan. 16, Boyce Thompson President Ralph W.F. Hardy said that Stern has an international reputation for his discovery of the homology between mitochondrial and chloroplast genomes in plants. His research also has focused on the

light regulation of gene expression in chloroplasts, the site of photosynthesis in plants.

Stern came to Boyce Thompson from the University of California at Berkeley, where he has served as a postdoctoral research fellow for the past two years and where he earned an A.B. in molecular biology in 1981. He received a master of philosophy degree in biochemistry in 1982 from Cambridge University and a Ph.D. in biological sciences in 1986 from Stanford University.

Recycle this paper . . .

along with colored paper, white paper, computer print-out and other newsprint.

Young writer examines the dreams, realities of the Chinese revolution

Although she is only 35, Zhang Xinxin has written seven books, including a Chinese oral history that has been translated into English, German, French, Japanese, Swedish and Dutch. It tells why millions of Chinese supported communism 40 years ago.

Never stopping, Zhang now is learning English, studying American education and writing her eighth book based on other people's memories of China before she was born.

Zhang is fascinated with what the Chinese revolution meant to the people who saw the civil war end in 1949 when Chairman Mao Tse-tung's Communist troops marched into Beijing and Generalissimo Chiang Kai-shek's Nationalist army fled to Taiwan.

"I have interviewed 100 people, asking them what they expected would happen when the war ended and how they perceive the results today," she said.

Zhang, a television director and director of the People's Art Theater in Beijing, is spending the current academic year at Cornell, where she is the first visiting scholar in the Department of Asian Studies.

In conducting interviews, Zhang asked 100 people in China about their early lives, what they expected the Chinese revolution to accomplish and how they view the results today.

"Take one of my relatives for example," she said. "During the civil war, he was a journalist with the People's Liberation Army. He had been born the son of a peasant, and he wanted to change his fate. He wanted to get out of his farm village."

"After 1949, he became a historical writer on the history of the Chinese Communist Party. When he looks back to 1949, he sees that some concepts in which he believed proved not to be accurate."

"During the war, he wrote about the courage of the soldiers, but now he realizes that they were not as brave as he had written. They were afraid to die. They were only trying to survive so they could reap the fruits of their victory."

One Communist goal, redistributing land to the peasants, was carried out by seizing land and executing landowners.

"My relative believed that the land reform policies of the Chinese Communist Party were correct, but now he sees

that the methods of dealing with Chinese landlords were very cruel," Zhang said. "When he looks back from 1988 to 1949, he sees some corruption and decadence in the party, and he feels very bad. Forty years ago, the Chinese Communists thought that the Soviet Union possessed the best of everything. But at that time they did not know about America."

Zhang said that she and her editor at Pantheon Books in New York City were discussing the Spanish Civil War when the editor suggested a book based on how China looks today compared with the hopes of its people in 1949.

"At first I was not interested," she said. "I was not even born in 1949. But I thought about the suggestion and developed a keen interest in three versions of the Chinese Civil War: the Communist version, the Kuomintang (Nationalist Party) version and the American version."

She said that many Chinese aspirations of 1949 have not been realized.

"Everybody is waiting," Zhang said. "In 1949, my people felt that a big change was about to occur and a new China would be born. But after 40 years, they are still waiting. What did new China dream of accomplishing? What has happened to those dreams? Those are the kind of questions that I ask."

Zhang's most-widely-published book, entitled "Beijing Ren" in Chinese, was translated into English and published as "Chinese Lives" in 1986 by Pantheon Books, followed by several European and Japanese editions. Also an oral history, it relates not only the aspirations of Chinese in 1949 but also what people living in China today think about their lives — past and future.

Her books have been published in mainland China and Nationalist-ruled Taiwan, although technically the two Chinas are still in a state of civil war.

While discussing her work in an interview, Zhang relied on Mei Tsu-lin, a Cornell professor of Chinese literature and philosophy, to help put some of her thoughts into English.

"Now I am studying English on my own," she said. "When my English is better, I will interview American students in elementary grades, high school and college to learn about education in this country and how we can introduce



Jill Peltzman

Zhang Xinxin

American methods to China.

"Our educational systems are very different. In China, the relation of a student to the teacher is like the relation between mother and child when the child is told, 'You must do this.'"

"In China, when the teacher says so-and-so and the book says so-and-so, the student accepts it as true. In America, education gives you many choices."

—Albert E. Kaff

FCR hears of parking improvements

Transportation plans that eventually will cost some \$15 million were introduced to the Faculty Council of Representatives at its last meeting on Dec. 14.

While William Wendt, director of transportation, and William Gurowitz, vice president for campus affairs, tried to discuss long-range plans, most faculty comments were complaints about the immediate problem of not being able exercise their parking rights.

Gurowitz said that, according to the "third iteration" of the transportation master plan, Cornell can meet current parking

needs with difficulty but, in five years, will need a net increase of 1,300 spaces above the current 9,500.

He and Wendt said that the expansion would be implemented while also seeking to preserve green spaces, respect the concerns of adjacent communities, revise fee structures for equitability, and improve roads and bus service to and from central campus. They said any plan must be harmonized with the overall campus master plan being developed by Sasaki Associates, which will make specific suggestions as to locations of roads and garages and limiting vehicle ac-

cess to parts of the campus.

The FCR also approved the name "master of health administration" for a degree that the College of Human Ecology now calls "master of professional studies." The degree is for work done in the Department of Human Services Studies. Although approval also will be needed from the state and the Board of Trustees, the change was said to be nominal, carrying no new costs. The FCR also voted to retain Russell D. Martin, professor emeritus of communication, as its speaker.

—Sam Segal

Barton Blotter: Four computers stolen during winter break

Four computers and accessories worth \$29,066 were reported stolen on campus during the winter break, according to the morning reports of the Department of Public Safety for Dec. 8 through Jan. 15. In addition, a \$4,495 computerized I.D. card reader was stolen from Robert Purcell Union Dining sometime during Dec. 13.

Three of the computers, which had a total value of \$26,000, were taken from Kimball Hall sometime between Dec. 24 and 26. The other computer, with a printer, was stolen from the Plant Science Building during Dec. 21 or 22.

Fourteen thefts involving \$36,426 in cash and valuables were reported on campus

over the five-week period. These included a \$1,200 sign removed from the entrance to Cornell Plantations, a \$240 coat stolen from Teagle Hall, and a Gucci watch and some silverware valued at a total of \$305 taken from a unit in the Town House Community.

Two persons were referred to the judicial administrator.

Budget continued from page 1

endowed general purpose budget of about \$230 million." The provost said that, in the longer term, Cornell must address its "2 percent problem," a term used in an article by Stanford Provost Jim Rosse. Barker said the problem arises because tuition and fees constitute 65 percent of income but must carry almost all of the required increase in annual expenditures.

"This means that a 5 percent increase in total expenditures forces at least a 7 percent increase in tuition and fees," he added.

He said "longer-term solutions will take several years to effect." He also said the university needs to redirect its efforts "to support such things as compensation, financial aid, core academic programs and infrastructure support" through fund raising rather than through the general-purpose budget.

The 2 percent problem could be handled if Cornell could increase its endowment by 50 percent in the next decade, the provost said, adding that most of the problem could be solved immediately if 10 percent of the university's restricted and designated giving could be diverted to the general-purpose

budget. While unrestricted annual giving has risen by 10 percent over the past eight years, giving for restricted purposes has increased by 280 percent.

Whatever the long-range solution, it would mean tuition might increase thereafter equally with the rate of inflation rather than at about 2 percent above that rate.

In a recent letter to deans and directors, Barker said: "We are a financially strong university, but we must make these adjustments to assure that we live within our resources; and no matter how optimistic our revenue projections, or how tightly we control expenditures, it seems inevitable that we will have to reduce our current base by 2 percent and do it within the next 18 months."

Samples of the actions taken at state-supported units because of the state's financial shortfall follow:

- College of Agriculture and Life Sciences: halting all faculty searches except where offers are outstanding (leaving 20 to 30 faculty vacancies through 1989-90), restricting purchases to essentials, minimizing hourly help, cutting library hours and end-

ing purchase of new equipment other than for new faculty.

- College of Human Ecology: leaving open four faculty positions, cutting library purchases, freezing secretarial positions, and cancelling some classes, which, for some nutritional-science majors, has created problems in earning certification for dietetics.

- College of Veterinary Medicine: delaying establishment of a badly needed clinical oncology program, a major thrust of the last two years' work toward fulfilling the five-year plan.

- School of Industrial and Labor Relations: putting off the hiring of a collective-bargaining professor, a counselor for minority students, a director of human resources, a manager of the New York City regional office and several other positions.

- Geneva Experiment Station: replacing state funds with federal or other funds to provide a short-term response rather than jeopardize a full year's research. As a result, agricultural research next year will be reduced.

—Sam Segal

Cunningham to return to Public Safety

James W. Cunningham, director of the North Carolina State University Department of Public Safety since leaving Cornell in 1978, is returning to become director of Cornell's Department of Public Safety effective March 5.

Cunningham, 45, was deputy director of Cornell Public Safety for four years before taking the top position at North Carolina State. He will succeed William E. McDaniel, who retired last year after heading Cornell Public Safety since 1974.

Cunningham's appointment followed an extensive nationwide search, William D. Gurowitz, vice president for campus affairs said in announcing the selection on Jan. 16.

"Cornell is fortunate to have Jim back on campus to assume responsibility for the Department of Public Safety," Gurowitz said.

"Jim returns with invaluable experience and new perspectives to add to his familiarity with Cornell."

At North Carolina State, a community of more than 30,000 persons, Cunningham is responsible for law enforcement and for life safety services covering fire protection, biological hazards and hazardous materials.

Cunningham began his career with Cornell Public Safety as a full-time night dispatcher in 1963 while he was a student at Ithaca College. He served for two years in the U.S. Marine Corps following his graduation from Ithaca College in 1965.

After studying law at Syracuse University for a year, Cunningham returned to Cornell in 1968 as a patrol officer. He was promoted in 1970 to sergeant and as a shift supervisor. He became a lieutenant in 1973, serving a year as operations coordinator. He was promoted to captain and deputy director in 1974.

—Martin B. Stiles

Latest Nobel Prize brings back exciting memories

The ceremony that Cornell physicist Nariman Mistry attended in Sweden in December marking the awarding of the 1988 Nobel Prize in Physics brought back memories of an exciting time in his career — a heated scientific race to find a strange nuclear “ghost” particle that would help spark a revolution.

When Mistry's colleagues Leon Lederman, Melvin Schwartz and Jack Steinberger received the coveted award, it was for leading an experiment that was Mistry's thesis for his Ph.D. in 1962.

Mistry had arrived at Columbia University in 1958 as a young graduate student after receiving his B.S. in physics from St. Xavier's college in Bombay, India, and doing research at the Tata Institute for Fundamental Research in Bombay.

“I wanted to do experimental physics, and Columbia was the place to be,” he said. “In 1960, Lederman, who was my thesis adviser, asked me to work on an experiment that everybody told us would never work, and we would never get our degrees.” Also joining the experiment was Mistry's friend and roommate, Konstantin Goulianos.

Lederman, Schwartz and Steinberger proposed to search for a new kind of neutrino. Neutrinos have been called ghost particles because they pass through matter almost as if it didn't exist. So evanescent are these strange particles that they can zip through the Earth unobstructed.

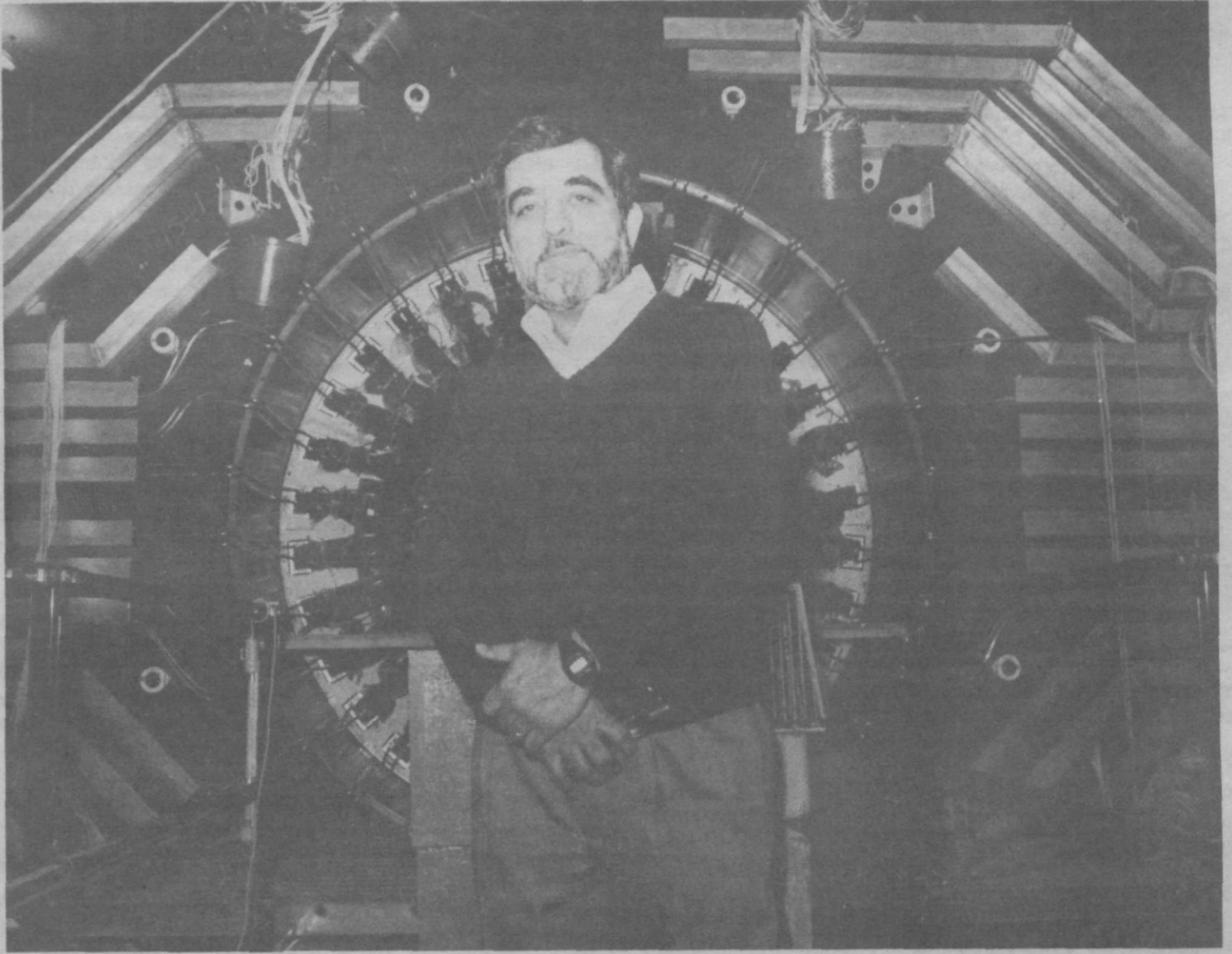
By 1960, scientists had identified one type of neutrino — the electron neutrino. These were produced by normal radioactive decay in a process known as beta-decay, in which neutrons split to form protons, electrons and neutrinos. The Columbia scientists, however, theorized that a second type of neutrino, a “muon-type neutrino,” might exist.

The scientists used the 30-billion-electron-volt Alternating Gradient Synchrotron at Columbia to create a beam of neutrinos by slamming the AGS's 15-billion-electron-volt proton beam into a beryllium target and filtering out all but the ghost particles. The “filter” was 5,000 tons of armor plate salvaged from the Battleship Missouri.

One key to the experiment was building the right kind of detector to capture the tell-tale signal of the muon-type neutrino.

The ten-ton spark-chamber detector built by the Columbia group consisted of layers of aluminum plates in a neon atmosphere with high voltages applied. High-energy particles zipping through the detector would collide with aluminum nuclei, triggering a shower of particles that could be photographically detected through the sparks they generated. Neutrinos zipping through the spark chamber would produce showers of equal numbers of electrons and particles called muons if there was only one type of neutrino. However, if a distinct muon-type neutrino existed, it would produce only muons and no electrons, Mistry and his colleagues theorized.

The physicists were not alone in their quest; they were in hot competition with the European high-energy physics laboratory, CERN, where scientists were planning to use a



Nariman Mistry

Jill Peltzman

one-ton detector called a bubble chamber. The CERN detector proved, however, to have inadequate mass to “see” the signal marking the second neutrino.

So, it was the Columbia group that triumphed, an event that Mistry vividly recalls.

“I remember somebody coming running to say that we had seen the first neutrino event on the film. It was a beautiful, unmistakable high-energy neutrino event!” he said. In the next six months, the group gathered 56 more such events, proving the existence of the new particle.

“Goulianos and I tossed a coin to see who would write about what in their thesis. I got to write about the first observation of high-energy neutrino interactions, and he wrote about the discovery of the two neutrinos,” Mistry explained.

Their discovery after two years of intensive effort would help physicists make more sense out of the complex families of subnuclear particles. The experiment also marked the first use of high-energy neutrino beams to probe the depths of the subnuclear world.

Today, Mistry is an adjunct professor and senior research associate in nuclear studies and a member of the Cornell team studying the complexities of the B quark, also known as the bottom quark. Using the Cornell Electron Storage Ring, he and his colleagues gather the subtle clues to the behavior of this fundamental constituent of matter to understand how it fits into the existing theory of nuclear particles known as the Standard Model.

—Dennis Meredith

Cornell job listings in new publication

A new Cornell publication has its debut today: Cornell Employment News.

Published by the Office of Human Resources and the Office of Equal Opportunity, Cornell Employment News contains the Job Opportunities listings that previously appeared in the Chronicle, as well as information on issues that affect university employees such as the upcoming University Assembly vote on a smoking policy for the university.

The first issue of the new publication is being mailed to all employees at their campus address. Subsequent issues, which will appear weekly throughout the year, will be available at the regular Chronicle drop-off points around campus.

The new publication provides a means of communicating with employees about issues pertaining to affirmative action and equal opportunity, as well as benefits, retirement and compensation, explained publication co-coordinator Carolyn J. McPherson, the coordinator of women's services in the Office of Equal Opportunity.

Some of the topics that will be addressed in early issues are the rising cost of health care, career development opportunities and the value of maintaining a diverse work force, said Laurie Roberts, manager of employee communications and co-coordinator of the publication.

Also, there will be more space available for Job Opportunities in the new Cornell Employment News than was available in the Chronicle, Roberts said. The new “Job Opps” listings will contain more information about each position, and some openings will be advertised more than once.

It is expected that the new publication will reduce the number of “Contact” newsletters that will be sent to employees to explain issues related to working at Cornell.

Cornell Employment News also will likely carry occasional surveys and will answer frequently asked questions as a way of providing two-way communication with employees, Roberts added. The need for this type of communication was identified in the employee attitude survey conducted last year by SRI, an independent research and consulting firm.

Networking, a biweekly employee newspaper that is distributed as an insert to the Chronicle, will continue to be published and distributed in the same fashion, Roberts said. The Chronicle will continue to carry news articles about Cornell employees.

—Mark Eyerly



Jill Peltzman

LIFE SAVER — Dr. Sue A. Dougherty, resident in the College of Veterinary Medicine's Small Animal Clinic, bids farewell to Tia, an 18-month-old part-German shepherd returning home to Endwell. Tia was in the clinic for four weeks of intensive care that included kidney dialysis because she accidentally consumed ethylene glycol. The highly toxic chemical, used as antifreeze in automobile engines, has a sweet taste and should be kept away from pets, Cornell veterinarians advise.

Report on the investment committee's review

The following report and recommendations by the Cornell University Board of Trustees' Investment Committee following its review of the South Africa investment policy was presented to board chairman Austin Kiplinger and members of the board on Jan. 16, by committee chairman Robert G. Engel. In doing so, Engel noted that members of the campus community can provide additional input to the trustees prior to their meeting in New York City on Jan. 27.

JANUARY 1989

INTRODUCTION

In October 1988, Board chairman Austin Kiplinger charged the Investment Committee to review Cornell University's South Africa investment policy and to report its recommendations for consideration at the Board's meeting on January 27-28, 1989.

A commitment to conduct the policy review in three years was made in the Trustees' resolution of January 31, 1986, when the Board voted, after a year-long study, to "strengthen its policy of selective divestment of shares of companies doing business in South Africa . . ." and to "consider implementing phased total divestment" if, after three years, it appears "that there has been insufficient progress towards ending apartheid and the South African government's determination to maintain apartheid is found to be unaffected by private-sector efforts."

In 1979, Cornell became one of the first universities to establish a policy associated with the Sullivan Principles (now known as the Statement of Principles) and to start divesting itself of securities of companies not subscribing to them. The Principles oblige subscribers with South African operations to work towards dismantling apartheid by providing programs to improve the social, political and economic conditions of Black and non-white South Africans and to eliminate laws and customs that impede social change. The Principles also require independent evaluations of company performance each year. The strengthened policy adopted in 1986 permits Cornell to invest only in those companies whose independent evaluations earned them a rating of Category I ("making good progress") or Category II ("making progress") with their programs aimed at ending apartheid and improving the lives of Black and non-white majorities in South Africa.

During the more than twenty years that the Trustees have debated the divestment policy, two essential points have guided us. First, the issue we have debated is not apartheid. All thinking people detest that repressive system that denies fundamental human rights and human dignity to its Black and non-white population. The Trustees have recognized the unique circumstances of the South African situation and, as with no other social issue, have permitted partial politicization of the decision process by which investment of the university's endowment is determined.

Second, in reaching a judgment that the situation in South Africa has merited this extraordinary exception to the Trustees' policies proscribing politicization of endowment decisions, we have focused on whether and how Cornell's policies might best serve the interests of Black and non-white South Africans within the fundamental constraints of our overriding responsibility to be responsible stewards of the university's endowment now and in the future. The university's endowment provides the essential base of support for achievement of all of the university's educational missions. The laws of

" . . . there is little evidence that [the U.S. corporate] presence has had a significant effect on dismantling apartheid. Similarly . . . there is little evidence that either disinvestment or divestment has had a significant impact on dismantling apartheid."

New York State make clear that any decisions concerning investment policy rest exclusively with the Trustees. As our legal advisers have consistently counseled us, we are permitted to include non-financial considerations only if we have reason to believe that the decision to do so would likely provide a benefit to the university at least as great as the financial cost involved. As in the past, our investment judgments must be made within the context of our obligation to insure the long-term financial health of the university by providing maximum long-term returns from, and growth in, the university's endowment.

The Investment Committee's review has benefited from having reports from the Proxy Review Committee on the social and political situation in South Africa, from the Vice President for Finance and Treasurer on financial issues and from the University Counsel on the general principles of law and other legal considerations. The Treasurer's Report, including contributions from Cambridge Associates as well as outside fund managers, reviewed the management of our investments during the past three years and provided comparisons with investments governed by other policies. The University Counsel's Report was prepared by Whitman and Ransom of New York City. These reports have been publicized widely on campus and made available for public inspection.

The Proxy Review Committee (PRC) held fifteen meetings in New York City and Ithaca, including a public campus



forum. The committee heard from 48 speakers and gathered a wealth of written testimony and resolutions, reports, press clippings and materials from a broad range of organizations. At most meetings of the PRC, representatives of the campus assemblies, the Faculty Council of Representatives and Faculty and Staff Against Apartheid participated. The committee heard from representatives of corporations, from scholars familiar with South Africa, from South Africans of different races, and from partisans on all sides of the divestment question. In short, the PRC received information from a full range of positions, on both corporate investment and disinvestment (selling assets held in South Africa) and on investor divestment of shares in businesses operating in South Africa.

After receiving these reports, the Investment Committee met on November 29, 1988 with representatives of Faculty and Staff Against Apartheid, who presented a strong case for phased, total divestment. We also met with a member of the Board of Directors of the Industry Support Unit, which monitors social programs of American companies that remain in South Africa, who presented a strong case for continued involvement of American corporations in South Africa. The committee also discussed the South Africa investment policy at meetings on December 15, 1988 and January 4, 1989. In all, the Investment Committee conducted more than six hours of discussions in reaching its recommendations to the Board.

CHANGES SINCE 1986

Although there may be a wide range of views on how best to influence change in South Africa, it is clear that since the Board established its strengthened divestment policy in 1986, a number of significant changes have occurred that are important to the Board's present policy review.

I. DISINVESTMENT OF SOUTH AFRICAN HOLDINGS BY AMERICAN CORPORATIONS AND U.S. GOVERNMENT SANCTIONS HAVE HAD A CONSIDERABLE IMPACT ON THE SOUTH AFRICAN ECONOMY.

More than 130 American corporations have disinvested their South Africa operations since January 1986; 138 companies remain, down from 317 at the end of 1983.1 Although half the departing companies retain non-equity business links, e.g. sales agencies or licensing agreements, the South African economy has suffered a net capital outflow of almost \$10 billion dollars since 1985 and a 17 percent drop in the gold component of South Africa's foreign reserve.

II. ALTHOUGH THERE HAS BEEN A CONSIDERABLE INCREASE IN THE NUMBER OF STATE AND LOCAL GOVERNMENT PROHIBITIONS AGAINST INVESTMENT IN COMPANIES WITH OPERATIONS IN SOUTH AFRICA, THE DOMINANT MODE OF UNIVERSITY PROSCRIPTION CONTINUES TO BE PARTIAL DIVESTMENT.

More than 100 state and city governments, including New York State and New York City, have instituted administrative

or legal restrictions on investment of government-funded employee pension or related funds in companies with South African operations. The vast majority of these restrictions have been established in the last three years. In virtually all such cases involving state prohibitions, the corresponding state universities have adopted similar policies. Of the 155 universities with divestment policies, 93 are governed by partial divestment and 62 are governed by total divestment.2 In the Ivy League, Columbia and Penn are committed to full divestment. Neither Columbia nor Penn reports fiscal difficulties in implementing a total divestment policy. Brown restricts its holdings to category I companies and last year voted to retain that policy. With minor variations, Yale and Dartmouth share Cornell's restrictions to Category I and II companies. Princeton and Harvard use no outside criteria in governing investment policy. Princeton reserves the right to proscribe investment in companies "whose behavior is contrary to the core values of the institution" but doing business in South Africa is not, in and of itself, considered a violation of the core values. Princeton and Harvard consider the Statement of Principles during their annual reviews but are not bound by them. Both Harvard and Dartmouth have decided to ask companies in their portfolios to divest, but the ultimate business decision is left to the corporation. No major policy reviews are planned at other Ivy League institutions.

III. CORNELL'S HOLDING IN COMPANIES THAT DO BUSINESS IN SOUTH AFRICA HAS BEEN SUBSTANTIALLY REDUCED.

In January 1986 these companies were valued at \$130 million or 18.2 percent of a \$714.8 million portfolio. Since that time, Cornell has divested its portfolio of four securities (Schlumberger, USX Corp., Harnischfeger Corp., United Technologies Corp.) valued at \$6,490,900 because the companies involved were not Statement of Principles Category I and II signatories at the time. As of October 1988, Cornell's holdings in companies doing business in South Africa were down to \$42.1 million, 4.2 percent of a portfolio of about \$1 billion dollars. \$7.6 million of the \$42.1 million is in companies already pledged to leave South Africa.

IV. CORNELL'S PORTFOLIO, UNDER THE CURRENT STRENGTHENED SELECTIVE DIVESTMENT POLICY, HAS NOT SUFFERED BY COMPARISON WITH UNRESTRICTED PORTFOLIOS.

Since 1979, the cumulative average annual return on Standard and Poor's 500 Stocks was slightly above that of a South Africa-free S & P selection -- 16.1 percent against 15.9 percent. According to Cambridge Associates, a policy restricting portfolios to Statement of Principles I and II companies "probably has only a minor impact on the performance of most investment managers since it excludes only 3 percent of the names in the S & P 500." This general conclusion was

View of the South Africa investment policy

confirmed by the internal and external fund managers of Cornell's portfolio.

V. NEITHER THE CONTINUING PRESENCE OF AMERICAN COMPANIES NOR THE DEPARTURE (DISINVESTMENT) OF AMERICAN COMPANIES HAS SIGNIFICANTLY INFLUENCED THE DISMANTLING OF APARTHEID, BUT DISINVESTMENT HAS HAD NEGATIVE CONSEQUENCES FOR BLACKS AND NON-WHITES WHO BENEFITED FROM THE PROGRESSIVE PROGRAMS THESE CORPORATIONS SUPPORTED.

There is no dispute over the fact that the American companies remaining in South Africa that subscribe to the Statement of Principles and are in Categories I and II are committed to programs that do enhance the social, economic and political status of the Black and non-white populations there, but there is little evidence that their presence has had a significant effect on dismantling apartheid. Similarly, although there is considerable evidence that economic sanctions and disinvestment of American companies has hurt South Africa economically, there is little evidence that either disinvestment or divestment has had a significant impact on dismantling apartheid itself.

Some things have worsened while others have improved since the Trustees' 1986 decision. Despite recent leniency toward political prisoners, a continuing state of emergency limits individual freedom and restricts the freedom of both the South African press and the world press that could influence international opinion to change the situation there. On the other hand, there is convincing evidence that apartheid's wall is cracking on the social, if not political, front. Desegregation of residential and business districts is a fact. Black unions exist and are increasingly accepted. Black financial power, fueled partly by American businesses, has enabled Blacks to buy real estate and businesses, improve housing and send their children to racially-mixed private schools. Related directly to this progressive movement are the social programs funded largely by American companies that help Blacks and non-whites to improve their access to education, health care, de-

The legal and financial reports and the oral presentations at the November 29 meeting of the Investment Committee continue to stress the need for diligence and prudence as Trustees make financial decisions. In the opinion of our legal consultants it is likely that New York courts would rule that Trustees "are permitted to take non-financial considerations into account in making an investment decision, provided that the Trustees can demonstrate that (1) they had a reasonable basis for believing that the decision would be in the best interests of the institution, and (2) they reached their decision only after exercising due care in investigating the costs and benefits involved. To have a reasonable basis for believing that the investment decision would be in the interests of the institution, the Trustees would have to find that the benefit likely to be realized by the institution would be at least as great as the financial cost involved." At the same time, given the precedential effect, our counselors caution about the need for Trustees "to consider carefully how the issue of South Africa investments can be distinguished from other social or ethical issues" that are likely to be raised in terms of investment policies.³

Although there was general unanimity among Cornell's financial advisors that Cornell's present selective divestment policy has a relatively minor impact on investment performance, our advisors are mixed in their appraisal of the impact on long-term returns on the endowment by moving toward a more restricted investment policy. Some investment managers told the Investment Committee that they believe they can accommodate any investment restrictions concerning American companies in South Africa, including total divestment, without adversely affecting long-term returns. Other investment managers cautioned strongly against moving toward a more restrictive policy that would significantly limit investor options as geopolitical shifts are likely to lead to a much greater role for non-American, multi-national corporations that may become increasingly attractive investments though they may be less responsive to investor concerns about their South African businesses.

Still others expressed concern that total divestment would virtually close out investment opportunities in the major pharmaceutical companies that have a strong impact on the quality of health care in the country and that have provided, and are likely to continue to provide, strong long-term returns on investment.

THE DILEMMA

We recognize the very deep and genuine concern of the who advocate divestment as the only means of expressing (loathing of apartheid. But partisans on all sides of the divestment issue feel that the position they espouse is the moral choice. Regardless of the option we choose, we do not see any of the positions as more or less moral. We recognize the importance and special attraction of a decision that symbolizes our individual and collective moral outrage with apartheid. But as important as symbolism can be, we do not believe that total purity is possible. If, on moral grounds, we decide not to hold the securities of a corporation with South African operations, we also might be expected to consider prohibiting the corporation from recruiting our students and also to consider not seeking or accepting the company's grants, gifts or contracts or purchasing its products or services. Yet if we were to impose such prohibitions, our obligation as Trustees to preserve and enhance the university's financial strength now and in the future would be seriously compromised, as would important opportunities for research and education and the employment of our graduates.

We see virtually no credible evidence that our present strengthened divestment policy has had or will have an impact on the South African government's determination to sustain apartheid. Yet by divesting, do we not eliminate any linkage, indirect though it may be, to progressive institutions that are working to improve the lives of the Black and non-white majorities and to create change in that troubled land?

In the final analysis, one essential point remains true. There are no simple answers. No matter what course of action the Trustees choose, we will not be able to satisfy those who have looked at the same set of facts and principles and reached different conclusions. But in the end, only the Trustees can choose and we must do so by weighing the social and political issues involved against the very real constraints imposed by our primary responsibility to ensure the long-term returns from, and growth in, the university's endowment. As Trustees we do not have the luxury of making decisions based on the expedient or the immediately practical. As much as we would prefer the harmony that comes from decisions that achieve the greatest consensus of the campus community, the Trustees are obligated always to take the long-term view, to preserve the financial strength needed to sustain all of the university's academic missions, not only today but in the year 2000 and beyond. And regardless of the decisions we make now, we must not irrevocably limit the possible discretion of future Trustees to evaluate these issues differently in the context of changing circumstances and the need to ensure the long-term financial health of the university.

CONCLUSIONS AND RECOMMENDATIONS

After lengthy and sometimes passionate discussions, including options ranging from boycotting the products of companies with South African operations, to urging all American companies there to divest, to returning to an unrestricted investment policy, we concluded (by a five to two vote of the members present)⁴ that Cornell should continue its policy of investing only in those companies whose independent evaluations earn them one of the two highest Statement of Principle ratings -- "making good progress" or "making progress" with their programs aimed at improving the lives of Black and non-white South Africans and ending apartheid. The Investment

Committee reached this judgment after careful consideration of four different policy options:

- 1) **unrestricted investment** that would avoid any limitations on investment flexibility and avoid any precedent that could limit the long-term future financial health of the institution;
- 2) **phased, total divestment** that over a period of time would permit Cornell's financial managers to divest all holdings in companies with South African operations and preclude future purchase of any security of corporations with operations in South Africa;
- 3) **modified, selective divestment** with new investment limited to media, food and pharmaceutical companies, on the grounds that such companies provide direct and undisputed benefits to Black and non-white South Africans;
- 4) **current selective divestment** that provides investment managers with the flexibility needed to maintain the performance of the endowment and continues to support American companies that are trying to improve the lives of those we're trying to help.

"If, on moral grounds, we decide not to hold the securities of a corporation with South African operations, we might also be expected to consider prohibiting the corporation from recruiting our students and also to consider not seeking or accepting the company's grants, gifts or contracts, or purchasing its products or services."

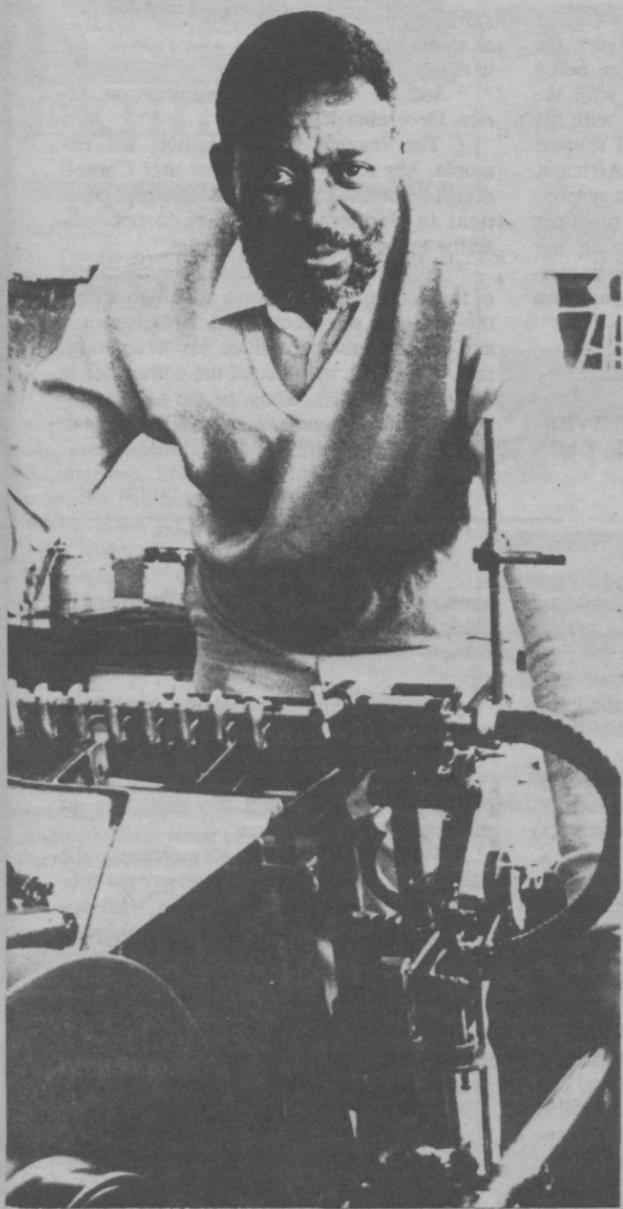
The issues, policies and principles we addressed were wide-ranging. It is not simplistic to suggest that the Investment Committee has tried to confront and balance conflicting objectives -- the fundamental need to insure the long-term financial health of the university through growth in the endowment, our belief that Cornell must support American corporations that share our goal of improving the lives of Black and non-white South Africans, and the attractiveness of achieving a consensus and tranquility on the campus that some members of the committee felt could come only from the symbolic act of divesting from corporations doing business in South Africa even though those corporations meet Category I or II guidelines and are working to improve the lives of the majority populations.

Less than four percent of the portfolio is invested in companies with South African operations, and the likelihood of tightened U.S. government sanctions and further disinvestment of companies from South Africa ultimately may make moot the entire question of U.S. corporate links to South Africa. Thus, it was argued by some that the Trustees should seize the opportunity to demonstrate symbolically our revulsion with apartheid and to act pragmatically to free the campus of the South Africa issue once and for all. Others countered that rather than put the issue behind us, corporate disinvestment and the precedent that would be created by withdrawing support for corporations working to improve the lives of the majority population could, in fact, hurt many in the majority population. And the precedent established could have profound implications for Cornell when faced with pressures to respond to other social or political concerns. In support of this position, it was argued that the Trustees had erred twenty years ago by adopting a restricted investment policy that is governed by external, extra-financial criteria, and thus creates a precedent for a policy of restricted investment that, if continued, could seriously hamper the long-term endowment performance. This will be especially true in the coming years, when non-American, multi-national companies -- over which Cornell will have little or no effective control -- may provide the higher investment returns.

In support of maximum investment flexibility, it was noted that Cornell's financial resources fall far short of present needs and of predictable future requirements. It was noted that donors frequently consider endowment performance in determining if they wish to support an institution. The endowment per student in Cornell's privately supported colleges is less than one-seventh of Princeton's, less than one-fifth of Harvard's and less than one-fourth of Yale's. Nationally, Cornell's endowment per student ranks 75th among all American colleges and universities. Growth in the endowment will be crucial in maintaining and enhancing the excellence of the university in the future and the Trustees should do nothing to further restrict and disadvantage the financial underpinnings of the university. Moreover, some committee members noted that the return to unrestricted investment could be simply accomplished, though it would engender some campus dissent.

Others disagreed, noting that it would be impossible and inappropriate to adopt a policy that assumes there is no room for social considerations in investment policy at an institution devoted fundamentally to truth and social progress, and that the focus of the Trustees' discussion, therefore, should be on how we can meet both our fiduciary responsibility and our moral obligation to act to oppose apartheid and to try to improve the economic, social and political lives of Blacks and non-whites in South Africa.

Continued on page 8



International Business Machines Corp.

South African printer Geoff Mphakti established a business with a loan from a fund created in part by International Business Machines Corp.

cent housing and legal representation. Representatives of organizations that administer such programs report that U.S. corporate disinvestment has cut the funding and effectiveness of these programs. There is considerable evidence that disinvestment has had negative consequences for Black and non-white employees of companies that have left and other Blacks and non-whites who benefited from the progressive programs these corporations supported.

VI. WITH SOME RESTRICTIONS, THE TRUSTEES HAVE REASONABLE LATITUDE IN RETAINING OR CHANGING THE EXISTING POLICY OF SELECTIVE DIVESTMENT.

Graduate Bulletin



Spring 1989 Registration for graduate students, Sage Hall Lounge, continues through Jan. 20, 8:15 a.m. to 4:15 p.m. Bring student ID and Registration Admission Form sent by the University Registrar.

Course Enrollment. Students who have not completed pre-course enrollment may bring completed and signed course enrollment forms to registration. Forms are available in graduate filed offices or in Sage Graduate Center. Course enrollment will continue through Feb. 10.

Graduate Faculty Meeting, Feb. 10, 4 p.m., General Committee Room, Sage Graduate Center. This meeting is solely for the purpose of voting on January degrees.

Changes made in controller's office to improve long-range financial planning

Some personnel and organizational changes that will enlarge the Controller's Office and better systematize elements of financial planning have been announced by Senior Vice President James E. Morley Jr. and George H. Huxel, the vice president for finance and treasurer.

In a Jan. 16 letter to deans, directors and department heads, Morley and Huxel said Patrick W. Fitzgerald, controller for a Cortland subsidiary of the Pall Corp., had assumed the new position of manager of cost analysis. Fitzgerald, who holds an M.B.A. degree from Syracuse University, will report to Controller John Ostrom and will focus on the more precise allocation among university units of revenue and expense items. The aim is to refine the tools for future budgeting and rate-setting, according to Morley and Huxel.

"This will allow Jack Ostrom to take a

greater role in financial planning and analysis," Huxel said. He added that Ostrom will head a new Controller's Policy Advisory Group to assist in developing accounting and financial policies, and that his office will do more in accounting and costing policy for endowed, statutory and medical components.

Kenneth R. Finlayson, an M.B.A. graduate of the University of Chicago, also has joined Ostrom's staff as a special assistant to provide financial analysis and financial-systems consultation to departments and colleges.

As part of a larger goal to develop universitywide financial systems, Associate Controller Lee T. Cartmill, reporting directly to Huxel, will assume the additional duties of the newly established position of director of financial systems development. Cartmill, who holds a Cornell M.B.A. de-

gree and has worked at the university for 13 years, is currently responsible for the operation of the Endowed Accounting Office. Those duties are being assumed by Director of Accounting Randy Greene, whose title has been changed to assistant controller.

To strengthen long-range financial planning, the Budget Management Office headed by Gerald Boothby is being merged into the Office of Financial Planning and Budget Development, and the resulting entity is being named the Office of Financial Planning and Management. Mike Whalen will continue to head this office, reporting to Huxel.

The university treasurer explained that this change is important because it is artificial and inefficient to separate the two functions of managing a current budget and planning a future budget.

— Sam Segal

Report continued from page 7

It was recognized that the media provide information that is fundamental to sustaining world opinion and pressure on the South African government, and that the drug and food companies provide nutrition and health benefits that are particularly important for the disadvantaged majority in South Africa. Still, those arguments alone would not justify limiting investment to those companies since other corporations provide benefits that directly improve the lives of the Black and non-white majority. It was argued by some that Cornell's principal contribution should not be linked to the endowment but rather to education programs and other involvements that Cornell can provide to improve the lives of Black and non-white citizens of South Africa. Although Cornell has invested more than \$500,000 in support of South African students in such programs in recent years, emphasizing these educational contributions — as important as they, in fact, have been and are to Black South Africans — would be seen by some as a hollow gesture and an effort to avoid facing the divestment issue squarely. There was consensus that Cornell should continue to support its educational programs for the majority populations, but that it should not link these programs to its investment policies.

And finally, it was noted that, in terms of campus harmony, by far the easiest, and in

many ways, the most pragmatic option would be simply to divest, putting behind us a divisive issue that has cost the university and members of our community extraordinary amounts of time, energy and money. This was urged by some, who recognized that this symbolic act would have no measurable impact or influence on improving the lives of Black or non-white South Africans or on dismantling apartheid. This argument for divestment was presented, not as an issue of principle or of morality, but as a matter of pragmatic politics.

There is no doubt that, in terms of campus harmony, the easiest course of action would be to make the symbolic act and divest. The vast majority of those from the campus who have communicated with us have urged that we recommend divestment. In the final analysis, however, we believe that despite the very real attractiveness of the pragmatic argument, the principles that undergird our present policy are not only consistent with our fiduciary and legal responsibilities, but are correct. Our challenge is and must be, not to balance the harmony of the campus (as important as that may be) with our fiduciary responsibility, but to balance our responsibility to oppose apartheid and to try to improve the lives of the majority populations in South Africa within our overriding responsibility as stew-

ards of the university's endowment.

In our view, the Trustees' present selective-divestment policy provides the best answer. We realize, of course, that that is a matter of judgment, but we believe that by investing only in companies that are effectively working to improve the lives of those about whom we are most concerned, the Black and non-white majority, and divesting from those companies whose performance does not meet the standards we think appropriate, Cornell is acting in a socially responsible and principled way.

The Proxy Review Committee's regular reviews of corporate practices ensure the Board that Cornell's investments are being managed in a manner consistent with the university's principles. Combined with the university's continuing educational support for Black and non-white South Africans, this policy enables Cornell to play a responsible role in support of progressive practices in South Africa without jeopardizing our paramount obligation to manage the university's endowment to ensure the long-term financial health of Cornell.

Accordingly, the Investment Committee recommends:

THAT THE CORNELL UNIVERSITY BOARD OF TRUSTEES CON-

TINUE ITS SELECTIVE DIVESTMENT POLICY THAT LIMITS INVESTMENTS ONLY TO THOSE COMPANIES THAT, ACCORDING TO INDEPENDENT EVALUATIONS, ARE "MAKING GOOD PROGRESS" OR "MAKING PROGRESS" WITH THEIR PROGRAMS AIMED AT IMPROVING THE SOCIAL, POLITICAL, AND ECONOMIC LIVES OF THE BLACK AND NON-WHITE MAJORITY IN SOUTH AFRICA.

Footnotes

¹ The number of companies departing is slowing down, however, with less than half as many companies leaving in 1988 as did in either 1986 or 1987.

² Source: American Committee on Africa, December 1988.

³ The Investment Committee, for example, has received a request that Cornell divest its holdings in companies with operations in Northern Ireland that do not subscribe to the MacBride Principles.

⁴ Following the meeting, two members of the committee who were unable to attend the meeting were contacted by telephone, and endorsed the committee's recommendation. The tenth member of the committee is out of the country. Thus, of the nine members of the committee contacted, seven have endorsed the committee's recommendation.

Committee continued from page 1

white South Africans and, under recently tightened requirements, also must seek to eliminate laws and customs that impede social change. It is against these goals that evaluations of "progress" are made annually by consulting firm of Arthur D. Little and made available by the Investor Responsibility Research Center.

The current policy review was agreed to three years ago when the board voted to tighten its former policy, which allowed investment in all Statement of Principles signatories.

In reaching its recommendation, the Investment Committee discussed the question for more than six hours during three meetings, held in New York City on Nov. 29, Dec. 15 and Jan. 4. At the Nov. 29 meeting, faculty members presented a case for total divestment. Ten days before the first meeting, the committee's 10 members received three reports — the university counsel's report on legal questions, the vice president for finance and treasurer's report on financial questions; and the Proxy Review Committee's report on social, political and economic developments in South Africa. This last report was based on 15 meetings during which committee members heard 48 speakers and amassed dozens of written submissions reflecting the wide range of views on South African investment.

The three earlier reports were made public in mid-November; the Investment Committee report is also available, at 110 Day Hall.

The Investment Committee report stressed that "the issue we have debated is not apartheid. . . we have focused on whether and how Cornell's policies might best serve the interests of black and non-white South Africans within the fundamen-

tal constraints of our overriding responsibility to be responsible stewards of the university's endowment now and in the future."

Even though the "vast majority" of those on campus who communicated with the committee favored total divestment, such a choice would be largely symbolic, having no real impact on apartheid.

The committee concluded that, because there is no evident way to end apartheid quickly, the next-best choice lies in supporting improvements in the lives of non-white South Africans, who have "benefited from the progressive programs" of American companies.

"We see virtually no credible evidence that our present strengthened divestment policy has had or will have an impact on the South African government's determination to sustain apartheid," the committee said. "Yet by divesting, do we not eliminate any linkage, indirect though it may be, to progressive institutions that are working to improve the lives of the black and non-white majorities and to create change in that troubled land?"

The committee recommendation was adopted by a 5-2 vote (two other members later concurred by phone; one was abroad and could not be polled), but the report noted repeatedly the choice was difficult.

In a letter transmitting the report to Board Chairman Austin H. Kiplinger, Investment Committee Chairman Robert G. Engel noted the "reasoned, rational and effective approach" of the campus debate. The text of the report cited the "very deep and genuine concern" of divestment advocates and said "in terms of campus harmony, by far the easiest . . . option would be simply to divest."

But it added: "As trustees, we do not

have the luxury of making decisions based on the expedient or the immediately practical. As much as we would prefer the harmony that comes from decisions that achieve the greatest consensus of the campus community, the trustees are obligated always to take the long-term view, to preserve the financial strength needed to sustain all of the university's academic missions, not only today but in the year 2000 and beyond."

Under current policy, there has been a notable drop in the percentage of Cornell's overall investment in companies with South Africa operations. According to the financial report, three years ago, Cornell's holdings in such companies totaled \$130 million, or 18.2 percent of a portfolio valued at \$714.8 million; as of October 1988, the figures were \$42.1 million, or 4.2 percent of a portfolio valued at \$1 billion (including \$7.6 million in companies pledged to leave South Africa).

While there was consensus among financial advisers that current investment restrictions have a relatively minor impact on portfolio performance, some concern was expressed about investment performance if the trustees adopted further restrictions.

They might exclude not only more American companies but also those "non-American, multinational corporations that may become increasingly attractive investments though they may be less responsive to investor concerns about their South African businesses," the advisers reported to the committee.

The committee's discussion reflected concern not only about the effects of tightened South Africa policy but also about the general intrusion of social questions into investment policy. It noted that the trustees

already had been asked to bar investment in companies that operate in Northern Ireland without subscribing to the MacBride Principles.

Six other major findings the committee reported were:

- The South African economy has felt a "considerable impact" from international economic sanctions and the departure of more than 130 companies.

- While there has been an increase in the number of state and local governments prohibiting investment in companies with operations in South Africa, the dominant mode of university proscription continues to be partial divestment.

- Cornell's South Africa-related holdings have dropped from about 18 percent of the portfolio three years ago to about 4 percent today.

- The performance of Cornell's portfolio, compared to unrestricted portfolios, has not suffered under the current selective-divestment policy.

- Neither the U.S. corporate presence nor departure has significantly influenced apartheid itself, but disinvestment has had negative consequences for blacks and non-whites who benefited from the progressive corporate programs.

After balancing social, financial and campus considerations, the committee concluded that "we believe that by investing only in companies that are effectively working to improve the lives of those about whom we are most concerned, the black and non-white majority, and divesting from those companies whose performance does not meet the standards we think appropriate, Cornell is acting in a socially responsible and principled way."

— Sam Segal

CALENDAR

All items for the calendar should be submitted (typewritten, double spaced) by campus mail, U.S. mail or in person to Chronicle Calendar, Cornell News Service, Village Green, 840 Hanshaw Road, Ithaca, NY 14850.

Notices should be sent to arrive 10 days prior to publication and should include the name and telephone number of a person who can be called if there are questions.

Notices should also include the subheading of the calendar in which the item should appear.

DANCE

Cornell Folkdancers

The Cornell community and general public, including beginners, are welcome to join in folkdancing. Admission is free. Meet on Jan. 22, North Room, Willard Straight Hall, instruction and requests from 7 to 10 p.m. For more information, call Wies van Leuken: 257-3156.

EXHIBITS

Johnson Art Museum

The Herbert F. Johnson Museum of Art, on the corner of University and Central avenues, is open Tuesday through Sunday from 10 a.m. to 5 p.m. Admission is free. Telephone: 255-6464.

"The Dance," by Zigi Ben-Haim, a four-part sculptural installation inspired by Henri Matisse's series of paintings, will be on view through Feb. 12. The large pieces that comprise the exhibition are made of concrete in which black pigment has been added at an early stage, steel mesh, copper pipes and lead projections, which give the appearance of spines. As a result, the "dancers" have both human and abstract referents.

"Tricks of the Flicks," a workshop for children ages 9 through 12, with professional animator John Canemaker, will be held Feb. 4. Workshops for children ages 9 and 10 will be conducted from 10 a.m.-noon, and ages 11 and 12 from 1-3 p.m. Advance registration is required by Jan. 27, and a fee of \$5 will be charged. To register call the education department at 255-6464.

FILMS

Films are sponsored by Cornell Cinema unless otherwise noted. An (*) means an admission charge.

Thursday, 1/19

"Salome's Last Dance" (1988), directed by Ken Russell, with Glenda Jackson, Stratford Johns and Nickolas Grace, 8 p.m., Uris.*

Friday, 1/20

"A Taxing Woman" (1987), directed by Juzo Itami, with Nobuko Miyamoto, Tsutomu Yamazaki and Mashiko Tsugawa, 7:15 p.m., Uris.*

"Down By Law" (1986), directed by Jim Jarmusch, with Tom Waits, John Lurie and Roberto Benigni, 8 p.m., Anabel Taylor.*

"Coming To America" (1988), directed by John Landis, with Eddie Murphy, Arsenio Hall and James E. Jones, 10:05 p.m., Uris.*

Saturday, 1/21

"A Taxing Woman," 7:15 p.m., Uris.*
 "Coming To America," 10:05 p.m., Uris.*
 "Tommy" (1975), directed by Ken Russell, with Roger Daltrey, Ann-Margaret and The Who, 8 p.m., Anabel Taylor.*

Sunday, 1/22

"Coming To America," 4:30 p.m., Uris.*
 "Faster Pussycat Kill Kill" (1966), directed by Russ Meyer, with Tura Satana, Haji and Lori Williams, 8 p.m., Uris.*

Monday, 1/23

"Patti Rocks" (1987), directed by David B. Morris, with Karen Landry, Chris Mulkey and John Jenkins, 8 p.m., Uris.*

Tuesday, 1/24

"Baby Doll" (1956), directed by Elia Kazan, with Carroll Baker, Eli Wallach and Karl Malden, 8 p.m., Uris.*

Wednesday, 1/25

"Fatal Attraction" (1987), directed by Adrian Lyne, with Michael Douglas, Glenn Close and Anne Archer, 8 p.m., Uris.*

Thursday, 1/26

"Touch of Evil" (1958), directed by Orson Welles, with Orson Welles, Charlton Heston and Marlene Dietrich, 8 p.m., Uris.

LECTURES

Cornell Cinema

Presentation and screening on early animation, John Canemaker, animator, Feb. 4, 7:15 p.m., Uris Auditorium

Music

"In Search of Bach's Weimar Cappella: Documentary and Musical Evidence," William Cowdery, Jan. 25, 4:15 p.m., Grout Room, Lincoln Hall.

MUSIC

Department of Music

Mark Barsamian, violist, will give a recital on Jan. 20 at 8:15 p.m. in Barnes Hall. Works will include J.S. Bach's Suite in E-flat major, BWV 1010 (originally for cello), Christopher Hopkins' "Prelusion" for solo viola and Steve Reich's "Viola Phase" for viola and tape.

Band audition, all day, Jan. 21, in Lincoln Hall.

Charleston String Quartet, Jan. 26, 8:15 p.m., Barnes Hall. A program of Beethoven, Webern and Coates.

Bound for Glory

Sadie Green Sales, Ragtime Jug Band, will perform in three live sets in the Commons Coffeehouse, 8:30 p.m., 9:30 p.m. and 11:30 p.m., Jan. 22. Bound for Glory can be heard from 8 to 11 p.m. on WVBR-FM93.

MUSIC

Sage Chapel

Rick Bair, Oak Avenue Lutheran Church pastor, will deliver the sermon at Sage Chapel on Jan. 22. Services begin at 11 a.m. Music will be provided by the Sage Chapel choir, under the direction of Donald R.M. Paterson.

Catholic

Mass: Every Saturday, 5 p.m., every Sunday, 9:30 and 11 a.m., and 5 p.m., Anabel Taylor Auditorium.



Stratford Johns (as Herod) and Glenda Jackson (as Herodias) star in "Salome's Last Dance," a film by Ken Russell that retells the tragedy written by Oscar Wilde. The film can be seen tonight at 8 p.m. in Uris Hall. On weeknights for the rest of the month, Cornell Cinema is showing its HOT Winter Nights series. See the Cinema posters for details.

Daily Masses Monday through Friday, 12:20 p.m., Anabel Taylor Chapel.

Christian Science

Testimony Meeting: Every Thursday, 7 p.m., Anabel Taylor Founders Room.

Episcopal (Anglican)

Every Sunday, 5 p.m., Anabel Taylor Chapel.

Friends (Quakers)

Sunday, 10 a.m., adult discussion; 11 a.m. meeting for worship, Edwards Room, Anabel Taylor Hall.

Jewish

Morning Minyan: Young Israel House, 106 West Avenue. Call 272-5810.

Reform Services: Friday evenings 5:30 p.m., Anabel Taylor Chapel.

Conservative/Egalitarian Services: Friday 5:30 p.m., Saturday 9:45 a.m., Anabel Taylor Hall Founders Room.

Orthodox Shabbat Services: Friday evenings, Young Israel, 106 West Ave. Call 272-5810; Saturday 9:15 a.m., Edwards Room, Anabel Taylor Hall.

Korean Church

Every Sunday, 1 p.m. Anabel Taylor Chapel.

Muslim

Sunday through Thursday, 1 p.m., 218 Anabel Taylor Hall. Friday 1 p.m. Anabel Taylor Edwards Room.

Protestant

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

Baptist Campus Ministry (SBC): Every Saturday, 7 p.m., in the Forum, Anabel Taylor Hall.

Zen Buddhism

Zazen meditation: Tuesdays at 7 p.m. and Thursdays at 5:10 p.m. in the chapel or the Edwards Room, Anabel Taylor Hall. For more information or to arrange beginner's instruction, call Ian Dobson: 347-4303.

SEMINARS

Biochemistry

"Hemoglobin S; Genes, Origin Phenotypic Expression," Ronald Nagel, medicine, Albert Einstein School of Medicine, Jan. 20, 4:30 p.m., 204 Stocking Hall.

Chemical Engineering

"Nonlinear Waves on Thin Liquid Films: Computing Complex Dynamics," Yannis Kevrekides, Princeton University, Jan. 24, 4:15 p.m., 145 Olin Hall.

Ecology & Systematics

"Trans-Isthmian Comparisons of Gastropod Species Pairs: A Marine Molluscan Mitochondrial Metronome?" Timothy M. Collins, geology and geophysics, Yale University, Jan.

25, 4:30 p.m., Morison Seminar Room, A106 Corson/Mudd Hall.

Education

Organizational meeting for a one-credit seminar course, Education 590-03, to be taken in conjunction with "Teaching For a Learning Society," the college teaching lecture, Jan. 23, 3:35 p.m., 232 Warren.

Food Science

"Industrial Extension for Food Processors," Eileen E. Fabian and Berdell G. Boss, agricultural and biological engineering, Jan. 24, 4:30 p.m., 204 Stocking Hall.

Mechanical & Aerospace Engineering

"A Method for Minimizing Residual Vibration in Articulating Space Structures," Warren Seering, M.I.T., Jan. 24, 4:30 p.m., 111 Upson Hall.

Textiles & Apparel

"Structure-Property Relationships in Synthetic Fibers," Ronald A.F. Moore, Allied Fibers, Petersburg, Va., Jan. 24, 12:20 p.m., 317 Martha Van Rensselaer Hall.

Theoretical & Applied Mechanics

"A Finite Element Formulation for Inelastic Plates and Shells Based on a Variational Principle," Vickie Bergmann, Jan. 25, 4:30 p.m., 205 Thurston.

SPORTS

Friday, 1/20

Men's Varsity Hockey, at Dartmouth, 7:30 p.m.

Friday - Saturday, 1/20-1/21

Men's Wrestling, NYS Championships at Kings Point

Saturday, 1/21

Women's Fencing, at Columbia w/Penn & Wellesley

Men's Fencing, at Columbia w/Penn, noon

Men's Track, Army, at home, noon

Women's Track, Army, at home, noon

Women's Gymnastics, at Army Invitational, 1:30 p.m.

Men's Swimming, Syracuse, at home, 1 p.m.

Women's Swimming, Syracuse, at home, 1 p.m.

Men's Gymnastics, at Army Invitational, 1:30 p.m.

Women's Basketball, at Columbia, 5:15 p.m.

Men's Varsity Basketball, at Columbia, 7:30 p.m.

Monday, 1/23

Women's Basketball, Lafayette, at home, 5 p.m.

Men's Varsity Basketball, Lafayette, at home, 7:30 p.m.

Continued on page 12

Lewenstein: Science journalism still does not attract a mass audience

Science magazines and news programs have failed to find a large audience among the American public because too many science writers share scientists' view of the world and because the public is indifferent about science, according to science historian Bruce V. Lewenstein.

"Many science journalists are motivated by the same interests as scientists: fascination with the process of discovery, a belief that the power of science can solve major world problems," Lewenstein said in remarks prepared for the annual meeting of the American Association for the Advancement of Science in San Francisco.

Cornell faculty members delivered some half dozen papers at the annual meeting of the American Association for the Advancement of Science last week in San Francisco. This article and two on the next page were prepared for that meeting.

"There is an assumption on the part of science writers that what interests scientists should be interesting to everybody. That's just not so. People don't care if it's chemotherapy or a copper bracelet that cures their cancer; they just want to know how something affects their lives.

"The science stories that are of greatest interest to the public are energy, health and environment stories that often are written by political, business and environment writers, not science writers," he added.

Lewenstein is an assistant professor in the Department of Communication and in the Program in the History and Philosophy of Science and Technology. He was scheduled to deliver his remarks on Jan. 18 in a symposium on "Popularizing Science."

In the late 1970s, the maturation of the Baby Boom generation and a series of news stories with science components — including the Three Mile Island nuclear power plant accident, the volcanic eruption of Mount St. Helen's and the

toxic contamination of Love Canal — contributed to a boom in science journalism, Lewenstein said. Between 1977 and 1988, nearly 20 magazines, 17 television shows and more than 60 newspaper sections devoted to popular science appeared, he said. The new magazines included Science 80 (which became Science 81 in 1981, and so on), Science Digest and Discover.

Pointing to the subsequent sale and difficulties facing Discover magazine, and to the demise of Science 86, network television's "Walter Cronkite's Universe" and of Science Digest (now in its second reincarnation and under a different format), Lewenstein asserted that science has no widespread appeal for the American public — or, at least no appeal wide enough to attract advertisers.

But magazines and non-commercial television programs aimed at an audience already interested in science — publications such as Oceans, Astronomy, Technology Review, Natural History and Scientific American — are thriving, Lewenstein pointed out.

Popular Science magazine, with some 1.8 million readers, is successful because it folds its science coverage into how-to articles, showing readers how they are affected by scientific developments, he said.

The same was true in the post-World War II years, when excitement about jet engines, radar, penicillin and synthetic fibers led to an increase in science coverage, Lewenstein said.

A general-interest science magazine called Science Illustrated was launched in 1946 and folded less than four years and \$5 million later. Meanwhile, two science writers purchased Scientific American and restructured it, aiming at scientists looking for information about technical fields outside their own. The magazine has enjoyed success ever since, he said.

Lewenstein pointed to Omni magazine as succeeding in a world of its own that combines science stories with science fiction and that pays serious attention to research on sex and extraterrestrial life.

Many of the successful science publications are extensively supported by scientific organizations such as AAAS, alleviating commercial pressures to succeed, he said. And much of science journalism that is intended to "build public



Jill Peltzman

A sampler of science magazines

understanding about science" is really meant to "build public appreciation of science and its benefits to society," Lewenstein said.

"Hard-hitting science journalism has come to mean journalism that probes the difficult, challenging and often fascinating world of nature. It is not journalism that probes the equally difficult, challenging and fascinating world of scientific institutions," he said.

—Mark Eyerly

Cornell, Dartmouth join in saving New Hampshire forest

Cornell and Dartmouth College have teamed up to help the Trust for Public Land (TPL) continue its wilderness preservation efforts in New Hampshire.

It is the first such collaboration between TPL, a 15-year-old, San Francisco-based land preservation organization, and any university.

Each university is providing half of a \$125,000 short-term, low-interest loan to permit TPL to refinance the purchase of 22 acres at Mirror Lake. The trust has acquired the lakefront acreage from private owners, and the refinancing will allow TPL to assist other land conservation organizations seeking to purchase a tract near Nash Brook in northern New Hampshire. Cornell and Dartmouth will be repaid when the United States Forest Service (USFS) buys the land for preservation as a wilderness research area.

The land on Mirror Lake is adjacent to the Hubbard Brook Experimental Forest in

Woodstock, N.H., where scientists from Cornell, Dartmouth and other institutions have worked for years.

It was at Hubbard Brook in the 1960s that researchers first identified acid rain as a cause of environmental damage in North America.

An ecosystem study begun at Hubbard Brook in 1962 is widely recognized as the oldest continuous study of its kind in the nation. Nearly a thousand scientific publications have come out of the Hubbard Brook research in the last 25 years.

Hubbard Brook is now the site of a long-term, \$2 million ecological research project, directed by Cornell in collaboration with Dartmouth, the USFS, the Institute of Ecosystem Studies, Syracuse and Yale universities, and the University of Pennsylvania. The ecological study is chronicling the effects of large-scale disturbances to woodlands such as fires, hurricanes and whole-tree harvesting.

There are no immediate research plans for the Mirror Lake tract, according to Jack W. Lowe, Cornell's associate vice president for research. However, the preserved land will be available for ecological research by Cornell, Dartmouth and other institutions when it comes under the USFS jurisdiction, he said.

"The main feature of Hubbard Brook is the long-term data base that has been developed from research there," said Dartmouth biologist Richard Holmes, who has studied Hubbard Brook for more than 20 years. "Preserving Mirror Lake and its watershed will allow long-term study to continue uninterrupted."

"This is a great arrangement," said Peter Forbes, TPL project manager. "It allows TPL to continue its efforts at land preservation and is another sign of the commitment by Dartmouth and Cornell to make important conservation activities happen."

Last year, development plans on Mirror

Lake's shoreline threatened the work of the ecology researchers. When federal budget restraints stymied a Forest Service proposal to buy the tract, the researchers asked their universities to help.

Using short-term financing provided by Cornell, Dartmouth, the New Hampshire Charitable Fund and the Mary Flagler Cary Trust, TPL acquired the site to forestall development.

President Reagan has signed legislation providing funds for USFS land purchases, and plans call for the Mirror Lake tract to be sold to the USFS in late February or early March, when the federal money becomes available. TPL earlier sold another 15 acres near Mirror Lake to the Forest Service, which incorporated it into the White Mountain National Forest.

"Had Dartmouth and Cornell not stepped in, we would have been hard pressed to hold the land for the USFS," Forbes said.

—Roger Segelken

Earthquake *continued from page 1*

days. The engineers inspected damaged and collapsed buildings, making observations and interviewing survivors. They surveyed landslide damage to rail lines and water supply systems.

At a nuclear power plant on the outskirts of Yerevan, they found no damage but shared the concern of Soviet engineers that a subsequent earthquake there would not be as benign.

O'Rourke said the pattern of devastation was of particular interest to the earthquake engineers. Adjacent to some of the most heavily damaged villages and sections of cities were areas with few problems. Further analysis of the Armenian quake should show the role played by differing soil and groundwater conditions — as well as regional geologic structures — in the fate of cities and their residents.

Leninakan's natural gas distribution network seemed to perform well in the earthquake, the American engineers discovered. Pressure-control shutoff valves, which detect ruptures in lines and limit the loss of gas, apparently functioned properly and most fires were confined to individual buildings.

That finding is important, O'Rourke said, because there is concern about U.S. gas delivery networks, which have never



been tested in earthquakes as severe as Armenia's.

Their survey of structures revealed which types of buildings were vulnerable to seismic damage, according to the Cornell engineer. Many structures with pre-cast concrete frames "failed en masse and were reduced to rubble," O'Rourke reported.

However, the more rigid concrete panel structures, which were built at about the

same time, "performed well and showed little sign of distress." Pre-cast frames depend on proper concrete placement at joints and proper connection of reinforcing bars, "and we saw evidence that the quality control of such construction was not of the same standard as in the United States," O'Rourke noted.

Although the region had experienced seismic activity in 1926, Soviet authorities

were surprised by the intensity of the 1988 earthquake, the Cornell engineer said. "Otherwise, they would not have designed so many structures that way.

"Now we can help assess the seismic potential and the performance of buildings in the future," O'Rourke said. "Many structures built in the last 10 to 20 years in areas vulnerable to earthquakes in the Soviet Union need to be reassessed and considered for strengthening. That will require careful, high-tech engineering.

"The Soviets wanted a candid, objective assessment of what happened, and that is going to occur," O'Rourke said. "Their society bared itself. There was no hostility or suspicion. They didn't try to hide their failures, and they want to continue this dialogue."

When a country asks for and receives emergency assistance, it has an obligation to continue the openness it exercised in accepting that help, the earthquake engineer believes. "We left a presence that won't go away overnight.

"If there is an up side to this disaster — and if the Soviet Union really is ready for more open exchange — Armenia is going to be the opening through which this communication occurs."

—Roger Segelken

Jasanoff: Public attention improves the science behind federal policies

The scientific basis for public policy must be rooted in public participation, so that government decisions cannot be attacked scientifically or politically, according to Sheila Jasanoff, director of Cornell's Program on Science, Technology and Society.

"Once science is embroiled in political controversy, expert review is no longer sufficient to restore credibility," Jasanoff said in remarks prepared for a symposium on "Issues in Scientific Conflict of Interest Among University, Industry and Government" at the annual meeting of the American Association for the Advancement of Science in San Francisco.

"If you find a scientist without any opinion about what regulations, if any, are needed, it probably means that his or her work is irrelevant or meaningless. There really isn't any such thing as 'pure' science in the policy context."

— Sheila Jasanoff

Jasanoff is the author of a forthcoming book on science advice and public regulation to be published this year by Harvard University Press.

In her AAAS presentation and in a related article in the February/March 1989 issue of *Technology Review*, Jasanoff argues that public review is necessary for more than simple political expediency — it can improve the science behind regulation. She pointed to the toxic contamination of Love Canal as an example.

At Love Canal, an Environmental Protection Agency

study that found chromosome damage among local residents was leaked to the press before two teams of independent reviewers dismissed the study as faulty. But alarmed members of the public criticized, with what Jasanoff called "some justification," the peer-reviewers' decisions as unsound, pointing out that their decision, in turn, had not been reviewed by others.

Subsequent studies by the EPA, the Centers for Disease Control and New York state agencies "were much more attentive to the need for public involvement," Jasanoff said. They allowed local residents to nominate members for scientific review panels and allowed residents to question the experts at public deliberations of the panels.

"The openness of this procedure reassured the skeptical Love Canal community that the study did not reflect the hidden biases of any interest group," Jasanoff said.

In another example, independent analysts found that a 1986 National Cancer Institute study of formaldehyde's health effects did not examine enough workers to determine whether formaldehyde was a carcinogen, Jasanoff reported. This incident suggests that an informed public can and does find weaknesses and biases that the experts miss in scientific studies used to support government regulation, she said.

Much of scientific regulation works similar to courts of law, with experts offering differing conclusions or differing interpretations of the same evidence, she pointed out. Most scientists form opinions about the social implications of their findings, making "neutral scientists impossible to find. If you find a scientist without any opinion about what regulations, if any, are needed, it probably means that his or her work is irrelevant or meaningless. There really isn't any such thing as 'pure' science in the policy context," Jasanoff said.

Rather than trying to find unbiased experts, government regulatory agencies should discuss publicly the studies behind their policies to demonstrate that biases of individual



Sheila Jasanoff

Jill Peltzman

scientists are not having undue influence on regulatory decisions, she said.

"Unless government agencies can ensure the quality of the scientific research that's carried on for them, they can't make policies that people have faith in," she said.

— Mark Eyerly

Reppy: Military research weakens U.S. competitiveness

The military research and production of World War II helped turn the United States into a commercial giant, but today's emphasis on military research is damaging the country's competitiveness in high-technology markets, according to economist Judith V. Reppy.

From 1980 to 1986, the United States turned around from a \$26.7 billion trade surplus in high-technology markets to a \$2.6 billion deficit, partly because defense-based research no longer yields significant commercial spin-offs, Reppy said in remarks prepared for a symposium on "Defense Spending as Technology Policy for the U.S." at the annual meeting of the American Association for the Advancement of Science in San Francisco.

Meanwhile, Japan, which concentrates its research spending on civilian applications — devoting less than 1 percent of its research and development spending to military needs — captured much of the consumer high-tech market, she added.

Reppy is associate director of Cornell's Peace Studies Program and specializes in issues related to military spending and the economy. The Peace Studies Program supports research by physical and social scientists and humanists on nuclear deterrence, arms control, the economic burden of military spending and other topics.

"Star Wars has no civilian spin-offs worth mentioning," Reppy said, using the nickname of the proposed Strategic Defense Initiative intended to destroy missiles fired at the United States.

"Star Wars research won't produce commercial products, but it will help improve conventional weapons, and that's why it makes the Soviets nervous.

"In electronics, fiber optics, computer software — the civilian sector is more advanced than what's happening in military research," she added. "Large-scale military spending does not make a good industrial policy. We need to justify the money we spend on military research for defense needs alone, or we should invest the money elsewhere."

In addition, because the military emphasizes high performance in its products while the civilian economy is more interested in low cost, reliability, ease of maintenance and

"Large-scale military spending does not make a good industrial policy. We need to justify the money we spend on military research for defense needs alone, or we should invest the money elsewhere."

— Judith V. Reppy

long production runs, it is difficult to transfer military-based technology to civilian uses, Reppy said.

Other barriers to military-to-civilian technology transfer include the military's cumbersome procurement system and "an institutionalized military-industrial complex," Reppy said. "There is now a generation of people in the defense system who never worked in a cost-conscious environment."

In the post-World War II years, the U.S. economy benefited from the jet engine, computer and nuclear power technologies developed in the war effort. But today's military

research, which consumes 70 percent of government spending on research and development, is focused on advancements such as the Stealth bomber, an airplane invisible to radar, that have little or no civilian economic spin-offs, she pointed out.

And while some recent economic developments, primarily in electronics, have been spurred by military needs, military specifications such as electronics hardened against nuclear explosions are irrelevant to the civilian economy, Reppy said.

Also, only 3 percent of military research spending is for pure research; the remaining 97 percent goes to weapons development, testing and production — work that does little to improve civilian manufacturing processes, she said.

Taken together, these factors helped the United States maintain its market position in military-intensive areas such as aircraft, guided missiles and spacecraft from 1963 to 1980, while it lost market share in areas such as communications equipment, synthetic materials and civilian electronic goods.

Other factors such as the once-escalating value of the dollar have contributed to America's loss of high-tech markets, maybe more so than has the emphasis on military research, Reppy said. And at least one country, France, has been able to emphasize military research and still maintain its market position in both military- and civilian-based technology fields.

But, "only Great Britain spends as much as the U.S. on military research and development in terms of GNP, and we don't consider the U.K. a shining economic success," she said.

— Mark Eyerly

Recycling reaches 45 buildings; residence halls are next

Cornell Recycles, the campuswide program to save tons of reusable paper from the waste stream each year, has reached 45 academic buildings and is about to begin in residence halls.

Starting this semester, residents of 30 halls will be asked to separate recyclable paper from other trash, which will continue to be trucked to landfill dumps. Recyclable paper in dormitories will be transferred to collection areas at each building, then carted away by a scrap processor under contract to the university. The scrap processor separates the paper, sells it for conversion into a variety of products ranging from stationery to flowerpots, and reimburses Cornell.

The residence hall recycling program is an extension of the overall Cornell Recycles program, which began last fall in several academic buildings and is now operating across campus.

Participants are required only to separate recyclable paper from non-recyclable paper and other trash. By the time all campus buildings are enrolled in the Cornell Recycles program, planners hope to divert at least 25 percent of the 8,000 tons of solid waste generated each year.

The 45 academic buildings now enrolled

in the program are the workplaces for about 60 percent of the university's faculty and staff. Halls operated by the Department of Residence Life house about 7,000 students.

"Students from Ecology House operated an enthusiastic recycling program in the residence halls for several years, and they are still helping with the education part of the program," said Bill Perkins, Residence Life coordinator of purchasing and housekeeping.

"If we can divert just 50 percent of the recyclable paper," Perkins said, "we can save thousands of dollars in operating the residence halls and, ultimately, in the cost of rooms to the students. The Department of Residence Life sees our custodial staff as crucial to the success of this program; without their support, residence hall recycling wouldn't work."

Implementing Cornell Recycles in academic buildings will require installation of about 10,000 waste-basket-sized containers, 450 collection barrels for custodians and 140 new dumpsters, according to Terri Hargett, one of two co-directors of Cornell Recycles. Red and white labels distinguish recyclable and nonrecyclable containers.

Proceeds from the sale of recycled paper

are expected to help pay the expenses of implementing and operating Cornell Recycles, said Rob Osborn, co-director.

Hargett and Osborn anticipate Cornell Recycles should reach all campus workplaces and dormitories by March 1.

Hargett cited "the cooperation of Jean Rogers (superintendent of buildings' care) and the entire staff of the Buildings' Care Department, who have been instrumental in

assisting with the equipment set-up and subsequent collection of the office recyclables."

The initial reception to Cornell Recycles "has been better than we could have planned," Osborn said. "We are seeing from 50 to 70 percent of the office waste stream in campus buildings being recycled. There has been tremendous support from all Cornell staff involved."

— Roger Segelken

Typical Recyclable Paper

White, colored, newsprint, computer
Carbonless (NCR) forms
"Post-it notes"
Cardboard (if flattened and tied in bundles)
Envelopes (without stickers or windows)
Shredded paper (bagged and labeled as to paper type: white, colored, computer or mixed)
Paper or booklets with staples (no paper clips)

Non-recyclable Paper

Books, telephone books and directories (unless bindings and covers are removed)
Magazines, other glossy publications
Envelopes with cellophane windows
Food wrappers, containers
Carbon paper
Blueprints, chemically treated paper
Wet or soiled paper
Paper cups, beverage containers
Tissues
Paper towels

Quartet, recital set for strings

The music department is sponsoring two events this week.

The Charleston String Quartet, Brown University's quartet-in-residence, will perform on Jan. 26 at 8:15 p.m. in Barnes Hall and violist Mark Barsamian will give a recital on Jan. 20 at 8:15 p.m. in Barnes Hall.

The quartet's program is Beethoven's Quartet No. 6 in B-flat Major, Op. 18; Anton Webern's "Funf Satze," Op. 5; Gloria Coates' Quartet No. 4; and Beethoven's Quartet No. 15 in A Minor, Op. 132.

The members of the quartet are Charles Sherba, violin; Daniel Harp, cello; Lois Finkel, violin; and Consuelo Sherba, viola.

Since its founding in 1983, the quartet has received numerous honors and awards including two full residency grants administered through the Chamber Music America and the National Endowment for the Arts. The group also performs at the summer festivals in Aspen and the Grant Teton.

Barsamian's program will include J.S. Bach's Suite in E-flat Major, BWV 1010 (originally for 'cello), Christopher Hopkins' "Prelusion" for Solo Viola, and Steve Reich's "Viola Phase" for viola and tape.

Barsamian teaches and freelances on violin and viola, manages Barnes Hall and helps to produce musical events. Although he received a B.S. from Kansas and has done graduate work at Cornell in engineering, his main interest is baroque music and technique.



The Charleston String Quartet

Placing a bet helps a horse

In one of the first state programs in the nation to support equine research through revenues from racetracks and off-track betting, the College of Veterinary Medicine will receive \$437,000 in 1989.

The monies are granted through the Harry M. Zweig Memorial Fund, a fund created in memory of Dr. Harry M. Zweig, a lifetime supporter of the equine industry in New York state.

Among the major research projects that have been selected for funding in 1989 are:

- \$50,000 to Dr. Douglas Antczak for "Immunogenetic Studies of the Horse"

- \$45,000 to Dr. Barry Ball for "Culture & Transfer of Equine Trophoblastic Vesicle"

- \$50,000 to Dr. Joanne Fortune for "Steroidogenesis by Equine Preovulatory Follicles"

- \$45,000 to Dr. Robin Gleed, Dr. Alan Dobson and Dr. Richard Hackett for "Bronchial Artery Blood-Flow in the Horse"

In 1979, by an amendment to the pari-mutuel revenue laws, the New York state legislature created the Harry M. Zweig Memorial Fund for the promotion of equine research at the college. The Zweig Fund receives two percent of all monies accruing to the Agriculture and New York State Horse Breeding Development Fund and the New York State Thoroughbred Breeding and Development fund from the state's tracks and off-track betting.

CALENDAR

continued from page 9

Tuesday, 1/24

Men's Varsity Hockey, at Colgate, 7:30 p.m.
Men's Wrestling, Wilkes, at home, 7 p.m.

Wednesday, 1/25

Men's Wrestling, Wilkes, at home, 7 p.m.
Men's Gymnastics, Cortland, at home, 7:30 p.m.
Women's Gymnastics, Cortland, at home, 7:30 p.m.
Men's Jr. Varsity Hockey, Syracuse Stars, at home, 7:30 p.m.

Registration for Outdoor Program courses in cross-country skiing, hiking and other activities is open to faculty and staff as well as students. Sign up in Tegale Hall Jan. 19 and 20.

MISC.

Alcoholics Anonymous

Meetings, open to the public, will be held Monday through Friday, 12:15 p.m. and Thursday evenings, 9:30 p.m., in Anabel Taylor Hall. For more information call: 273-1541.

E.A.R.S.

Empathy Assistance Referral Service provides trained peer counseling. Call 255-EARS Sunday-Thursday, 3-11 p.m., or walk-in 211 Willard Straight Hall, Friday and Saturday, 6-10 p.m. All services are free, non-judgmental and confidential.

Gay Men's Association

The Gay Men's Association holds a discus-

sion meeting each Wednesday from 7:15 to approx. 9:30 p.m. in Loft II, Willard Straight Hall. Discussion topics include: coming out to parents and people on the job, friendships with heterosexual men, gay parenting, long-term relationships, safe sex, and being gay and religious. For further information, call the Gay, Lesbian and Bisexual Coalition office at 255-6482.

Hebrew Speaking Club

Hebrew Speaking Club meets Tuesdays, 8:15-9:30 p.m., in G-34 Anabel Taylor Hall.

Hillel

Welcome back brunch, Jan. 22, 11:30 a.m. to 1 p.m., One World Room, Anabel Taylor Hall.

Israeli shaliach, Jan. 26, 10 a.m. to 3 p.m., G-34 Anabel Taylor Hall. Call Hillel 255-4227 for appointment.

Olin Library

Tours to introduce Olin Library's services, facilities and resources last approximately 30

minutes. Tours meet in the lobby across from the circulation desk: Jan. 20, 2 p.m.; Jan. 23, noon; Jan. 24, 3 p.m.; Jan. 25, 4 p.m.; Jan. 26, 1 p.m. and Jan. 27, 11 a.m.

Olin Library Research Seminars covering Union Card Catalogs, online catalog, Computer Assisted Search Service (COMPASS), reference materials, interlibrary services, etc.: Jan. 25, 1 p.m., Jan. 30, 7 p.m. To register, stop by the reference desk or call 255-4144.

Cornell Toastmasters

Cornell Toastmasters Public Speaking Club meets Thursdays at 7 p.m. Call 277-4452 for more information.

Writing Workshop

Writing workshop walk-in service: free tutorial instruction in writing. Monday-Thursday, 3:30-5:30 p.m. and 7-10 p.m. and Sunday 2-8 p.m., 174 Rockefeller Hall; Sunday-Thursday, 10 p.m.-midnight, 340 Goldwin Smith; Sunday-Thursday, 8-11 p.m., Noyes Center, Browsing Library; and Sunday-Thursday, 8-11 p.m., Clara Dickson Hall, Computer Room.

OBITUARIES continued from page 2

Mbata came to this country in 1967 as a research associate at the Program of African Studies at Northwestern University, where he also taught in the Department of Linguistics. He moved to Cornell in the summer of 1969.

He was a specialist in the political history and the history of education of South Africa and the comparative history of race relations in the United States and South Africa and held the title of associate professor of African and Afro-American studies.

Mbata, who had taught courses at the research center for 20 years, gave a course on black political movements in South Africa and North America during the fall semester which just ended.

He earned a bachelor of arts degree from University College, Fort Hare, South Africa, in 1939, studied two years at the University of Witwatersrand in Johannesburg and received a graduate diploma in education from the University of South Africa in 1948.

Funeral services are scheduled for 1 p.m. on Jan. 21 at the Church of the Epiphany in Trumansburg. There will be calling hours from 7 to 9 p.m. on Jan. 20 at the Hurlbut Funeral Home in Interlaken.

Survivors include his wife, Elizabeth Mbata of Interlaken; a daughter, Mary Anne Mbata of Interlaken; two sons, Donald Ntando Mbata of Maryland and Monde William Mbata of Interlaken; a sister in South Africa and one grandchild.

Edward P. Morris

Edward P. Morris, professor of Romance studies in the College of Arts and Sciences and a specialist in the French literature of the Renaissance, died Jan. 7 at Strong Memorial Hospital in Rochester. He was 64.

A memorial service will be held on campus at a date to be announced later.

Morris joined the Cornell faculty in 1961. He headed the honors program in French for more than 20 years and directed more than a dozen student productions of French plays, several of which he helped to translate into English. He received Cornell's Clark Distinguished Teaching Award in 1969.

Morris, who was from Sewickley, Pa., received a bachelor of arts degree in 1945 and a Ph.D. in 1954, both from Yale University.

Before coming to Cornell, he taught at Bryn Mawr College from 1949 to 1952, at Wesleyan University from 1952 to 1954 and at Harvard University from 1954 to 1961.

Survivors include his wife, Emoretta Yang of Ludlowville; a son, Dr. Humphrey Morris of Cambridge, Mass.; a daughter, Sylvia Mendelsohn of Middlebury, Vt.; his first wife, Franziska Kempner Morris of Ithaca; and a grandson.

Gifts may be made to the Edward P. Morris Memorial Fund in care of Philip Lewis, chairman of the Department of Romance Studies, Goldwin Smith Hall.

Albert S. Roe

Albert S. Roe, a professor emeritus of the history of art, died of a brain hemorrhage on Dec. 19 at Tompkins Community Hospital. He was 74.

Roe, who was affectionately known as "Shad," was an authority on the decorative arts of the Colonial period in America, particularly silver. He joined the faculty of the College of Arts and Sciences in 1961 as professor and chairman of the Department of Fine Arts, now the Department of the History of Art.

Roe also was a specialist in the work of William Blake and had held faculty positions in art history at the State University College at New Paltz, the University of Pennsylvania, Swarthmore College and Bowdoin College. He retired from Cornell in 1984.

Roe, who was born in New York City, received a bachelor's degree in 1936 and a master's degree in 1940, both from Princeton University, and a Ph.D. in 1950 from Harvard University.

Survivors include his wife, Daphne A. Roe, a professor of nutritional science at Cornell; a daughter, Laura Cynthia of London; two sons, David Imbrie of Portland, Ore., and Adrian Nathaniel of Washington D.C., and a grandson, Michael.

Memorials may be made to Ithaca or the overseas student fund administered through Episcopal Church at Cornell.

Virginia True

Artist Virginia True, who taught at Cornell in the College of Home Economics, now the College of Human Ecology, from 1936 until her retirement in 1965, died Jan. 4 in Gillett, Pa. She was 88.

An established painter and art teacher when she came to Cornell as an instructor, True was promoted to assistant professor in 1942, associate professor in 1946 and professor in 1947. During her career at Cornell, she headed the departments of Household Art and Housing and Design.

She specialized in painting scenes of the Southwest, and her works were exhibited at galleries, museums and universities throughout the country.

From 1929 to 1935, she taught privately and painted at her studio in Indianapolis, Ind. She also was an instructor at the University of Colorado.

True was born and raised in St. Louis. She studied at the John Herron Art Institute in Indianapolis, receiving a professional four-year degree in 1924 and a B.A. in education in 1931 from Butler University in a collaborative program with the Herron Institute, now the Herron School of Art, Indiana University at Indianapolis. She earned a master of fine arts degree from Cornell in 1937.

Survivors include a brother, Eugene H. True of the Indianapolis area, and several cousins. Burial will be in Hannibal, Mo.

Networking

A Cornell Newsletter Published by Employees for Employees

Volume 10,

Number 12

Thursday, January 19, 1989



Carol Hayes of University Health Services is the Dedicated Service Award Recipient for January

Carol is a Registered Nurse Clinician certified by the Nurses Association of the American College of Obstetrics and Gynecology, who has worked at Cornell's Gannett Health Center since August, 1978. The staff of the Health Service recommended Carol for this award. "We have long recognized our great good fortune in having as a coworker a person of her skill, commitment, energy and generosity of spirit. We frequently hear from our clients, faculty and staff, as well as students, that they appreciate her as much as we do," they said when nominating Carol.

Carol practices in the Contraception, Gynecology and Sexuality Service (CGSS). Her patients, both women and men, come to her with a wide variety of issues and concerns involving their reproductive health and sexuality. In addition to her medical knowledge and skill, Carol is consistently sensitive to the psychological and emotional issues that are intricately intertwined with requests for medical care.

Carol is quick to recognize each individual's particular needs and works with patients in deciding the most appropriate to problems. Both clients and colleagues count on Carol during times of

pressure; her calm seems to increase as tension rises, according to her coworkers. "Her sense of humor has often eased more than one of us through difficult moments," they said.

Carol has shared her considerable expertise with new staff, training others to emulate the high standards of medical care. In her commitment to the delivery of high-quality health care she consistently gives of herself beyond the expectations of her job. The high regard in which the Cornell community holds CGSS is in significant part due to the leadership and dedication of Carol Hayes.

Employee Night at the Court

Tickets on Sale now Until January 23



What: Chicken Barbecue and Cornell Women's and Men's Basketball Games

Where: Barton Hall

When: Saturday, January 28

Tickets: \$2.00 Game; \$2.00 Barbecue

Buy your tickets at Grumman Squash Court, CRC Office at 165 Day Hall, or the Campus Store

Only 1400 barbecue tickets will be sold.

Don't Be Left

Out in the Cold!

Employee Spotlight Sue Hubert

by Kathleen O'Brien

For 17 years, Sue Hubert has given her skills and talents to Cornell University. For the past 12 years, she has been employed in the medical teaching hospital at the Vet School.

Her duties as secretary cover a broad range for the numerous medical fields (ophthalmology, dermatology, internal medicine and anesthesiology) she works for. Her job involves typing class notes, manuscripts, grants, and reports from tissue samples sent in to be analyzed, just to mention a few. Sue mentioned that with the computer and display writer she has it is now easier to change the various books and class notes that need constant updating with development of new techniques, procedures, and discoveries.

Sue says that she has learned a great deal about animals from typing the manuscripts and notes from her professors. Even, she says, being able to diagnose her own animals' maladies at home, telling her favorite vet what is wrong with them, and receiving necessary treatment without having to take the animal in! And when you have a 38-year-old horse, other horses, various

cats and dogs and a bird, you need all the help you can get!

Sue likes working for the department because of the congenial atmosphere, friendly people, interesting work and the opportunity to learn something new every day.

Sue has been taking classes at Cayuga Community College to further her education and job skills (she started out emphasizing legal secretarial skills) and is halfway through the courses she needs for an Associate's Degree in business administration.

What does Sue do for relaxation? How about restoring an antique 1870 buggy and early-1900s cutter, for example.

Compassionate, eager to help people, and having an on going interest in what's new- this is Sue Hubert, another Cornell employee!

Networking needs your support. If you know of anyone who should be in the Employee Spotlight, please send their name, phone number and a sentence or two explaining why they should be spotlighted to: Employee Spotlight, 134-A Plant Science Building. Thank you!



Photo by Sigrid Peterson

AIDS in the Workplace

A recent conference on AIDS in the workplace was sponsored by the World Health Organization (WHO) and the International Labor Organization. It brought together representatives from 18 countries to discuss risk of AIDS transmission in workplace settings.

Important findings and recommendations coming out of the conference, held in Geneva, Switzerland, were:

- .. Screening of current or prospective employees is unnecessary and should not be required.

- .. Discrimination against infected workers, or against those perceived to be infected, should not be permitted.

- .. Medical information about workers, including HIV status, must be kept confidential.

- .. AIDS policies should be developed and implemented by corporations before AIDS issues arise in the workplace.

- .. An infected employee should not be obliged to inform the employer.

- .. HIV-infected workers should be treated like other workers who are ill, and should be allowed to continue to work as long as they are able to.

- .. Changes in working arrangements should be made to accommodate those with HIV-related illnesses wherever possible.

- .. HIV infection is not grounds for termination of employment.

The WHO has stated that about 90 percent of the estimated 5 to 10 million HIV-infected persons are currently employed. To date, 96,533 AIDS cases are reported in 143 countries, but this number is considered to under-reported.

A more realistic estimate would place worldwide AIDS cases at a probable 150,000 cases, according to the AIDS Workplace Update, (Vol. 1, No. 4, Panel Publishers, Greenvale, N.Y., November 1988).

Although most work settings do not provide the risk of AIDS transmission, concern about AIDS presents a source of anxiety in the workplace. If you or someone you know has concerns about AIDS-related issues, the Employee Assistance Program provides trained counselors willing to discuss such concerns. Besides providing individual or family counseling for persons worried about AIDS, they have knowledge of many community services available in Tompkins County and will work with clients to identify needs and to find appropriate resources that will provide services.

Regular Cornell employees and their families are eligible for EAP services. Appointments can be made by calling 273-1129 during business hours. In addition, employees and supervisors may contact Sharon Dittman, Sexuality—AIDS Educator, whose office is on the third floor of Gannett Health Center, 255-4782. Sharon will be happy to answer questions and plan educational programs about AIDS for employee groups. This office also has resource materials such as pamphlets, brochures and videotapes available for employee use. They are also planning to organize an AIDS Action Committee in the near future. Employees interested in joining this committee and—or in doing AIDS education on campus are invited to call Sharon.

CRC: Trips To Look Forward To

Deep Sea Fishing on the Georgia Banks for three days in July.

Toronto in August.

Las Vegas—San Francisco in September.

Baseball, football and the races for our sports fans.

Atlantic City—February 23 & 24, 1989: Beat the winter blahs—join the Cornell Recreation Club for an exciting trip to Atlantic City February 23 and 24. There are still a few seats available. The price is only \$75.00 per person, which includes transportation, lodging at the Atlantis Hotel, a \$10.00 bonus package, and unlimited use of the pool. Final payment is due February 10, 1989. Call and reserve your space today.

Holiday Dinner Dance Report: TC3 was the place to be on December 10, 1988, for the annual CRC Holiday Dinner-Dance. Congratulations to our raffle winners. Hap Perry won both the VCR and the \$100.00 cash prize; Marlene Reitz won \$50.00 and Bill Dougherty won \$25.00. Thank you, Bill, for donating your prize money back to the CRC Club. Thank you, Kurt Kabelac, for your generous donation toward the VCR.

Children's Party Successful: Thanks so much to the wonderful people who made the Children's Holiday party such a success. They include Bob Carlisle, Kim Vose, Susan Boedicker, Marie Vallyely, Susan Hollern, Chris Davis, Alga Vose, Daryl Dunn, Donna Vose, and our special hostess, Dee Dunn. Thanks to Dick Young for transporting decorations, Danny and the Division of Public Safety

for the goodies.

Employee Night at the Court: Volunteers are needed to help set up and clean up for Employee Night at the Court, January 28. You can sign up now by calling 255-7565.

Steak Dinner Dance to be April 8: Enjoy a wonderful meal on Saturday, April 8, 1989, at the Dryden VFW, then dance to the sounds of Steve Southworth and the Rockabilly Rays. Tickets will be on sale at the CRC office, 165 Day Hall, in February.

Blood Pressure Clinics

January 25 - MVR, Room 142 - 9am-12 noon

January 27 - Mann-Warren, Room 32 Warren - 1-4pm

February 6 - Lab of Orthology, Fuertes Room - 9am-12:30pm

February 7 - Athletics and Phys Ed, Schoellkopf - 9am-12:30pm

February 21 - Vet College Hagan Room, 1:30-4:30pm

March 3 - Plantations, upstairs classroom - 9am-12 noon

March 6 - Life Safety Tobboggan Lodge - 8-9am

March 20 - Olin Library, 703 Olin Library - 8:30am-2pm

March 21 - Corson-Mudd, W 358 - 8:30am-12:30pm

March 24 - Uris Hall - 1-4:30pm

A Very Rewarding Experience

by Charles Harrington

Back in 1980 in response to a vote of the Cornell Community and as requested by the president, the Employee Assembly was formed and a charter was written. This document sets down rules and regulations requisite for establishing the Employee Assembly: an assembly peopled by employees and concerned with matters directly affecting employees of Cornell University.

The purpose of the Employee Assembly is to ensure a direct focus for the continued involvement of exempt and non-exempt staff members in the governance of non-academic affairs and in the life of the university. The Employee Assembly tries to bring about a higher visibility for employees as community members, more equal participation with the faculty and students in the policy-making process, and an increased sense of community among all constituencies through shared responsibilities.

The Employee Assembly actively seeks to involve all segments of Cornell's diverse employee population in the assembly's decision-making activities.

Did you know that the Employee Assembly explores opportunities to enhance the role, function and contribution of employees to the well-being of the university? In order to accomplish this, the Assembly has the authority to:

- 1) examine the university's personnel policies and make recommendations to the appropriate bodies and university administrators concerning these matters.

- 2) examine other university policies affecting the employment environment at Cornell and make recommendations to the appropriate bodies and university administrators concerning such matters. These include, but are not limited to, education—training opportunities, dining, health, transportation services, recreation, other specific needs as identified and communication among employees.

- 3) provide a mechanism for the informal exchange of information and views between the Employee Assembly and university administrators.

Besides representing employees and learning a lot about the university, assembly members also find the experience personally worthwhile. Assembly members work regularly with President Rhodes, Senior Vice President Morley and Director of Human Resources Lee Snyder. I had the pleasure of being one of the first people to sit on the Employee Assistance Program (EAP) at Cornell. Over the years the EAP has helped many people at Cornell. The Employee Assembly should be proud of its involvement in the formation of such programs that benefit all employees.

The Employee Assembly believes that communication is vital to the health of the assembly and the university. A representative of Human Resources is at all the Employee Assembly meetings so they see what is acted on at the meeting. Monthly, the employee-elected trustee and the Employee Assembly sponsor Brown-Bag Lunches to let others know what is going on in the university. Employee Assembly members sit on the Student Assembly and the University Assembly.

Networking is another way to receive and give information. The Employee Night at the Court scheduled for January 28 helps the administration meet a lot of the employees, plus is a good chicken barbecue. There are also many committees that investigate diverse areas of concern.

I am proud to be an Employee Assembly member. For me it has been a very rewarding experience. I hope you will consider joining us. For more information, you may contact Office of the Assemblies, 165 Day Hall, 255-3715.

Charles Harrington is a statutory representative on the 1988-89 Employee Assembly.

Campus Governance System: Enhances Quality of Life for All

By Mick Ellis

Following is the text delivered by Mick Ellis, Employee Assembly Chair, to the senior administrators at the December 14, 1988 senior staff briefing held in Rockefeller Hall.

If, as UA Chair Cleo Bash said, the campus governance system can be of real benefit to you as a member of the senior staff, if it has the potential to enhance the quality of life for every member of our community, if it plays a critical role in the determination of the policies and procedures under which we as a community operate, if it has the power to significantly influence the course this university will steer for the foreseeable future, if it has an impact on the personal interests of employees, addressing everything from an employee assistance program to tax-deferred annuity alternative investments (from child care to Select Benefits) from employee degree programs and children's tuition scholarships to parking, then why does the campus governance structure meet with so much indifference among students, faculty members and staff? Why does it lack credibility with such a large segment of the community? Although more than 200 employees

CRC Membership Application

Any staff member, faculty member, or graduate student at Cornell University may join the CRC by returning a completed application form with the annual dues. This year dues are \$12 for an individual membership, \$25 for a family membership, and \$15 for a single-parent membership. Retired people pay half the dues in any of those categories. Membership is renewable each year on the anniversary of the date of joining the CRC.

name _____ (please print)

campus address _____

campus telephone _____ home telephone _____

Individual membership (\$12) Family membership (\$25)
 Single-parent membership (\$15)

Retired-person membership (also check one of the above categories and pay half the dues indicated)

Make your check payable to Cornell Recreation Club and return it, with this form, to Cornell Recreation Club, 165

Day Hall.
 Cornell University is an equal opportunity, affirmative action educator and employer.

from virtually every department on campus, working on more than 16 committees, participate in the governance process, only 18 percent of the university's employees participated in the employee assembly elections in 1986. In 1987 there weren't enough employees interested in running for the employee assembly to hold an election, although 17 percent of employees did turn out for the referendum. This year we did better, yet more than 65 percent of the employee population failed to participate in the last employee assembly lives as well as their work environment. I believe the administration is eager to hear that voice and respond to it. The human relations training program for supervisors, conducted by the Office of Human Resources, is a perfect example of a comprehensive administrative response to a concern that was first voiced by a single employee in an Employee Assembly meeting.

I am sure employees fail to participate in the governance process for many reasons. I want to focus on two and suggest that these are areas in which you can help. First, in spite of our best efforts, too many employees are still unaware of the impact the governance system has

(the clout) they don't know how effective the Employee Assembly has been on their behalf. Second, employees lack faith election Nevertheless, in what I hope was a telling effort we were able to almost double the size of the voter turnout. With the cooperation and participation of the senior administration, the help of Chris Gardner and the Office of the Assemblies and the work of many employees, employee participation increased to 32 percent double that of the precious two years.

With your help I believe we can keep that number growing. If all of you can get behind the governance process by encouraging and supporting participation on the part of your employees, students and faculty members, participation (will) increase.

I honestly believe that the Employee Assembly is a genuine and sincere attempt on the part of the institution to give employees a voice in the decisions, policies, and benefits that affect their

Continued on page 4

How To Clean Stain-Resistant Carpets

by Charlotte Coffman, Department of Textiles and Apparel, College of Human Ecology

The new stain-resistant carpet technology may create special cleaning problems. Use of regular rug shampoos and spot cleaners is generally not recommended on the many brands of carpeting with stain-resistant finishes. Blotting with warm water is suggested by some authorities as the safest method to remove spills and stains.

Persistent stains require stronger measures, but the smart consumer will refer to the specific recommendations of the manufacturer before attempting either home or professional remedies. Use of cleaning chemicals not mentioned in the cleaning guides may nullify carpet warranties.

The International Institute of Carpet and Upholstery Certification and the Association of Specialists in Cleaning a Restoration have training and certification programs for cleaning of fifth- and sixth-generation nylon carpets and each of the major fiber producers has had input into these programs.

It is evident, however, that not all manufacturers offer the same advice. Monsanto's "Wear-Dated Carpet Stain Removal Guide" outlines specific procedures for particular stains and recommends such cleaning aids as carbonated tonic water, Spray 'N Wash and 3 percent hydrogen peroxide. DuPont's pamphlet "The Complete Book of Carpeting" mentions detergent, vinegar, denatured alcohol, drycleaning solvent and even polish remover. Allied Fiber has another solution. It recommends a "new generation of detergent," called Chem-Sec and Pro-Chem. This product is available only to professional cleaners who order large amounts.

Some general guidelines are:

..Do clean spots quickly with warm water. Stain resisters allow for a slower clean-up but quick action is still the best policy.

..Do follow the manufacturer's

instructions for stubborn stains.

..Don't use a detergent with a pH or alkalinity level greater than 10.

..Don't use water temperature greater than 150 degrees F.

..Don't apply (or allow professional cleaners to apply) any topical treatment such as biocides, fungicides or soil-resisters that are not specifically approved by the warrantor.

Consumers may obtain additional information on carpet maintenance by writing for the following printed information or by calling the customer service hotlines.

Printed materials:
1. "Guide to Spot and Stain Removal."

Carpet and Rug Institute, P.O. Box 2048, Dalton, GA 30720. \$1.

2. "Consumers Guide to Carpet." Canadian Carpet Institute, Suite 325, 130 Slater St., Ottawa, Ont. K1P 6E2, Canada.

3. Most carpet fiber manufacturers provide buyers with printed material about the care of their specific carpet at the time of purchase.

Consumer hotlines:

1. Allied Fiber Smart Lines: 800-441-8185
2. Monsanto Chemical: 800-BEST-BUY
3. DuPont: 800-4-DUPONT
4. AMOCO Olefin Fibers: 800-252-6626
5. 3M-Scotchgard: 800-443-3296

CUINFO-Information At Your Fingertips

by Steven L. Worona

How big a snowstorm is predicted for tonight? When is the Economics 102 prelim? What's Jane Smith's new campus phone number? When does the Northeast Transit Bus stop at the Dairy Store? Answers to these and countless other questions are available at the touch of a keyboard from CUINFO, the University's computerized information system.

CUINFO (pronounced "see you info") is a service of Cornell Information Technologies (CIT), formerly Cornell Computer Services. It is available to all staff, faculty members and students. Public CUINFO terminals are located in the Day Hall main lobby, Gannett Health Center, Willard Straight main desk, Dean of Students Office, and in these libraries: Uris, Olin, Mann, Engineering, I&LR, Law, Physical Sciences, and JGSM. You don't need a computer account or any special instructions to use these terminals; just walk up and start typing.

If you already have a personal computer or terminal on your desk, and if that machine is connected (or can be connected) to the CIT computers, you can use CUINFO without leaving your chair. Just log on to any of the CIT systems and type CUINFO. You say you don't have your own CIT computer account? Most university employees are entitled to a free one. Bring your staff ID to the CIT User Accounting Office, 126 CCC (that's the Computing and Communications Center, northwest corner of the Ag Quad).

CUINFO can be useful to you for several reasons:

..The information is up to date. Directories and flyers on your desk can't be reprinted or redistributed each time there's a change. CUINFO's listings are updated continuously.

..It's available every day, around the clock. Weekends and holidays, first, second, or third shift, CUINFO is ready to go.

..Everything's in one place. There's no need to run from office to office on a tight lunch break or play telephone tag with a dozen departments.

Of course, not everything you might ever want or need to know is posted on CUINFO...so don't sell that filing cabinet just yet. But among the thousands of CUINFO items that do exist, just about everyone will find something of interest.

Employee Assistance Program

Telling Your Kids About Your Work

An important communication gap between parents and children involves what Mom and Dad do for a living. Most school-age kids can give a quick job title such as "teacher" or "mechanic", but few can describe what their parents' jobs entail. Understanding their parents' jobs is one way children learn about the adult world as well as learn how their own parents spend the day.

For pre-schoolers, details are important to providing a positive sense of security. Young children feel less fearful of parents leaving them at daycare when they can picture where Mommy or Daddy go. When school-age children begin looking beyond the family circle, one of

For example:

..Weather reports, updated several times daily. Provided by the Cornell Meteorology Unit, with both immediate and long-term forecasts.

..Cornell Job Opportunities, from the Office of Human Resources. This is the same listing that appears weekly in the "Cornell Chronicle."

..Human Resources Training Program. Schedule of workshops and seminars for the current semester.

..Directories. Student and staff directories, updated weekly. If you've submitted a change for your directory entry, check CUINFO to see if it's been received.

..General Stores catalog. Updated monthly, with prices and item numbers.

..Bus schedules. Includes Northeast Transit, Ithaca Transit, Caro-Van, Ithaca-Dryden, and many others.

..Dear Uncle Ezra, an information and referral service sponsored by the Dean of Students Office, covering topics from Cornell policies to personal crises. Recent examples: When is the community Messiah production? How can I brush up on my shorthand?

New CUINFO entries are being created all the time. If there's something you'd like to see added, contact the office or department responsible for that information and suggest that they look into posting on CUINFO. For more information about CUINFO, including details on how to prepare material for posting, call Steve Worona at 5-8308 or send electronic mail to SLWCORNELLA.

Employee Elections

Participate in the Decisionmaking Process

Get Involved in Employee Issues Help Effect Change

Join the 1989-90

EMPLOYEE ASSEMBLY

Sponsor an Employee Advisory

Referendum

Join an Assembly Committee

INTERESTED?

Petitions Available

(Petitions due February 17, 12 noon,

165 Day Hall)

Contact:

Office of the Assemblies, 165 Day Hall

Telelink

by Patricia Paul
Director, Telecommunications

Some of you might remember our Telelink publication from 1985-86. It was the newsletter we used to keep you informed of the progress of the massive telecommunications project that was in process at that time.

We have decided to resurrect Telelink and make it a regular feature of Networking. A lot has transpired since our March, 1986 "cutover" to the AT&T System 85 telecommunications system and this seems an ideal way to communicate with you, our customers. If you have questions regarding any telecommunications services, please contact me at 5-5525, or drop me a note at 200 Computing and Communications Center, and we will try to incorporate the information into our next column.

Here are a few timely telecommunications facts that might interest you:

Long-distance rate reductions for interstate calls will be reflected in your usage bills for January. The reductions average nearly 4 percent for domestic direct-dialed (DDD) calls.

Operator-assisted calls (calling card, collect, third-number billed, etc.) can be placed from restricted campus telephones which normally require authorization codes. Instead of dialing "9" "0" telephone number, callers should now dial as follows:

Dial "7"...wait for the dial tone...dial "0" telephone number.

Remember to dial the entire number after the "0" to obtain the lowest operator-assisted rate. If, instead, you dial "0" and wait for the telephone company operator to place your call, it will delay the processing of your call and could cost as if you dialed the call yourself.

Telephone calling cards are easily obtained which allow you to bill calls to the university when traveling outside the Ithaca area. In most cases, calling cards can be issued against your campus number or against a fictitious number; in either case, calls placed using a calling card will be billed on your campus telephone. For further information, call Joyce Maki at 5-8760. You should also let Joyce know if you change offices or jobs so she can make any appropriate changes in our calling-card records. If you place university calls from non-campus telephones in the Ithaca area, our "remote access" feature is the best option. Call Joanne Fitch at 5-5370 for more information.

"254" numbers are being assigned across campus on a regular basis. It is becoming more and more important to remember that we have a "five-digit" campus numbering system. When giving your campus telephone number to others on campus, please use all five digits. This will ensure that callers will dial the correct number and minimize the inconvenience of using wrong numbers.

Student and staff telephone books distributed in October reflect many changes and improvements over past issues. Although they are published only once a year, our switchboard attendants use an on-line computerized directory that is updated daily. Please be sure you inform us of any changes--whether permanent or temporary--as soon as possible so we can keep our records up to date. Also, when there are special circumstances in your area that could cause call answering problems, we would appreciate your passing that information on to us, too. Katherine Drake, our Chief Operator and Directory Editor, will be glad to assist you in either matter. You can call her at 5-3305.

Gourmet Corner Yogurt

In Turkey it is called "yogurt." In Armenia it is called "madzoon." In Arabic-speaking countries it is called "laban." In the American food industry it is called profit.

It has been used in Middle Eastern cookery since biblical times. As health-food enthusiasts have come to learn the value of yogurt, it has become well known and the price has increased accordingly. The solution is to make your own. It is very simple to do.

2 cups milk

1 tablespoon live yogurt

Bring 2 cups of milk to a boil in a glass or enameled saucepan. Use moderate heat. As milk begins to rise, reduce the heat to low and simmer for about two minutes. Remove from heat and cool to about 110 degrees F. Put 1 tablespoon of live yogurt into a small glass bowl and mix with a few tablespoons of the warm milk. Stir this into the remaining warm milk and mix well. Hold the mixture at this temperature overnight or about 8 hours. A good way to maintain the temperature is to pour the solution into a wide-mouth Thermos.

The yogurt will keep in the refrigerator for an extended time period.

Notes:

Remember that the yogurt-making process is the working of a living bacteria. It will die if the temperature is over 120 degrees F and will not grow if it is under 90 degrees F. One way to test is to put your finger in the milk and see whether you can count to ten without serious pain.

Save a few tablespoons of the yogurt to make the next batch.

Fresh live yogurt is available in health-food stores. If it has been killed by sterilization, it will not work.

Milk that has been treated with antibiotics will not work.

Next time we will report on the many ways to serve and use yogurt.

Recipe submitted by George Peter



Unclassified Ads

Unclassified Ads Address Change

Please send all unclassified ads to Networking Unclassifieds, Humphreys Service Building

1. Please send all unclassified ads through Campus Mail ONLY to Networking Unclassifieds, Humphreys Service Building. (hand delivered ads will be omitted) - no phone calls please.

2. For our information your name and campus phone number MUST be submitted with ads, otherwise your ad will be omitted.

3. All unclassified ads are free of charge to Cornell faculty, staff and students and will be printed in the order received as space permits.

4. Please limit your ad to 30 words or less. Any ad longer than 30 words may be shortened by the Networking staff.

5. Unclassified ads are for nonbusiness purposes only.

6. The deadline for the February 2 issue is January 23.

7. If an error appears in your ad, please resubmit the ad to be published in next available Networking.

8. Please submit an ad for each issue that the ad should appear in.

For Sale

1987 Plymouth Turismo, black, front wheel drive, 5-spd manual, AM-FM stereo, 12,100 miles, take over payments, Barb 5-9901 days or 277-6058 eves.

1985 Monte Carlo Supersport, exc cond, AC, AM-FM cassette deck, cruise control, new snow tires, sharp car. Dot 5-3152 or eves 272-4271.

1984 Chrysler Lebaron, AC, PS, two tone with Landau top, \$3,500 neg. 277-0014.

Ford Econoline (Etnom 1985) conversion van, too many options to write about, \$9,500 neg. 277-0014.

1980 Chevette, good winter rat, six good tires, two with studs, 86k miles, Jim 5-8580 days or 844-3266 eves.

Four wheel drive: 1977 CJ7 Hardtop, very good cond, 6 cylinder, 5 new tires, new heater, just serviced, great in the snow. Dan Reynolds 607-594-2825.

1976 F100 Ford pickup well preserved, 57k miles.

\$1,000 firm. Shelley 5-2050 days or 347-4270 eves and weekends.

1974 Porsche 2L, convertible, stored for last year must sell, \$3,000 neg. 277-0014.

Two Dunlop steel belted radial tires, P205-75R14, mud and snow on Ford rims, brand new, \$100. 272-7071.

Semperit snow tires, 185-70 SR, steel belted, already mounted on rims, like new, only 1,000 miles, \$125 for pair. Don 272-7781 eves.

Quality sofa and loveseat to match (browns and light blue), very comfortable, exc cond, (moved so we need the room), located in Odessa, NY, (\$400 takes both), 607-594-3876 or Debbie at 5-2138.

Old 78's and 33's, dates from 1940's-1960's, artists include Danny Kaye, Bing Crosby, Tennessee Ernie Ford, Gene Krupa, Doris Day, Duke Ellington, Hank Snow, Guy Lombardo and many more. \$10 takes them all! 5-2842 days or 257-4632 eves.

Apple II Plus computer, includes keyboard, monitor.

disk drives, joy stick and plenty of software. \$350. 277-1830 eves leave message or 5-9215.

Range hood, harvest gold, outside vent either top or back, never used, \$20. 387-5558.

Nashua double heat wood stove, used two years, very good cond, \$200. 387-5558.

Chrome-plastic coffee table and side tables, \$15 ea; curtains beige, \$12 ea, white, \$10 ea; curtain rods with rings up to 48in, \$6; up to 120 in \$15; lrg play pen \$40; portable bassinet \$25; women's coats rev black-brown, \$30; lambswool \$40; toddler chairs \$3 ea; toys \$1-5; bathroom scales \$1. 257-5675.

Modern oak roll-top desk, like new, \$350; 5'x30" wood coffee table, \$35. 273-6465 eves.

76 Honda 36T \$400; 2-14" R78 snows exc cond \$100; 74 Indian motorcycle \$50; 4 L78 14" summers \$85; chest freezer \$250; small truck ladder rack \$75; utility trailer \$125; misc fishing tackle \$50; crib matt \$30; 3-6 cyl Chevy motors \$50; 1-1968 283 CI \$100, baby furt misc: lawn mowers, 2 bar stools \$5 ea; elec dryer, \$50. 898-3166 after 6pm.

Truck tires, all season radials, used 6,000 miles, Michelin LT 235-85R16, set of 4, \$275. 347-6693.

Dynastar "Starflex" downhill skis, 190 cm, red color, mounted with Salomon 222 Bindings, used only two seasons, \$75. Patrick 5-6706 days and 257-7019 eves. leave message.

Carpets, baby crib, playpen, high chair, desk, armchairs, barbecue, Fiesta winter tires, entertainment center etc. Very good cond. 257-4034. Hasbrouck Apts. 257-2008 eves.

Sears Kenmore gas dryer, heavy duty, good cond, \$75. 257-2008 eves.

Atari set and games, 277-2228 eves. Commodore 64 computer and disc drive plus several games and programs, \$125. 564-7171 after 5pm.

Glass fireplace doors and screen (Glassyre) 48.5'x31", \$50; Texas Fireframe grate, \$10. 257-2570.

Wedding gown and veil, perfect cond, gown is ivory chiffon over organza with lace motifs and seed pearls, size 6, \$500 value for \$125. 5-2610 or 273-3486.

Sewing machine, 1982 citation, exercise bike, Coldspot refrigerator, large Jade plant, 5-3214 days or 272-6086 eves.

Registered, gelded Pinto pony, complete with saddle, cart and harness, everything for \$300. Ginny or Dave 273-1744 days or 387-6013 eves.

IC new ranch, 3 bdrms, cathedral ceiling, fireplace, skylight, wrap around deck with great views, garage, walout basement designed for future rental or additional living space, nature preserve nearby provides hours of peaceful walks plus cross-country skiing area, asking \$94,900. 277-0014.

Wanted

Novels by George MacDonald: unabridged, unaltered editions in good cond. 5-3414 days or 272-3268 eves.

Ride from Alpine-Odessa to CU, Mon-Fri, working hours 8am-4:30pm. Colleen 5-3447 days or 594-2000 eves.

Doghouse, any size, 253-3562 or 272-3029 eves.

Subaru 4-wheel drive wagon with low mileage, 277-2228 eves and weekends.

Nintendo games, 277-2228.

Ride needed, Odessa (in town) to Cornell for 8am-5pm shift. Will alternate driving or pay you. Debbie 5-2138 or 594-3876.

Macintosh Plus or SE computer, also interested in external hard disk and laser printer. Jud 5-2259 or 273-8413.

Accommodation for visiting library intern (female), March 1 to May 26, bed and breakfast or furnished room. 5-9440.

Free

Empty 1.5 liter used, clean wine bottles, cork closure, 387-5558.

Rent

Two bdrm apt, pine-paneled l.r., clean, top floor of house near Pyramid Mall, \$425 head included, no pets. 257-7877.

Two bdrm apt on Linn St. 10 min walk to CU, grad student preferred, avail spring semester. 5-1278 days or 272-1780 eves.

Two bdrm in three bdrm house, B'dale, 8 min drive, quiet area, yard, basement storage, garage, bus rtc, \$1,687. Rich Evans 5-5469.

Six bdrm house for rent beginning 6-1-88 thru 6-1-89, beautiful, spacious rooms, approx \$250 per person, one block from commons, 272-2573 or 387-5673.

Two bdrm apt, eastern heights, 2 bath, close to CU and downtown, on CU bus route, quiet neighborhood, grad students preferred, avail 12-1-88, \$475 includes all utils. Marie 5-5555 or 272-6986.

Two bdrm apt, Honness Lane, living room, dining area, kitchen, good view, parking, lrg yard, on bus route, near bicycle route, no pets. 5-3214 days or 272-6086 eves.

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Quality of Life

Continued from page 2

in the system because the employee assembly has no policy jurisdiction (no legislative authority) and therefore some assume it is impotent (has no power).

In their book *Power and Policies in Organizations*, Bacharach and Lawler say that power has two dimensions: authority and influence. They point out the following contrasts between authority and influence. 1) Authority is the formal aspect of power; influence is the informal aspect. 2) Authority refers to the formal sanctioned right to make final decisions. Influence is not sanctioned by the organization and is, therefore, not a matter of organizational rights. 3) Authority is the static, structural aspect of power in organizations; influence is the dynamic, tactical element. 4) Authority

implies involuntary submission by subordinates; influence implies voluntary submission and does not necessarily entail a superior-subordinate relationship. 5) Authority flows downward and it is unidirectional; influence is multidirectional and can flow upward, downward, or horizontally. 6) The source of authority is solely structured; the source of influence may be personal characteristics, expertise or opportunity. 7) Authority is circumscribed, that is, the domain scope and legitimacy of the power are specifically and clearly limited. Influence is uncircumscribed, that is, its domain, scope and legitimacy of power are unlimited.

The power of the Employee Assembly lies in its opportunity to influence and as an influential organization it opens up the governance process to all who wish to participate.

The Employee Assembly's opportunities to influence are many and varied. Representatives of the various assemblies meet monthly with the president, provost, senior vice president and vice president for campus affairs to discuss a wide variety of issues. The senior vice president and the director of the Office of Human Resources meet monthly with the entire Employee Assembly. The vice president for campus affairs meets regularly with assembly officers. The leaders of the assemblies and the dean of the faculty come together to share information and concerns at least twice each month. Every two weeks, the Employee Assembly meets with various university administrators to discuss current issues. A representative from the Office of Human Resources and

one from the Office of the Vice President for Campus Affairs attends every meeting of the Employee Assembly to serve as resources and provide immediate access and feedback to senior staff. The university has provided employees with their own publication. Networking is written by and for employees and is distributed campus wide along with the Cornell Chronicle. Employees have an elected representative on the board of trustees. During the past two years, the former employee-elected trustee, George Peter, served as a voting member of the board's executive committee. Both that appointment and George's recent selection by the board as a trustee fellow with continuing membership on the executive committee clearly reflects the influence employees have gained as a result of the governance process. Over the years, I have seen that influence grow as a result of the hard work of committed and dedicated employees. Their tireless efforts have earned them a working partnership with the university's decision makers.

I'd like to ask that each of you as members of the senior staff use your office and influence to enhance community awareness and understanding of the campus governance process and that you encourage and support participation in the governance system.

Extramural Study Registration January 23

Through the Office of Extramural Study, you can register to take a course during the 1989 Spring term. Registration will take place on January 23 and 24 in Room 105 of the ILR Conference center.

Application forms are available in the Extramural Study Office, B-12 Ives, and in the Training and Development Office, 107 Day Hall. Your application form must be complete prior to registration.

The course instructor, your supervisor, and your department head must sign the form, and some colleges have additional requirements for registering in their courses. Since there are so many steps to completing the application form, you are encouraged to pick it up as early as possible.

For more information, come to B-12 Ives Hall or call 255-4987.

Transfers and Promotions for December

EMPLOYEE
Carol Armstrong
A. Balestrieri
Linda Berry
Marie Biviano
Hugh Caffey
Paulette Carlisle
Jeffrey Clark
Rebecca Dana
Tania Dayanoff
Sara Dayhart
Donna DeNardo
Priscilla Edsall
Leilani Franklin
Susan Hollern
Jennifer Hwang
Wan-hua Ma
Roxann Marino
Angela Mennitto
Barbara Mitchell
Christine Murgel
Mary Orr
Velvet Saunders
Patricia Shaw
Raymond Stevens
Brenda Thurston
Emily Thurston
Pamela Welzel
Judy Wilson

DEPARTMENT
Engineering
University Libraries
University Press
Unions & Activities
Theory Center
Economics
Building Care
Economics
LASSP
Arts & Sciences
Biochemistry
Economics
Engineering
Telecommunications
University Libraries
University Libraries
Ecology & Systematics
Career Center
Economics
Environmental Health
Public Affairs
Ag. Dean's Office
Building Care
Residence Life
LASSP
Theory Center
Engineering
LASSP

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Judy Vandermark

Human Resource Liaison
Laurie Roberts

Production
Cheryl Seland

CORNELL EMPLOYMENT NEWS

January 19, 1989

Including Job Opportunities

Volume 1, Number 1



William Thompson, director of the Office of Equal Opportunity and Lee Snyder, director of the Office of Human Resources

Focus of New Weekly: Work Issues and Job Ops

Starting today, January 19, Cornell has a new weekly newspaper - *Cornell Employment News*.

"Job Ops" Now in *Cornell Employment News*

Published by the Office of Equal Opportunity and the Office of Human Resources, *Cornell Employment News* will now be the printed source to find "Job Opportunities" - the listing of open positions at Cornell. (CUINFO, Cornell's computerized information system, also carries the current job listings each week.)

In addition, this new paper will focus attention on work-related issues important to Cornell employees - both nonacademic and academic - such as benefits,

equal opportunity/affirmative action, tax laws, retirement and compensation.

Thursday Delivery

Cornell Employment News will be distributed each Thursday to the same location as *Chronicle*. As an introduction, this first issue is being delivered to the campus address of all regular full and part-time employees. All following issues will be available each Thursday at *Chronicle* drop off locations around campus.

"We're pleased to announce that with this first issue of *Cornell Employment News* comes a reminder
Continued on page 8

Reserved Parking: A Key to Independence

The sign you see here represents the key to independence for Cornell faculty, students and staff who are mobility impaired. To obtain a reserved space persons must have a physician's certification that such a space is indeed essential.

Imagine then, how frustrating it is for persons with mobility impairments to arrive for class, come to work or return from an off campus appointment to find another car in their space. (Spaces are clearly identified with the handicapped symbol plus the license plate number of the eligible person.) Often the person parking in the space reasons that "it's only for a few minutes" or "no one ever parks here, anyway" but parking in a handicapped reserve space may prevent the person for whom the space is reserved from getting to work or attending class. Cars parking illegally in handicapped reserved spaces are subject to a \$50 fine plus towing fees.

For campus visitors or staff who need to attend meetings in other areas there are presently a few open handicapped parking spaces. To park in them an individual must display handicapped license plates or a handicapped placard. Before 5:00 p.m. a visitor or a "zone" permit is required in addition to the placard.

The following spaces are reserved for open handicapped parking after 5:00 p.m. (except as noted). Read the signs carefully to make certain the space is the correct one, as there may be spaces that are reserved at all times.

A.D. White House (to the rear of the building)
North Central Avenue at **White Hall** (two spaces)
Continued on page 8



New Manager of Staffing Services Appointed

Judy Stewart has been appointed manager of the Office of Human Resources Staffing Services replacing Bettie Thompson who recently left Cornell to become associate director of personnel at SUNY Albany.

Judy has been with OHR since March 1987 as senior training associate responsible for working with units to diagnose and resolve organizational and management problems. In addition to her work as a trainer for the OHR human relations workshops, Judy has worked closely with the Office of Equal Opportunity in developing training for affirmative action unit representatives. She has also developed strategies for attaining affirmative action goals and increasing the diversity of the nonacademic staff.

Other work experiences include senior consultant for the Ithaca-based consulting firm, Organizational Analysis and Practice; associate director of the Office of Equal Opportunity; and visiting assistant professor, department of Organizational Behavior, ILR School.

Judy received an MS and Ph.D here at Cornell in the Industrial and Labor Relations school with a focus of study on organizational behavior.

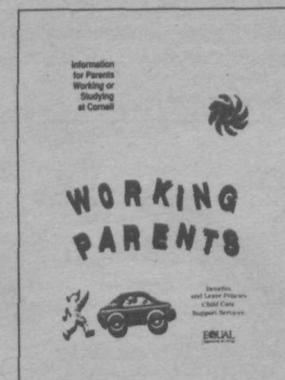


Judy Stewart, manager of Staffing Services, Office of Human Resources

Booklet Available for Working Parents

Balancing work with family responsibilities is a concern of many in the Cornell community. To give working parents clear, concise and accurate information on benefits, leave policies, child care and support services, the Advisory Committee on the Status of Women prepared a booklet entitled

Working Parents: Information for Parents Working or Studying at Cornell. Copies of the booklet are available for individuals, offices or departments. To request copies of the booklet, call or write the Office of Equal Opportunity, 234 Day Hall, 255-3976.



JOB OPPORTUNITIES

January 19, 1989

Volume 1, Number 1

- Interviews are conducted by appointment only.
- Send cover letters and resumes to Staffing Services, 160 Day Hall, Cornell University, Ithaca, NY 14853.
- Employment and employee transfer application forms are available at both Staffing Services locations-160 Day Hall and East Hill Plaza.
- Requests for referral and/or cover letters are not accepted unless specified in the ad.

- Cornell University is an Affirmative Action/Equal Opportunity Employer.
- This listing is also available on CUINFO. Terminals are situated in main lobbies of Day Hall and Gannett Clinic, and the Olin, Mann and ILR Libraries.
- DEPARTMENTS-Deadline for submission is noon on Thursday for following week's Job Opportunities.
- Minimum salaries listed are for recruitment purposes only.

Professional

Director of Business Operations for Public Affairs PA5103

Vice President for Public Affairs-Endowed HRIII

Responsible to Vice President for financial management, budgeting, long-range planning and computing matters. Will provide direction to departments in budget preparation, prepare divisional budget and financial reports, monitor financial performance. Will work with Director of Development to analyze gift support and make revenue projections.

Requirements: Bachelor's. MBA strongly preferred. 5-7 years experience in budgeting, financial analysis and computing. Excellent communication and interpersonal skills. Send cover letter and resume to Cynthia Smithbower by February 3.

Audit Supervisor

P5101

Statutory Finance & Business Services-Statutory HRII

Assume responsibility for the management and coordination of Cooperative Extension and oversee the statutory college internal audit function which conducts financial, operational and compliance audits of its four partially State-supported colleges. Reporting to the Director of Finance and Business Services, the incumbent works with Cooperative Extension administrative and Association personnel, statutory financial administration, and the Office of the University Auditor.

Requirements: Bachelor's in accounting, business administration or related area, and a minimum of four years of significant and responsible experience in public, industrial, government or higher education accounting or auditing. CPA certification or active pursuit of certification is required. Excellent oral and written communications skills with a demonstrated ability to work effectively within a highly complex and challenging environment is essential. Knowledge of State University of New York accounting/financial procedures and practices or college/university research experience is desirable. Knowledge of mainframe and personal computer system applications is required. Overnight travel of at least 25% in New York State. Send cover letter, resume, salary history and a list of three professional references by January 27 to: Manager of Staffing Services.

Administrative Associate

PA5106

Computer Science-Endowed HRII

Serve as administrator of finance and budget, personnel and facilities for the Computer Science Department with an administrative budget of \$3 million and a research budget approaching \$6 million. Develop administrative policies and goals.

Requirements: MBA or equivalent. Minimum 5 years experience in financial administration and personnel management in higher education. Financial management experience including preparation of operating, capital and research budgets; miscellaneous managerial financial reports. Significant managerial and supervisory experience required. Computer expertise including ability to use various software products and to assist in budgeting, financial management, statistical analyses and database management systems. Send cover letter and resume to Cynthia Smithbower by January 27.

Applications Programmer/Analyst II PT5127, PT5134

Campus Affairs-Endowed

Design, develop, modify, maintain and document approved computer applications.

Requirements: Bachelor's or equivalent experience with computer related courses. 2-3 years related ex-

perience. Knowledge of applications for batch 3 or interactive systems; machine architecture networks, e.g., appletalk, novelle; database management systems, e.g., fox base, ADABASE; and system utility programs necessary. Two programming languages required: COBOL, Natural, Pascal, Basic. Send cover letter and resume to Judi Baker by February 3.

Applications Programmer/Analyst II PT5133

Finance and Business Office-Statutory

Develop, install, maintain, document, and modify administrative systems software. Under general supervision, provide administrative system's applications programming/analysis support for various areas. Assist in insuring efficient and effective use of computer resources.

Requirements: Bachelor's with computer-related courses or the equivalent combination of experience is required. Knowledge of Cornell mainframes, JCL, MVS, CMS, COBOL, Natural and ADABAS. Knowledge of IBM System 36 and its functions. 2-3 years experience with machine architecture, programming languages, production procedures and system utility programs desirable. Send cover letter and resume to Judi Baker by February 3.

Assistant Director for Student Development

PA5107

Minority Educational Affairs-Endowed HRII

Serve a population of approximately 1700 minority and disadvantaged students. Provide organizational, administrative and technical assistance to minority student organizations as they plan, develop and implement cultural, educational and social programs. Administer departmental student employment program. Provide direct supervision for student support staff and indirect supervision for students in employment program. Serve as University wide liaison counselor for minority students.

Requirements: Master's or the equivalent is desirable (preferably student personnel administration, higher education administration or psychology or sociology). Minimum 3-5 years related experience in counseling minority students in higher education. Send cover letter and resume to Cynthia Smithbower by February 10.

Administrative Associate

PA4201

Biochemistry, Molecular and Cell Biology- Endowed HRII

Assist Chairman with financial and personnel management of large academic section of Colleges of Agriculture and Life Sciences, Arts and Sciences and Division of Biological Sciences. Responsible for budgeting; grant management (\$8M); staff supervision (19 support staff); student support (73 PhD graduate students); writing and editing reports, NIH training grant, equipment grants, etc.

Requirements: Bachelor's with business, accounting emphasis. Master's preferred. 4-5 years academic management experience. Supervisory experience, federal grant management, budgeting for both State and Endowed. Send cover letter and resume to Cynthia Smithbower by February 1.

Psychotherapist

PA5101

University Health Services-Endowed HRII

Psychological Services is seeking one full-time (or two part-time) psychotherapist to begin in August 1989 for a 10-month renewable position. Responsibilities include: short-term individual, couple, and group psychotherapy; crisis intervention; campus outreach; and consultation. There are also opportunities to become involved with health education and research concerning problems affecting the student

community. Given the wide variety of concerns encountered in this population, we are looking for a generalist, but special expertise and experience in treating alcohol and drug problems is preferred. Minorities are encouraged to apply.

Requirements: ACSW, MSW required. PhD in clinical counseling psychology from an American Psychological Association (APA) approved program or completion of an approved APA internship preferred. Counseling experience required. University experience preferred. Send cover letter and resume to Cynthia Smithbower by March 3.

Head Soccer Coach-Men's

PA5104

Athletics-Endowed HRII

Under direction of Associate Athletic Director, manage the men's intercollegiate soccer program. Plan, organize and direct all program activities. Recruit student athletes to Cornell in accordance with Ivy League and University policies. Teach physical education classes.

Requirements: Bachelor's in physical education or related field. Credentials should reflect proven success and potential in coaching, recruiting and working with student athletes. Send cover letter and resume to Search Committee: Head Soccer Coach-Men's.

Systems Programmer/Analyst III

PT3704

Computer Science-Endowed HRII

Under general supervision, assist in design/development of large software systems. Provide computer programming support and system maintenance for various computers in department's research computing facility.

Requirements: Bachelor's in math or computer science or equivalent experience. 3-5 years experience in development/maintenance of large computer software systems preferred in both C and Lisp/UNIX operating system experience on SUNs and VAXes; Symbolics Lisp machine experience useful. Computer networks and distributed computing. Letter and resume to Judi Baker as soon as possible.

Applications Programmer/Analyst I

PT5126

University Library Systems Office-Endowed

Maintain, develop, install, document and modify library systems software; keep the library system programs current with changing operating environmental requirements; gain an understanding of the communications environment supporting the Library system; provide training, as requested, to Library staff; resolve user on-line processing difficulties.

Requirements: Bachelor's with computer-related courses or the equivalent combination required. 1-2 years experience with machine architecture, programming languages, production procedures and system utility programs necessary. Knowledge of CMS, MVS and CICS helpful as well as knowledge of processing language such as PL/1, or SAS or Assembler helpful. Send cover letter and resume to Judi Baker by February 3.

Administrative Manager I

PA5111

Floriculture and Ornamental Horticulture- Statutory HRI

Responsible to the Department Chair for financial, personnel and facilities management of the department. Supervise 2 administrative aides, an accounts assistant and 4 secretarial staff.

Requirements: Bachelor's or equivalent experience. At least 3-4 years of progressively more responsible experience in positions requiring knowledge of and activity in accounting, budget management, personnel administration and program man-

agement. Incumbent must be computer competent and manage department computerized accounting, personnel and management systems. Strong organizational skills. Send cover letter and resume to Cynthia Smithbower by January 27.

Program Manager/Editor

PA5108

Human Service Studies-Statutory HRI

Manage the personnel and business aspects of a program of research, program development and dissemination carried out by the Cornell Empowerment Group, five faculty members in the College of Human Ecology, and funded by the Ford Foundation. Design, develop and produce theme based publications in the area of empowerment. This position is contingent upon the receipt of funding.

Requirements: Bachelor's or equivalent. 2-3 years experience in managing, supervision, editing and publishing is necessary. Send cover letter and resume to Cynthia Smithbower by February 3.

Grant and Contract Officer I

PA5113

Office of Sponsored Programs-Endowed HRI

Responsible for reviewing, processing and administering proposals and negotiating resulting awards, subject to review and approval of an Associate Director.

Requirements: Bachelor's or equivalent. 3-4 years of related work experience. Excellent interpersonal and communication (written and oral) skills; ability to work independently. Some traveling involved. Knowledge of grant and contract administration required. Send cover letter and resume to Cynthia Smithbower by February 3.

Assistant Director for Advising and Minority Programs

PA5105

Engineering Advising and Minority Program HRI

Advising and counseling of freshmen and sophomores in Engineering; coordinating a variety of student activities in the College; coordinating programs related to faculty advising, academic enhancement and support services.

Requirements: Bachelor's. 2-3 years in student development and related activities. Excellent communication and interpersonal skills. Ability to interact effectively with a very diverse student body. Ability to work effectively in a dynamic environment of university and public constituencies. Send cover letter and resume to Cynthia Smithbower by February 10.

Extension Support Aide

PT5132

Natural Resources-Statutory HRI

Coordinate one week youth educational camp and 4-H state fair activities. Provide volunteer leader training on specific 4-H projects. Oversee publication of four bulletins; curate audiovisual and written materials. Provide assistance to Program Leader, answer requests from the public, set up meetings, and produce posters. Opportunity to do some program development. Minimum 1 year.

Requirements: Bachelor's in natural resources or related field. Minimum 2 years related experience. Demonstrated written/oral communication skills. Word processing skills required. Interest in and commitment to youth natural resources education. NYS driver's license required. Send cover letter and resume to Judi Baker by February 3.

Teaching Support Specialist II PA5109

School of Hotel Administration-Endowed HRI

Responsible for working with students to demonstrate, assist in teaching all elements of professional food preparation. Duties lie primarily within realm of food preparation laboratories.

Requirements: Associate's in related technical field such as food-service/hospitality. Bachelor's strongly desired. 3 years supervisory food service experience. High level of culinary knowledge skills. Intermediate knowledge of food/beverage management systems. Elementary knowledge of food chemicals. Must know and be able to explain differences in grade levels of products, meats, produce. Send cover letter and resume to Cynthia Smithbower by February 10.

Research Support Specialist I PT5118

Clinical Sciences-Statutory HRI

Support management of woodchuck hepatitis project. Develop and maintain computerized database of woodchuck colony records. Prepare statistical and graphic analysis of data for quarterly reports. Opportunity to assist in major woodchuck colony operations (blood collection, breeding, surgery).

Requirements: Bachelor's in biology or related field with computer experience or coursework. Master's desired. Database management (R-base on IBM). 2-3 years experience with graphics and statistical software packages desired. Experience in research environment. Laboratory animal experience helpful. Send cover letter and resume to Judi Baker by February 3.

Assistant Director, Systems PT5117

Undergraduate Admissions-Endowed HRI

Administer mainframe system and batch production; support and develop PC network interfaced with the mainframe; train and consult.

Requirements: Bachelor's or equivalent. 2-3 years related computer systems experience. Strong written and oral communication skills required; some programming familiarity (SAS, micro, or mainframe) preferred. Experience in teaching and training beneficial. Send cover letter and resume to Judi Baker by January 27.

Research Support Specialist I PT5108

Equine Drug Testing-Statutory HRI

Operate and maintain mass spectrometer, gas chromatograph and HPLC. Isolate and purify drugs and their metabolites for analytical analysis.

Requirements: Master's preferred. Bachelor's in organic chemistry or equivalent. 2-3 years experience with thin layer chromatography helpful plus basic knowledge of drug metabolism. Send cover letter and resume to judi baker by january 27.

Senior Accountant PC4712

Controller's/Accounting-Endowed HRI

Maintain capital equipment inventory system for Endowed Colleges and government owned capital equipment inventory system for Endowed and Statutory colleges. Serve as financial analyst on projects such as implementation of depreciation and control of overdraft accounts.

Requirements: BS/BA with emphasis in accounting preferred. 3-4 years accounting experience. Working knowledge of personal computers and spreadsheet packages. Send cover letter, resume and salary requirements to Esther L. Smith.

Research Support Specialist II PT4711

Clinical Sciences-Statutory HRI

Select, develop, validate and maintain computer, data acquisition boards, hardware front ends and interconnections for data collection in connection with establishment of Performance Test Lab. Develop "user friendly" software for data collection and analysis for users. Collection and digital or analogue storage of data from treadmill.

Requirements: BS/MS in mechanical/electrical engineering or whole animal respiratory or cardiovascular physiology. 2-3 years experience desirable. Experience in relevant biological science, computer programming at machine language or FORTRAN level, and high level interactive language ASYST preferred. Experience in pressure and fluid mechanics preferred. Send cover letter and resume to Judi Baker as soon as possible.

Assistant Coordinator For Engineering Placement PA4704

Career Center/Engineering Placement-Endowed HRI

Assist in office planning and policy-making. Work with large scale recruiting program and affiliated computerized interview sign-up system. Administer new alumni placement program. Provide guidance/advice to students and employers recruiting engineering students. Develop/conduct student job search workshops. Serve as department head in absence of coordinator. 9 months, summer excluded.

Requirements: MS in counseling or related discipline strongly preferred. 2-3 years experience working directly with college students, preferably in career or student services office. Interest in engineering or technical issues helpful. Excellent organizational, communication, interpersonal skills essential. Send cover letter and resume to Cynthia Smithbower.

Off-Campus

Administrative Supervisor II PA5112

Business Office (Geneva) HRI

Assist the Associate Director with his responsibilities and operate the Business Office section of Administration.

Requirements: Associate's in business administration or related field preferred. Experience in accounting office is desirable. Bachelor's desired. Minimum 2-3 years experience. Bookkeeping, accounting, word processing skills, administrative skills, secretarial skills. Knowledge of Federal Research Programs helpful. Ability to work independently and maintain confidentiality. Send cover letter and resume to Charene Hibbard, Personnel Office.

Part-Time

Computer Staff Specialist PT5102

Section of Ecology and Systematics-Statutory HRI

Responsible for documentation, support and assistance to users of a natural history database. 30 hours per week. Flexible.

Requirements: Bachelor's or equivalent required. Master's or equivalent experience in computer science, biology, technical communications or related field preferred. 1-3 years experience in programming required. Experience with word processing essential. Exposure to various types of microcomputers, hardware helpful. Knowledge of software preferred. Send cover letter and resume to Judi Baker by February 3.

Staff Writer I PC4716

Food Science-Statutory HRI

Responsible for preparation of manuscripts and various media publications for Institute of Food Science (e.g., annual report, annual alumni newsletter and brochures). Also responsible for drafting scientific reports and project proposals.

Requirements: BS or equivalent experience in scientific discipline (preferably Food Science related). Strong background and interest in writing. Minimum 2 years experience in writing or news reporting. Strong organizational, interpersonal and communication (oral/written) skills. Send cover letter, resume and writing sample to Esther Smith.

Applications Programmer II PT5103

Section of Ecology and Systematics-Statutory HRI

Responsible for design and coding of applications for natural history database. 20 hours per week. Flexible.

Requirements: Bachelor's or equivalent with computer related courses. Must have 2-3 years "C" programming experience with microcomputers. Prior experience with PC database software required. Knowledge of PC-based LANs helpful. Send cover letter and resume to Judi Baker by February 3.

Temporary

Program Coordinator II PA5110

Theatre Arts-Endowed HRI

Coordinate activities of "An American Festival", a special presentation project of the Department of Theatre Arts. Identify and develop local and regional partners as related to outreach planning; plan and disseminate Festival information to local and regional

partners; assist with funding efforts; assist with overall promotion and production coordination. Until December 31, 1989.

Requirements: Bachelor's required. 2-3 years related experience involving public relations, development and/or community relations. Excellent organizational and interpersonal skills. Driver's license helpful. Send cover letter and resume to Cynthia Smithbower by January 27.

Research Support Specialist PT4302

Center for Research Animal Resources

Classify major pathogenic species of aerobic bacteria. Hematology, fecal parasitic ova and external parasite identification.

Requirements: Bachelor's in bacteriology, microbiology or immunology preferred. Experience in aerobic bacteriology and 1 additional field such as immunology or cell culture. Send cover letter and resume to Judi Baker as soon as possible.

Clerical

REGULAR EMPLOYEES: Submit employee transfer application, resume and cover letter to Esther Smith. Career counseling interviews available by appointment.

EXTERNAL APPLICANTS: Mail employment application and resume to 160 Day Hall. Interviews conducted at Staffing Services, East Hill Plaza by appointment only. Qualified applicants are contacted after materials are reviewed.

Circulation/Reserve Assistant, GR16 C5107

Uris Library-Endowed

Minimum Biweekly Salary: \$448.50

Under direction of circulation supervisor, works at public service desks. Responsible for variety of clerical duties in support of circulation/reserve activities. Tuesday-saturday, daytime and evening hours. 30 hours per week.

Requirements: high school diploma or equivalent. ability to work well with variety of people in public service setting. strong organization and communication skills. light typing.

Office Assistant, GR17 C5125

Summer Session-Endowed

Minimum Biweekly Salary: \$467.98

Serve as receptionist; process mail and requests for information; order supplies; general typing. Assist registrar in registration process. Word processing on IBM PC.

Requirements: High School diploma required. Office experience preferred. Some familiarity with Cornell desirable. Ability to work with diverse public. Excellent interpersonal and communication skills required. Experience with Wordperfect on IBM PC desirable. Able to set priorities and work independently under pressure. Medium typing.

Office Assistant, GR17 C5129

University Relations/News Service-Endowed

Minimum Biweekly Salary: \$467.98

Assist with production of news releases; provide clerical and research support for editors and writers.

Requirements: High School diploma with at least one year of office experience, preferably at Cornell. Must have good organizational skills and experience in dealing with people. Familiarity with personal computer and highly accurate typing skills highly desirable. Medium typing.

Secretary, GR17 C5128

Conference Services-Endowed

Minimum Biweekly Salary: \$467.98

Serve as secretary and receptionist for department. Receive all visitors; answer four telephone lines; type and edit correspondence, etc.; process all incoming and outgoing mail; inventory and order supplies; manage equipment and maintain systems.

Requirements: High School diploma or equivalent with emphasis on secretarial skills required. Excellent communication (verbal and written) skills to include proof reading and editing. Good interpersonal skills. Ability to use IBM PC or compatibles with Wordperfect software required. Able to interact with public and members of the Cornell community. Medium typing.

Accounts Assistant, GR18 C5135

Administrative Operations-CUL-Endowed

Minimum Biweekly Salary: \$487.50

Under the direction of the Accounting Manager, proc-

ess and pay vendor invoices for library materials for the 10 endowed libraries and some statutory units. Duties include auditing and processing for payment, updating the Library automated system; corresponding with vendors; reviewing and updating fine and replacement charges/credits with the Bursar's office; maintain vendor files (automated and manual); assisting with special projects. Other duties as assigned.

Requirements: High School diploma or equivalent. Associate's in accounting or business desirable. Minimum 1 year previous accounting/bookkeeping experience and familiarity with standard office machines. High degree of accuracy with strong concentration on work and detail. Experience with microcomputers, IBM preferred, (data entry, word processing and spreadsheet management). Strong organizational, interpersonal and communication (written and verbal) skills. Familiarity with Cornell accounting system desirable. Light typing.

Senior Records Assistant, GR18 C5114, C5115

Catalog Management-CUL-Endowed

Minimum Biweekly Salary: \$487.50

Responsible for retrospective conversion of catalog copy including searching, deriving, and tagging machine-readable records in various on-line databases; revise and update machine readable records and shelf list cards. 12 month term appointment.

Requirements: High School diploma or equivalent. 2 years of college or equivalent preferred. Minimum 1 year related experience. Ability to do detailed work accurately. Working knowledge of NOTIS and RLIN cataloging systems and the US MARC format for bibliographic data desirable. Medium typing.

Searcher, GR18

C5105, C5106

Acquisitions, CUL-Endowed

Minimum Biweekly Salary: \$487.50

Search monograph orders and books for library system. Input records for orders and books into NOTIS database. Evenings as required.

Requirements: High School diploma or equivalent. Minimum 1-3 years of progressively responsible technical services experience; additional education may be substituted for experience. Knowledge of one or more Western European languages. Light typing.

Secretary, GR18 C5119

Clinical Sciences-Statutory

Minimum Biweekly Salary: \$487.50

Provide support for the Chief of Medicine and the Administrative Supervisor in the Medicine Section of the Department of Clinical Sciences. Responsibilities include: word processing; library searches; travel arrangements; organizing conferences. Other duties as assigned.

Requirements: High School diploma or equivalent. Some course work in business desirable. Minimum 1 year office experience required. Use IBM PC (Wordperfect, Lotus, Sci-Mate/Reference MGR). Excellent office, communication, interpersonal and organizational skills. Ability to work independently. Medium typing.

Office Assistant, GR18 C5104

Administrative Services-Endowed

Minimum Biweekly Salary: \$487.50

Provide secretarial and administrative support for the Director of Utilities and the Manager of Administrative Services. Provide receptionist support for the Utilities and Administrative Services departments.

Requirements: High School diploma or equivalent. Business or secretarial school preferred. Minimum 1 year related experience. Microcomputer word processing and spreadsheet software experience required. Excellent organizational, interpersonal and communication (oral and written) skills. Medium typing.

Office Assistant, GR18 C5102

Buildings' Care-Endowed

Minimum Biweekly Salary: \$487.50

Provide clerical support for the personnel/payroll Operations. General support for comprehensive office operations. Maintains time and attendance records for 275 bargaining unit, non-exempt employees; and other related files. Processes standard forms; (sick leave reports, accident reports, PAF's and other related reports as necessary).

Requirements: High School diploma or equivalent. Ability to use a variety of office equipment. Familiar with Macintosh computer highly desirable. 2 years of progressive office related experience required. Basic understanding of bookkeeping helpful. Light typing.

**Telephone/Word Processor Operator, GR18
C5109****Financial Aid and Student Employment-Endowed
Minimum Biweekly Salary: \$487.50**

Responsible for answering three line switchboard for both offices. Using AT&T PC, responsible for typing, editing and updating correspondence and forms. Other duties as assigned.

Requirements: High School diploma or equivalent. Minimum 1 year related experience. Excellent telephone skills. Good organizational skills. Ability to interact with public and large staff. Able to prioritize and meet deadlines. Heavy typing.

**Accounts Assistant, GR19
C5138****A.R. Mann Library-Statutory****Minimum Biweekly Salary: \$510.90**

Handles all income, disbursements and purchasing (other than acquisitions) for a budget of over \$2 million. Responsible for all aspects of equipment inventory; handle cash pickups, record keeping and statistics for a coin-operated photocopy system.

Requirements: Associate's in accounting/business or equivalent experience and/or training desirable. Minimum 2 years related experience. Attention to detail and strong organizational skills essential. Familiarity with Lotus 1-2-3, dBase or other PC based software desirable. Medium typing.

**Administrative Aide, GR19
C5137****Natural Resources-Statutory****Minimum Biweekly Salary: \$510.90**

Responsible for secretarial and clerical support for activities of six cooperative extension staff and other publics. Duties include scheduling and coordinating appointments and meetings; typing drafts and correspondence reports from a dictaphone; arranging large mailings. Other projects as assigned.

Requirements: Associate's or equivalent. Minimum of 2 years business/administrative secretarial experience. Knowledge of word processing essential. Experience with personal computers and Wordperfect software and dictaphone transcription required. Knowledge of electronic mail preferred. Able to work independently and prioritize own work. Excellent communications skills essential. Desktop publishing and database management experience highly desirable. Heavy typing.

**Staff Assistant, GR19
C5112****Career Center-Endowed****Minimum Biweekly Salary: \$510.90**

Provide all administrative and secretarial support for two career advisers in the area of Arts & Sciences and preprofessional advising, including job hunting workshops; alumni programs; Graduate School Days; booklets special publications.

Requirements: Associate's or equivalent. Minimum 2 years office experience. Excellent organizational skills and attention to detail. Prefer word processing skills. Medium typing.

**Administrative Aide, GR19
C5110****Theory Center-Endowed****Minimum Biweekly Salary: \$510.90**

Provide secretarial support to the Visual Interface Technology (VIT) group of the Cornell National Supercomputer Facility (CNSF). Requires independent judgment and decision making. Provide support to other groups of CNSF as required.

Requirements: High School diploma or equivalent. Associate's degree preferred. Minimum 2 years related office experience. Word processing experience required. Knowledge of IBM PC's and mainframes desirable. Strong interpersonal, communication, organizational and planning skills. Ability to work independently and set priorities. Medium typing.

**Administrative Aide, GR19
C5111****Veterinary Personnel-Statutory****Minimum Biweekly Salary: \$510.90**

Assist the Assistant Dean for Public Affairs and the College's Director of Development in the organization and implementation of programs designed to increase support to the College. Major emphasis will be on bequests and the development of support systems.

Requirements: High School diploma or equivalent combination of education, training and/or experience. Associate's preferred. Minimum 2 years experience. Excellent communication (oral and written), organizational and interpersonal skills. Prefer knowledge of word processing (Wordperfect). Medium typing.

**Secretary, GR19
C4107****Johnson Graduate School of Management-
Endowed****Minimum Biweekly Salary: \$510.90**

Provide word processing and administrative support for faculty members using Mass 11 and MacIntosh. Execute and complete all incoming work with emphasis on technical typing.

Requirements: Associate's or equivalent. Minimum 2 years secretarial/office experience. Familiar with word processing and MacIntosh computers. Heavy typing.

**Accounts Assistant, GR19
C5122****Media Services-Statutory****Minimum Biweekly Salary: \$510.90**

Provide accounting/clerical support in the department Fiscal Office for the day-to-day management of fiscal transactions and maintenance of confidential financial and personnel records. Involves preparation and approval of accounts payable; auditing invoices; accounts; provide general assistance and backup to supervisor.

Requirements: High School diploma, Associate's degree or equivalent combination of education and experience in accounting. Minimum 2 years related experience. Familiarity with Cornell accounting systems helpful. Must have demonstrated computer knowledge and experience - IBM-PC with Lotus 1-2-3 and MacIntosh with Excel, WriteNow, 4th Dimension. Strong interpersonal skills. Medium typing.

**Administrative Aide, GR20
C5134****Summer Session-Endowed****Minimum Biweekly Salary: \$534.30**

Assist the Summer Session/Extramural Study Registrar in the development, implementation and execution of all processes necessary to register participants for Extramural Study and Summer Session.

Requirements: High School diploma required. Associate's desirable. Minimum 2-3 years experience. Ability to work independently, coordinate details, make decisions and work with diverse public. Strong organizational and analytical skills required. Excellent communication skills. Knowledge of various colleges within Cornell preferred. Some accounting. Medium typing.

**LC Cataloger, GR20
C5132****NYSSILR-M.P. Catherwood Library-Statutory****Minimum Biweekly Salary: \$534.30**

Catalog serials with Cornell, Library of Congress (LC), or member copy using NOTIS/RLIN; maintain shelf list, NOTIS/RLIN databases, and card catalog; assist in training and supervision of processing assistant(s).

Requirements: Associate's preferred or equivalent experience or training with two or more years of relevant technical services experience. Knowledge of AACR2, LC classification and subject headings, and MARC II communications format. Experience with computer searching and inputting, cataloging procedures and familiarity with NOTIS/RLIN. Absolute accuracy. Ability to handle details with discretion and judgment. Social sciences background helpful. Medium typing.

**Administrative Aide, GR20
C5124****University Development-Endowed****Minimum Biweekly Salary: \$534.30**

Provide a high level of administrative and secretarial assistance to the Director of the Cornell Fund. Assist with stewardship and recognition programs; acknowledge gift; manage donor lists; and perform basic research.

Requirements: Associate's or equivalent. Minimum 2-3 years experience working in a busy office with considerable public contact. Excellent communication (written and oral) skills. Ability to handle confidential information, prioritize assignments and work under pressure. Medium typing.

**Administrative Aide, GR20
C2708****Hotel Administration-Endowed****Minimum Biweekly Salary: \$534.30**

Provide administrative/clerical data support for Alumni Affairs director. Maintain all office functions, internal and external communication during director's absence.

Requirements: Associate's or equivalent. Familiar with data/word processing system. Work well under pressure; possess excellent editing/composition/book-keeping skills. Excellent organizational, interpersonal and communication (written/oral) skills. Heavy typing.

**Administrative Aide, GR20
C4610****Women's Studies-Endowed****Minimum Biweekly Salary: \$534.30**

Provide administrative and secretarial support to the Director of Women's Studies Program. Coordinate details of 60 person Executive Board; maintain course

files; office files; prepare vouchers, payroll, purchase orders.

Requirements: Associate's or equivalent. Minimum 2 years experience. Knowledge of MacIntosh computers. Good interpersonal and communication skills. Medium typing.

**Administrative Aide, GR20
Nuclear Science and Engineering-Endowed
C4601****Minimum Biweekly Salary: \$534.30**

Provide administrative and secretarial assistance to Director, 2 professors, 1 supervising engineer, 1 electronics engineer. Maintain department and research accounts; process purchase orders, invoices, vouchers, phone bills, accounts receivable. Keep personnel files, process appointments, payroll vouchers. Act as graduate field secretary, maintain student and alumni files; make travel arrangements; compose and sign routine letters; maintain lab records, including ones relating to Nuclear Regulatory Commission requirements. Receptionist for lab.

Requirements: Associate's or equivalent. Minimum 2 years secretarial experience, Cornell preferred. Bookkeeping and technical typing; word processing (Mac). Excellent organizational, interpersonal and communication skills. Medium typing. This is a 1 person office.

**Administrative Aide, GR20
C5117****Hotel Administration-Endowed****Minimum Biweekly Salary: \$534.30**

Provide administrative support to the Director of Alumni Affairs of the Hotel School, and coordinate activity with the leadership of the Cornell Society of Hotelmen. Handle correspondence; maintain contact with alumni. Some supervision of regular and temporary employees. Assist editor of various alumni publications.

Requirements: Associate's or equivalent. Minimum of 3 years administrative support experience. Superior communication (verbal and written) skills. Exceptional discretion required. Knowledge of computers; IBM compatible data systems, programming and word processing highly desirable. Knowledge of Cornell highly desirable. Some knowledge of hospitality industry helpful. Heavy typing.

**Office Assistant, GR20
C5120****Office of Sponsored Programs-Endowed****Minimum Biweekly Salary: \$534.30**

Perform a broad range of secretarial and office administrative services in direct support of one or more Grant and Contract Officer(s). Responsible for processing various aspects of sponsored program proposals, including document revision, drafting straight forward to moderately complex correspondence; provide clerical support.

Requirements: Associate's or equivalent. Minimum 2-3 years related experience. Proficient in Wordperfect. Strong organizational, communication and interpersonal skills. Knowledge of university procedures, attention to detail and ability to work under pressure. Medium typing.

**Administrative Aide, GR21
C0313****Finance and Business Operations-Statutory****Minimum Biweekly Salary: \$557.70**

Provide support to Associate Director. Responsible for completion of routine and confidential correspondence and management reports; answer phones; review and distribute mail; prepare draft communications; assist in development of System 36 files inventory; insure interchange of PC and System 36 files; assist in training and familiarization of new staff with PC and System 36. Support Director.

Requirements: Associate's in secretarial science or equivalent. Minimum 3 years experience in automated office. Knowledge and understanding of IBM-PC using System 36 and Symphony. Ability to work with a diversified group and enjoy working with various kinds of statistical data. Medium typing.

**Administrative Aide, GR22
C4529****Computer Science-Endowed****Minimum Biweekly Salary: \$581.09**

Provide direct administrative/secretarial support to Chairperson. Provide department interface with Cornell administration and government and industrial contacts.

Requirements: Associate's or equivalent. Minimum 3 years related secretarial and administrative experience. In-depth knowledge of an academic department functioning in a university environment including high-level research as well as general education. Medium typing.

**Secretary
Boyce Thompson Institute****Minimum Starting Salary: \$13,000**

Type manuscripts, grant proposals, correspondence, reports, etc. for a group of scientists. Assist at switchboard and perform other duties as assigned.

Requirements: Associate's or equivalent. Excellent typing and proofreading skills; ability to read various handwritings. Word processing experience required; IBM PC experience helpful. Ability to work pleasantly and cooperatively with many different people. Contact Joanne Martin, Boyce Thompson Institute, 254-1239.

Off-Campus**Secretary, GR19 (Part-time)****C5136****Extension Administration-Fredonia, NY-Statutory****Minimum full-time equivalent: \$510.90**

Secretary for Regional Extension Grape Specialist. Type correspondence, reports, forms, minutes, charts and confidential material. Answer phones, schedule meetings, arrange travel, support reimbursement vouchers. Keep supplies inventory and maintain all program records and files.

Requirements: Associate's or equivalent. Minimum 2 years secretarial experience. Knowledge of IBM PC XT and Wordperfect. Medium typing.

Administrative Aide, GR22**C5133****Public Affairs Regional Offices-Metro. New York****Regional Office (NYC)-Endowed****Minimum Biweekly Salary: \$581.09**

Supervise and coordinate support systems of the regional office; train support staff; implement office policies and procedures; review equipment needs and supplies; monitor internal financial practices; serve as secretary to the director.

Requirements: Associate's or equivalent experience in a public affairs office. Minimum 3-4 years related experience. Knowledge of university public affairs desirable. Good organizational and interpersonal skills. Computer experience necessary. Medium typing.

Part-Time**Secretary, GR16****C5126****Office of the Assemblies-Endowed****Minimum full-time equivalent: \$448.50**

Provide secretarial/clerical support. Type; answer phone; arrange meetings; maintain file system. Other duties as assigned. Monday-Friday, 4 hours per day, mornings.

Requirements: High School diploma or equivalent. Some clerical experience desirable. Able to do word processing (IBM PC-Wordperfect). Good organizational, interpersonal and communication skills. Attention to detail. Medium typing.

Office Assistant, GR18**C5140****Engineering Public Affairs-Endowed****Minimum full-time equivalent: \$487.50**

Provide clerical support to the Administrative Aide for Development and Alumni Affairs in the College of Engineering. Enter data; file; copy; distribute materials; handle mail; other duties as assigned. Monday-Friday, 10-2.

Requirements: High School diploma or equivalent. Minimum 1-2 years related experience. Good communication (oral) essential. Familiarity with Macintosh and University Mainframe helpful. Light typing.

CRT Operator, GR18**C5103, C5123****Section of Ecology and Systematics-Statutory****Minimum full-time equivalent: \$487.50**

Responsible for accurate data entry of biological and geographic data into PC database. Also responsible for interpretation of complex data. 20 hours per week. Flexible.

Requirements: High School diploma with college course work in biology, science, or natural history. 1 year prior experience in data entry using IBM-compatible personal computer. Medium typing. Send cover letter and resume to Esther L. Smith by January 27.

Senior Records Assistant, GR18**C5116****Catalog Management-CUL-Endowed****Minimum full-time equivalent: \$487.50**

Responsible for retrospective conversion of catalog copy including searching, deriving and tagging machine-readable records in various on-line databases; revise and update machine-readable records and shelf lists cards. 20 hours per week. Until September 30, 1991.

Requirements: High School diploma. 2 years of college or equivalent preferred. Minimum 1 year related experience. Ability to do detailed work accurately; working knowledge of NOTIS and RLIN cataloging systems and the US MARC format for Bibliographic Data desirable. Medium typing.

**Senior Records Assistant, GR18
C5101**

Olin Library-Endowed

Minimum full-time equivalent: \$487.50

Responsible for verifying and validating name, subject and series authority headings, correcting machine-readable bibliographic and authority records, pre-input searching and inputting. 20 hours per week. 12 month term appointment.

Requirements: Associate's degree, 2 years of college or equivalent preferred. Ability to do detailed work accurately. Working knowledge of NOTIS and RLIN cataloging systems and the US MARC bibliographic and authorities formats desirable. Medium typing.

**Night Supervisor, GR18
C5108**

Fine Arts Library-Endowed

Minimum full-time equivalent: \$487.50

Supervise all circulation/reserve activities during evening hours; during summer assists with various circulation/reserve activities. Sunday-Thursday, 7 p.m.-11 p.m.; vacation/summer, Monday-Friday, 1-5.

Requirements: High School diploma. Associate's degree or equivalent preferred. Minimum 1 year related experience. Strong interpersonal, organizational and communication skills. Experience overseeing students. Library experience highly desirable. Light typing.

Temporary

Secretary

S5101

Ag. and Biological Engineering

General secretarial support for Energy Advisory Service to Industry Program. Type correspondence; handle mail; file; answer phones; copy. 20 hours per week, flexible. 4-6 months.

Requirements: High School diploma or equivalent. Minimum 1 year secretarial experience. Computer/word processing skills desirable, preferably with Wordperfect. Medium typing. Send cover letter and resume to Laurie Worsell.

Secretary

C5121

Dean's Office, Architecture, Art and Planning

Act as receptionist for Dean's Office Suite; perform purchasing functions for Dean's Unit; screen, document and process routine building maintenance requests. Maintain computerized database (e.g. key database) on Macintosh; distribute keys. Process and distribute petty cash; maintain and support Hartell Gallery exhibition and meeting schedule. Other duties as assigned.

Requirements: Associate's in business preferred. Minimum 1-2 years office experience. Cornell experience with accounting and purchasing preferred. Knowledge of, or ability to learn quickly, Macintosh personal computer using word processing, database and spreadsheet software. Medium typing. Call Laurie Worsell at 255-2192.

Collection Representative

C4720

CU Collection

Phone and written collection of past due receivables. Process and file records pertaining to collection of past due receivables.

Requirements: High School diploma or equivalent. Collection experience preferred. Excellent phone and written communication skills. Familiar with IBM PC essential. Part-time, temporary; 20-25 hours/week. Monday-Thursday 3 p.m.-8:30 p.m. Send cover letter and resume to Laurie Worsell.

Secretary

C4606

Agricultural Economics-Statutory

Provide secretarial support for 2 faculty. Type correspondence, vouchers, classwork and other material. Knowledge of computer with word processing required. 20 hours per week.

Requirements: High School diploma or equivalent. Secretarial school preferred. Minimum 1 year experience. Willingness to learn and accept new responsibilities as needed. Experience with computer/word processing preferred. Medium typing. Send cover letter and resume to Laurie Worsell.

Publication Designer

C4530

Agricultural Engineering

Publication design from 12-100 pages using Aldus Pagemaker with Mac.

Requirements: AAS or equivalent. Experience with Mac and Pagemaker essential. Knowledge of MacPaint and/or MacDraft preferred. 2-6 months. Call Laurie Worsell at 255-2192.

Accounts Assistant

C4501

Human Ecology Administration

Provide accounting support to Student Services. Responsible for spreadsheet and database management, accounts payable and payroll. 20 hours per week.

Requirements: High School diploma or equivalent. Minimum 1 year accounting experience. Familiar with Cornell accounting system helpful. Experience with spreadsheet or database programs helpful. High level of accuracy and ability to be self-directed required. Light typing. Call Laurie Worsell at 255-2192.

Secretary

C4208

Agricultural Economics

Provide secretarial support for 2 faculty. Type correspondence, vouchers, classwork and other materials; maintain computerized mailing list. 10-20 hours per week.

Requirements: High School diploma or equivalent. Secretarial school preferred. Minimum 1 year experience. Willingness to learn and accept new responsibilities as needed. Experience with computer/word processing preferred. Medium typing.

General Service

REGULAR EMPLOYEES: Submit employee transfer application to Esther Smith, Staffing Services, 160 Day Hall. Interviews conducted by appointment only.

EXTERNAL APPLICANTS: Mail employment application to Staffing Services, 160 Day Hall. Interviews conducted by appointment only. Qualified applicants are contacted after materials are reviewed.

Food Service Worker, SO01

G5105, G5110

Dining-Endowed

Minimum hourly rate: \$5.50

Set-up, display and serve food and/or beverage. Check Co-op dining cards for validity and make sale transactions by cash or credit card. Shift subject to change.

Requirements: High School diploma or equivalent. Knowledge of food preparation and presentation preferred. Good customer relation skills. Basic reading and computation skills required.

Food Service Worker, SO02

G5103, G5115, G5116, G5118

Dining-Endowed

Minimum hourly rate: \$5.75

Prepare, present and serve food items for Co-op, cash, catering or special events. Shift subject to change.

Requirements: High School diploma or equivalent. 1 year related experience. Working knowledge of food preparation and presentation. Able to operate choppers, slicers, mixers, ovens, steam kettles, pressure steamers and various hand tools. Good customer relation skills.

Custodian, SO02

G5101

Buildings Care-Endowed

Minimum hourly rate: \$5.75

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. Monday-Thursday, 6 a.m.-2:30 p.m.; Friday 6 a.m.-1:30 p.m.

Requirements: High School diploma or equivalent. Able to operate a variety of heavy power equipment; lift 50 pounds and climb an 8 foot ladder. Basic reading and writing skills.

Custodian, SO02

G5107

Residence Life-Endowed

Minimum hourly rate: \$5.75

Provide general custodial care of buildings and grounds in assigned area. Monday-Thursday, 7:30 a.m.-4 p.m.; Friday 7:30 a.m.-3 p.m.

Requirements: High School diploma or equivalent. Able to operate a variety of heavy power equipment, lift 50 pounds and climb an 8 foot ladder. Basic reading and writing skills. Daily contact with students.

Dish Machine Operator, SO02

G5112, G5113, G5114

Dining-Endowed

Minimum hourly rate: \$5.75

Wash dishes, utensils, pots and pans. Stock assigned areas. Shift subject to change.

Requirements: High School diploma or equivalent. Able to learn proper use of dishwashing equipment and cleaning agents. Able to lift 35 pounds.

Material Handler, SO04

G5119

Dining-Endowed

Minimum hourly rate: \$6.25

Receive, inspect, store and issue food products, equipment and supplies. Clean and maintain assigned areas. Shift subject to change.

Requirements: High School diploma or equivalent. Basic reading and computation skills required. Knowledge of storeroom/inventory techniques and purchasing/receiving food. Able to lift 75 pounds on continuous basis. NYS driver's license required.

Short Order Cook, SO04

G5111

Dining-Endowed

Minimum hourly rate: \$6.25

Prepare and serve food directly to customers from short order area. Shift subject to change.

Requirements: High School diploma or equivalent. 6-12 months related experience. Familiar with short order equipment. Able to prepare variety of short preparation foods under pressure. Good customer relations skills.

Material Handler, SO04

G5120

Statler Hotel-Endowed

Minimum hourly rate: \$6.25

Insures that all goods received match those ordered; document receipt of goods; move good throughout hotel and hotel school as required; unload delivery trucks. Flexible; some nights/weekends.

Requirements: High School diploma or equivalent. Ability to read, write and do basic math calculations. Minimum 2 years related experience.

Material Handler, SO05

G5122

University Press-Endowed

Minimum hourly: \$6.55

Receive and warehouse all books published by department. Occasional operation of department truck. Monday-Friday; 12:30 p.m.-9:00 p.m.

Requirements: High School diploma or equivalent. Minimum 2 years related experience. Able to lift 70 pounds and climb 8 foot ladder. Pre-employment physical required.

Gardener, SO08

T5128

Plantations-Statutory

Minimum hourly rate: \$7.45

Under general supervision, responsible for development, management and interpretation of three botanical collections: including Bowers Rhododendron Collection, Treman Woodland Walk and Poisonous Plants Garden.

Requirements: Bachelor's in plant science, horticulture, botany or equivalent experience. 3-4 years of work experience. Taxonomic and botanical skills required. Specialized background in a specific plant group or knowledge of specialized site and cultural conditions required. Good written/verbal communication, organizational and interpersonal skills. Familiarity with computers required. Ability to use word processing equipment. Apply by February 3.

Maintenance Mechanic, SO08

G5109

Buildings' Care-Endowed

Minimum hourly rate: \$7.45

Service, repair and perform preventive maintenance on a large variety of heavy duty, industrial rated cleaning equipment utilized by 270 custodians. Work with limited supervision; drive a vehicle on campus to perform on-site service and repair.

Requirements: High School diploma or equivalent. Must possess a valid NYS driver's license. Minimum 3-5 years of quality experience in repairing and maintaining state of the art mechanized industrial cleaning equipment. Must be able to read and interpret complex written instructions, schematics and diagrams; troubleshoot and repair equipment.

Cook, SO09

G5121

Statler Hotel-Endowed

Minimum hourly rate: \$7.84

Production of hot foods for the hotel's outlets and banquets. Flexible; some nights/weekends.

Requirements: High School diploma or equivalent. Minimum 2-4 years experience in food preparation in high volume operation. Associate's from culinary institute preferred.

Shift and Maintenance Mechanic, SO09

T3211, T3212

Maintenance and Service Operations-Endowed

Minimum hourly rate: \$7.84

Maintain and troubleshoot steam, hotwater and glycol heating systems. Work on ventilation and air conditioning systems, electrical and other mechanical systems as applied to industrial, educational, research and commercial buildings. Swing shifts.

Requirements: High School diploma or equivalent. Knowledge of HVAC, utilities, controls, support systems in high tech. environment. Considerable experience in building trades. Climb and work from ladders, read blue prints. Valid NYS driver's license required. Contact Judi Baker at 255-6871 by January 27.

University Service Officer, GR02

G5102, G5108

Public Safety-Endowed

Minimum hourly rate: \$7.11

Responsible for prevention and detection of criminal behavior; external and internal patrol of University property within assigned area for fire, safety and crime hazards; enforcement of parking regulations on campus.

Requirements: High School diploma or equivalent. Formal education, training or experience in law enforcement field preferred. Satisfactory completion of basic University Service Officer training. U.S. citizenship; eyesight 20-40 corrected to 20-20; no record of convictions other than minor traffic infractions. NYS driver's license; able to obtain NYS pistol permit within 90 days of employment. Must pass physical exam.

Part-Time

Food Service Worker, SO01

G5104

Dining-Endowed

Minimum hourly rate: \$5.50

Set-up, display and serve food and/or beverage. Check Co-op dining cards for validity and make sale transactions by cash or credit card. Shift subject to change. 30 hours per week.

Requirements: High School diploma or equivalent. Knowledge of food preparation and presentation preferred. Good customer relation skills. Basic reading and computation skills required.

Custodian, SO02

G5123

Laboratory of Ornithology-Endowed

Minimum hourly rate: \$5.75

Perform custodial duties including cleaning restrooms, mopping, vacuuming building, washing windows and display cases, removing trash, setting up tables and chairs for meetings and seminars, shoveling snow and running errands. Monday-Friday.

Requirements: High School diploma or equivalent. Able to lift 50 pounds, climb and 8 foot ladder. Previous janitorial experience preferred. Valid NYS driver's license.

Custodian, SO02

G5106

Unions and Activities-WSH-Endowed

Minimum hourly rate: \$5.75

Provide general custodial care of buildings and grounds in assigned area. Tuesday-Thursday, 10:30 p.m.-7 a.m.

Requirements: High School diploma or equivalent. Able to operate a variety of heavy power equipment, lift 50 pounds and climb an 8 foot ladder. Basic reading and writing skills. Able to follow instruction and work for extended periods without supervision.

Food Service Worker, SO02

G5117

Dining-Endowed

Minimum hourly rate: \$5.75

Prepare, present and serve food items for Co-op, cash, catering or special events. Shift subject to change; 30 hours per week.

Requirements: High School diploma or equivalent. 1 year related experience. Working knowledge of food preparation and presentation. Able to operate choppers, slicers, mixers, ovens, steam kettles, pressure steamers and various hand tools. Good customer relation skills.

Technical

REGULAR EMPLOYEES: Submit employee transfer application, resume and cover letter.

EXTERNAL APPLICANTS: Mail employment application, resume, and list of lab techniques/equipment, or computer software/hardware with which you are familiar. Submit letter per position, specify title, department and job number. Interviews conducted by

appointment only. Qualified applicants are contacted after materials are reviewed. Backgrounds highly desired: biochemistry, chemistry, microbiology, electronics, physics, licensed animal health technicians.

**Technician, GR18
T2826, T2827**

**Laboratory Animal Services-Statutory
Minimum Biweekly Salary: \$487.50**

Provide daily animal care, i.e., feed, water and exercise. Maintain cages, pens and environment; maintain animal records, follow procedures for animal care and effective equipment and facility sanitation. 5 days per week including weekends.

Requirements: Associate's in animal science preferred or equivalent experience required. 1-2 years experience desirable. Animal Assistant Certificate helpful. Must be in good physical condition; lift 50 pounds. Pre-employment physical required and all required immunization initiated.

**Technician, GR19
T5130**

**Agricultural and Biological Engineering-Statutory
Minimum Biweekly Salary: \$510.90**

Purify cellulases, run binding and reducing sugar assays. Operate HPLC and particle counter. Until December 31, 1989.

Requirements: Bachelor's in biochemistry or chemistry. Minimum 2 years experience. Laboratory training in biochemistry. Some experience in cellulase purification desirable. Apply by February 3.

**Technician, GR19
T5129**

**Poultry and Avian Sciences-Statutory
Minimum Biweekly Salary: \$510.90**

Assist in developing new products from sea urchin roe. Cook and prepare foods, test shelf life and assist in writing results. Until October 31, 1989.

Requirements: Bachelor's in microbiology and chemical analysis-cooking experience. Minimum 2 years related lab experience. Apply by February 3.

**Animal Technician, GR19
T5123**

**Clinical Sciences-Statutory
Minimum Biweekly Salary: \$510.90**

Provide technical support for hepatitis research projecting the woodchuck as the animal model. General lab duties include blood collection, animal handling and restraint, inventory and harvesting of serum, assistance in surgery and necropsy, operation of basic anesthesia equipment and performance of general lab tasks as required. Some weekend work.

Requirements: Associate's with emphasis in Animal Husbandry, Valid NYS driver's license. Minimum 2 years lab animal experience & wild animal handling experience. Apply by February 3.

**Technician, GR19
T4524**

**Poultry and Avian Science-Statutory
Minimum Biweekly Salary: \$510.90**

Test both hake and mackerel using various storage conditions particularly frozen and evaluate store of new commercial food products for retail and institutional use developed by New Products Developer.

Requirements: Bachelor's in food science or closely related degree with a minimum of 2 years related lab experience. Send cover letter and resume to Judi Baker as soon as possible.

**Technician, GR20
T4314**

**Clinical Sciences-Statutory
Minimum Biweekly Salary: \$534.30**

Provide technical support for researchers in immunological lab. Prepare tissue culture and bacteriological media, buffers and other precisely formulated reagents. Familiarity with handling techniques for cows and common lab animals to extent that milk and blood samples can be obtained.

Requirements: Bachelor's or equivalent in biology with a minimum of 2 years related experience in microbiology techniques. Some experience handling lab animals and knowledge of lab procedures. Apply as soon as possible.

**Technician, GR20
T4119**

**Neurobiology and Behavior-Endowed
Minimum Biweekly Salary: \$534.30**

Assist in isolation and synthesis of mRNA coding for acetylcholine receptor channel; assist with microinjection of mRNA into frog oocytes; prepare frog oocytes; record solutions and patch clamp pipettes; order general lab supplies and assist in lab maintenance.

Requirements: Bachelor's in biology or equivalent. 1-3 years biology lab experience plus mRNA handling and cloning techniques. Apply as soon as possible.

**Communication Technician Trainee, GR20
T4713**

Cornell Information Technologies NetComm.-Endowed

Minimum Biweekly Salary: \$534.30

Provide setup/test/installation assistance and general support functions as needed.

Requirements: BOCES diploma in electronics or equivalent, some courses towards Associate's in related field desirable. 2 years technical experience preferred, good interpersonal and organizational/time management skills and good driving record required. Ability to lift 50 pounds and climb ladders. Apply as soon as possible.

**Driver/Equipment Installer, GR20
T5106**

**Microcomputers and Office Systems-Endowed
Minimum Biweekly Salary: \$534.30**

Pick-up and deliver Microcomputers and peripherals, typewriters, leased equipment, supplies and other office equipment from sites on campus. Remove and re-install leased equipment upon lease termination. Install, set-up, test and remove micros and office equipment from customer sites.

Requirements: High School diploma; Associate's in electronic field helpful but not required. Minimum 2 years related experience with microcomputer technology and office systems products helpful. Familiar with hardware and software. Mechanical aptitude necessary. Must be able to lift 75 pounds, have a valid driver's license and be able to drive a large truck throughout the Cornell campus.

**Research Equipment Technician, GR20
T1217**

**Agricultural Engineering-Statutory
Minimum Biweekly Salary: \$534.30**

Assist in construction and operation of a highly innovative sewage treatment system. Carpentry, glass work, pipe heating and threading, plumbing, welding, metal cutting and space lighting and heating installations. Able to drive trucks and operate heavy equipment.

Requirements: High School diploma or equivalent. Power equipment operation; plumbing; experience with water and sludge pumping and repairs; welding and acetylene torch metal cutting. NYS driver's license required.

Technician, GR20

T5119

**Bailey Hortorium-Statutory
Minimum Biweekly Salary: \$534.30**

Perform plant systematics research. Isolate and purify plant DNA, to analyze variation in chloroplast DNA by restriction endonuclease mapping and standard anatomical procedures and run computer programs.

Requirements: Bachelor's or equivalent in biology. Minimum 2-3 years related experience. Familiarity with standard anatomical stains and procedures. Knowledge of general chemical lab techniques. UV-VIX spectrographic analyses; ability to interpret complex chemical results. Apply by January 27.

**Computer Operator, GR21-24
T5113**

**Information Technologies-Endowed
Minimum Biweekly Salary: \$557.70**

Operate large scale computer systems and associated peripheral equipment; monitor data communications networks; consult with vendor customer engineers and department support staff.

Requirements: Associate's or equivalent in large data processing facilities. Minimum 3 years related computer operating experience, data communications experience helpful. Knowledge of computer hardware, software, operating systems, and programming languages. Apply by January 27.

Technician, GR21

T2506

**Animal Science-Statutory
Minimum Biweekly Salary: \$557.70**

Provide technical assistance in conducting RIA's for growth hormone, insulin, insulin-like growth factor 1 (IGF-1) and thyroid hormones in serum and plasma; conduct assays for plasma glucose, non-esterified fatty acids and glycerol; occasionally conduct assays for skeletal muscle RNA, DNA and protein concentration; assist with animal experiments (primarily lambs) to daily monitor surgical preparation, assist with catheterization, blood sample collection and processing and computer assisted blood flow data acquisition; manage laboratory chemicals and supplies inventories and maintain orderly laboratory. Opportunity for learning molecular biology techniques.

Requirements: Bachelor's in Animal Science, Biological Sciences or equivalent laboratory experience essential; computer skills desirable (i.e., Wordper-

fect, Lotus, statistical analysis); strong organizational skills and driver's license required. Apply as soon as possible.

**Technician, GR21
T4519**

**Veterinary Pathology-Statutory
Minimum Biweekly Salary: \$557.70**

Assist in application of electron microscope techniques including TEM, freeze fracture and freeze etch to study muscular dystrophy. Involves tissue culture and immunocytochemistry. Responsible for management of supplies and lab equipment and for direction of student help.

Requirements: Bachelor's of Science in biology preferred. 3 years experience in a research lab with emphasis on electron microscopy and cytochemical methods and cell culture techniques.

**Life Safety Specialist I, GR21
T5112**

**Life Safety Services-Endowed
Minimum Biweekly Salary: \$557.70**

Repair and maintain fire extinguishers. Maintain and test fire reporting/suppression systems; respond to emergency incidents; train University personnel in aspects of safety/fire prevention and various duties as assigned. Duty hours may encompass 24 hour shift coverage and include weekdays and weekends.

Requirements: Associate's or equivalent experience with emphasis on building construction and blueprint reading. Minimum 3-5 years related experience required. Knowledge of NFPA, NYS and Federal codes and standards. Experience and training in fire service, rescue, fire prevention and safety fields. Must possess mechanical abilities. Valid NYS driver's license. Excellent written and oral communication skills. Certified in First Aid and EMT desired. Apply by January 27.

**Technician, GR22
T5122**

**Chemistry-Endowed
Minimum Biweekly Salary: \$581.09**

Perform a variety of biochemical and cell biology experiments; responsible for lab tissue culture facility and some animal work; some laboratory administrative duties.

Requirements: Bachelor's in biological or biochemical field or equivalent. 3-4 years experience. Tissue culture experience is necessary. Desirable skills are production of monoclonal antibodies, biochemical techniques, handling of laboratory mice, operation of lab instrumentation, e.g. spectrophotometers. Apply by February 3.

**Research Equipment Technician, GR22
T5109**

**Materials Science and Engineering-Endowed
Minimum Biweekly Salary: \$581.09**

Design, build and modify experimental set-ups. Perform experiments and analyze data related to mechanical properties of materials.

Requirements: Bachelor's degree in the physical sciences or engineering. Minimum 2-3 years related experience in metalworking. Good skills in the design and building of electronic equipment, and in computer programming. Apply by January 27.

**Research Technician, GR22
T4416**

**Agricultural and Biological Engineering-Statutory
Minimum Biweekly Salary: \$581.09**

Set up and conduct experiments with Nutrient Film Technique and anaerobic digestion of biomass. Lab analyses, maintain time schedules, input data into computers and assist in writing technical programs.

Requirements: Bachelor's in agricultural engineering or equivalent. 3-4 years experience in microbiology and wet chemistry analyses essential. Major physical exercise required, operate large tractors and lift equipment. As much as 50% of tasks may be conducted under highly unpleasant conditions. Apply as soon as possible.

**Technician, GR22
T4602**

**Plant Pathology-Statutory
Minimum Biweekly Salary: \$581.09**

Assist in research on population genetics and population biology of plant pathogenic fungi. Duties include Southern blot analysis of fungal DNA, set up an analysis of genetic crosses between fungal strains, maintenance of fungal cultures, greenhouse inoculations of plants, data analysis and lab management.

Requirements: Bachelor's required. Master's in plant pathology or related fields desirable. 2 years experience in basic molecular biology and microbiology; experience with growing and maintaining greenhouse plants; general familiarity with plant pathological techniques. Apply as soon as possible.

**Electronics Technician, GR23
T5121**

**Telecom-Endowed
Minimum Biweekly Salary: \$604.49**

Under general supervision, provide technical support for the campus telecommunications system through the assembly, installation, testing and maintenance of the telecommunications system. Ensure the connection to ancillary hardware and coordinate the process as needed.

Requirements: Associate's or equivalent in electronics or related field. 3-5 years related experience in installation and maintenance of telecom equipment including PBX. Considerable electronic testing skills including a variety of equipment (e.g., transmission test set). Ability to read building and underground prints. Must provide own hand tools. Must maintain valid NYS driver's license and have a personal car available. Apply by February 3.

**Life Safety Specialist III, GR23
T5111**

**Life Safety Services-Endowed
Minimum Biweekly Salary: \$604.49**

Repair, maintain and test electronic fire detection and reporting systems. On call 24 hours/day, 7 days/week basis.

Requirements: Associate's in electronics technology, successful completion of military or civilian electronics course or 5 years related experience. Experience should include the maintenance, repair and testing of municipal, military or internal fire detection and reporting systems, as well as, both AC - DC electrical circuitry of 600 volts or less. Must have a valid NYS driver's license. Apply by January 27.

**Technician, GR24
T4002**

Plant Biology-Statutory

Minimum Biweekly Salary: \$639.59

Upkeep of SEM, freeze-fracture and ancillary equipment; assist in SEM course; assist in user equipment training; research service when time permits; order supplies and bookkeeping, assist with TEM; general lab upkeep.

Requirements: Bachelor's in biology with 3-4 years experience with SEM or equivalent. Familiar with freeze-fracture technique. Experience and knowledge of TEM and computers desirable, not essential. Apply as soon as possible.

**Communications Technician IV, GR24
T5110**

**Cornell Information Technologies-NetComm-Endowed
Minimum Biweekly Salary: \$639.59**

Perform diverse assemblies and installations of computer, peripheral, local area network and data communications equipment, including junior-level design work; provide technical assistance/consultation for customers as required.

Requirements: AAS in electronics, electromechanics or equivalent. 2-5 years related experience; use of oscilloscope, break-out box, Bit Error rate test set and telephone circuit test equipment. Some software experience and construction experience desired. Good judgment and excellent interpersonal, organizational and time management skills essential. Must be able to climb ladders and lift up to 50 pounds. Apply by January 27.

**Research Equipment Technician, GR24
T4706**

**National Nanofabrication Facility-Endowed
Minimum Biweekly Salary: \$639.59**

Maintain NNF electron-beam lithography systems in an operational state and assist system users.

Requirements: AAS in relevant science/engineering area. BS or equivalent desirable. 3 years experience with electron microscopes or related equipment. Knowledge of microfabrication and semiconductor processing desirable.

**Research Instrument Maker, GR26
T5115**

**Laboratory of Atomic and Solid State Physics-Endowed
Minimum Biweekly Salary: \$709.82**

Construct and design a wide variety of mechanical equipment for research use. Perform all operations necessary to fabricate and assemble parts working from drawings, sketches and oral instructions using standard shop machinery such as lathes, milling machines, drill presses as well as specialized machinery such as the electrical discharge machine.

Requirements: Associate's in mechanical technology. 3-4 years experimental machinist experience and journeyman certificate preferred. Ability to use all shop machinery and fabricate one of a kind parts achieving an extremely high degree of accuracy. Precision tool and die skills. Apply by January 27.

Off-Campus

Technician, GR18

T5125
Equine Drug Testing-Statutory
Minimum Biweekly Salary: \$487.50
 Perform analysis of blood and urine in the field drug test lab at Yonkers Raceway. Assist laboratory manager as needed. Tuesday and Wednesday, 8 a.m.-10:30 p.m.; Monday, Thursday and Saturday, 1:30-10 p.m.

Requirements: Associate's in chemistry or related field or equivalent experience. Minimum 1 year related experience. Familiarity with general lab procedures and TLC analysis. Apply by February 3, 1989.

Part-Time

Technician, GR18

T5105
Biochemistry-Endowed
Minimum full-time equivalent: \$487.50
 Assist in research, biochemical preparations. Order materials and equipment. Prepare routine paper work regarding handling scheduled chemicals, state laws on syringes, etc. Maintain lab stocks of chemicals and supplies. 20 hours per week. 4 hours per day, mornings or afternoons.

Requirements: Bachelor's in biochemistry, chemistry or related field. Previous experience in a biochemi-

cal lab or formal training in electronics. Should be able to use spectrophotometer, centrifuge, pH meter. Apply by February 3.

Research Aide, GR20

T5104
Section of Ecology and Systematics-Statutory
Minimum full-time equivalent: \$534.30
 Responsible for standardizing and editing scientific and geographic information prior to computer entry of data. 20 hours per week. Flexible.

Requirements: AAS required. Bachelor's or equivalent experience preferred in biology, ecology or systematics. Prior experience with natural history collections preferred. Must have experience with personal computers and be detail-oriented with a good knowledge of geography. Foreign language skills helpful. Apply by February 3.

Technician, GR20

T4120
Neurobiology and Behavior-Endowed
Minimum full-time equivalent: \$534.30
 Conduct high resolution electrical recordings from isolated brain cells of mice and rats. Dissect specified brain regions. Maintain cells grown in primary tissue culture. Prepare recording solutions; patch clamp pipettes for recording. Order lab supplies and maintain lab. 20 hours per week.

Requirements: Bachelor's or equivalent with 1-3 years biology lab plus experience in immunocytochemistry and tissue culture. Apply as soon as possible.

Temporary

Technician

T5124
Biochemistry, Molecular and Cell Biology
 Assist in purification and characterization of polypeptide hormones and other biologically active proteins. Assist in biophysical studies of protein crystals. Assist in ordering supplies and lab maintenance. 6 month appointment.

Requirements: Bachelor's in chemistry, biochemistry or biological science. 2 years experience. Computer programming skills an advantage. Send cover letter and resume to Judi Baker by February 3.

Academic

Instructor, Lecturer or Senior Lecturer of Accounting

NYS School of Industrial and Labor Relations
 Contact Prof. John M. Abowd, NYSSILR, Cornell University, P.O. Box 1000, Ithaca, NY 14851-0952.

Instructor in Community Practice Service Clinical Sciences

Candidates are requested to submit a curriculum vitae and the names and addresses of three references to Dr. William E. Hornbuckle, Chairman, Search Committee, Department of Clinical Sciences, New York State College of Veterinary Medicine, Cornell University, Ithaca, NY 14853-6401.

Cataloger, Original, S.E. Asian Materials
Cornell University Library
 Send cover letter, resume and 3 letters of reference to Ann Dyckman, Director of Personnel C.U. Library, 201 Olin Library, Ithaca, NY 14853-5301. Applications due March 1 but accepted until position is filled.

Research Associate IV

Biochemistry, Molecular and Cell Biology
 Applicants should send a CV, list of research publications and the names of three references to Professor Keith Moffat, 252 Clark Hall, Cornell University, Ithaca, NY 14853.

Veterinary Microbiologist

NYS College of Veterinary Medicine
 Submit CV to Sang J. Shin, DVM, Chairman, Vet Microbiologist Search Committee, Diagnostic Laboratory-Box 786, NYS College of Veterinary Medicine, Cornell University, Ithaca, NY 14851.

Research Associate III

Natural Resources
 Submit a letter, vita, transcripts, and the names of three references to Milo E. Richmond, Department of Natural Resources, Fernow Hall, Cornell University, Ithaca, NY 14853.

Senior Extension Associate, Management Specialist-Rochester, NY

NYS School of Industrial and Labor Relations
 Contact Dr. Craig McAllaster, NYSSILR, Cornell University, Ithaca, NY 14851-0952.

Human Relations Training Offered

The Human Relations Training Program (HRTTP) offers workshops and problem-solving consultations for groups, offices, and departments in the topic areas of racism, sexism, homophobia/heterosexism, classism, ableism, anti-Semitism, and other issues of human relations and group interactions. Workshop designs are geared to the specific needs identified by the requesting organization.

Departments and offices that have used HRTTP include the Dean of Students Office, Environmental Health, Financial Aid, Health Services, Natural Resources, Public Safety, and Residence Life. For more information call 255-8626.

New Federal Income Tax Withholding for 1989

Many employees take-home pay will increase slightly in 1989, thanks to new federal income tax withholding tables. The new tables have been indexed for inflation as required by the 1986 Tax Reform Act. These tables will be applied to all wages paid on or after January 1, 1989.

Select Benefits Claim Schedule for 1989

Listed below is the claim schedule for employees to submit claims against their Select Benefits reimbursement accounts.

Dependent Care Reimbursement account enrollees should be aware of the 1989 tax law change. It requires employees to provide the SOCIAL SECURITY NUMBER or TAX IDENTIFICATION NUMBER of the care provider on their tax forms.

Exempt employees enrolled for the first time this 1989 plan year will not receive their first reimbursement check until February 1, 1989 due to the university's payroll schedule.

1/20/89	4/14/89	8/04/89
2/03/89	4/28/89	8/18/89
2/17/89	5/12/89	8/31/89*
3/03/89	5/25/89*	9/15/89
3/17/89	6/09/89	9/29/89
3/31/89	6/23/89	10/13/89
4/14/89	7/07/89	11/10/89
4/28/89	7/21/89	11/21/89*
		12/08/89
		12/19/89*

*Early deadlines due to Memorial Day, Labor Day, Thanksgiving Day and Christmas.

Dependent Care Deductions Reported on W-2 Forms

In accordance with federal requirements, employees participating in a Select Benefits dependent care will have 1988 deductions reported on this "Wage and Tax Statements" (W-2's). The total deduction amount will be printed in box 16 of the W-2 Form. This reporting requirement became effective for tax year 1988.

Social Security (FICA) Withholding Changed for 1989

There is no social security tax rate increase for 1989; it stays at 7.51%. The wage base however, is increasing by 6.7% — from \$45,000 to \$48,000. This puts the maximum employees social security tax for 1989 at \$3,604.80 — a \$261.30 jump from the 1988 figure of \$3,379.50. Cornell matches the employee amount and, thus, faces the same \$261.30 increase.

Exit Interview Questionnaire: Valuable Information

Beginning this month all regular employees who have recently left Cornell employment or who have been transferred or promoted outside their department will receive an exit interview questionnaire.

Sent to Home Address

This questionnaire, which will be sent to the home address, will ask about working conditions at Cornell and the results are expected to be a source of valuable information.

While completion of the form is voluntary, individuals are encouraged to return the form and be candid with their responses. Self-identification is optional.

Year-end Summary to OHR and OEO

Completed questionnaires will be returned to Employee Relations and results will be reported to the directors of the Office of Equal Opportunity and the Office of Human Resources in a year-end summary.

The goal of this project is twofold: to provide former employees an opportunity to share worksite

experiences and also to help find ways to improve the work environment for all individuals employed here.

In light of the university's commitment to enhance human relations within the Cornell community, it is essential to hear from those who separate their services either through termination or transfer or promotion.

Organizational Climate/Supervision Received

Divided into two main sections, the questions cover factors affecting departure and organizational climate such as the quality of supervision received; the flexibility of work hours; the job transfer procedure; and the amount of participation individuals had in making decisions that affected their jobs.

Other information requested includes: relations with coworkers; work load; job security; career opportunities; geographic location; family concerns; salary; benefits; overall treatment of women, minorities, staff with disabilities, Vietnam Era Vets.

A Positive Experience?

Participants will also be asked to relate their feelings about the job classification system in general; the opportunity to enroll in staff development courses; whether they would recommend that a friend take a job at Cornell; whether working at Cornell was a positive experience; whether there was a high concern for people; whether communication was acceptable; and whether they would work for Cornell again in the future.

In addition, general information such as education, length of service, age group, sex, racial or ethnic group, etc. is requested. There is an opportunity to submit any other information which affected the decision to leave and an invitation to speak with a representative from the Office of Human Resources.

Those who receive questionnaires are encouraged to take a few minutes to reply in order to allow us to gain from their experiences.

Employment News

Continued from page 1

of our commitment to the goals of the Human Relations agenda, affirmative action and equal opportunity issues," states Lee Snyder, director of the Office of Human Resources.

Today's Work Issues

"And, in light of the growing complexity and needs of today's work force and legislation concerning employer/employee matters, the new paper will place a much needed emphasis on these important topics and Cornell's commitment - as an employer - to addressing today's work issues," he continued.

Cornell Employment News will announce change of policy and clarify or reiterate university policies, procedures, and practices in order to promote uniform application. The new paper will also announce benefits changes or enrollment periods, training calendar information, schedule updates as well as provide career development information.

Information About Resources

"Our joint newspaper will provide information to employees about the assistance and resources available to them in both the Office of Equal Opportunity and the Office of Human Resources," says William

Thompson, director of the Office of Equal Opportunity.

"With this publication we will regularly look at Cornell's responsibility to inform employees about the implications of equal opportunity/affirmative action laws and policies for the work place," he notes. "We will be supporting Cornell's commitment to create a diverse community free of discrimination based on race, age, disabilities, or Vietnam Era veteran status."

Another feature of *Cornell Employment News* will be the opportunity to publish more detailed job descriptions and list all reposted vacancies. The expanded descriptions should be helpful to individuals who want to know more about open positions than has been previously available, in addition to aiding the departments who have the vacancies.

Two-way Communication

"We look forward to using *Cornell Employment News* also as a vehicle to hear from employees and promote more two-way communication," Snyder continues. "Periodically, for instance, questionnaires will appear in the paper to help us better understand employee sentiment on issues."

"With *Cornell Employment News*, we will be sending a clear message to the Cornell community that OHR and OEO are committed to fostering the goals of the university-as-employer with effective, timely and accurate communication to staff and faculty," Thompson says.

Independence

Continued from page 1

Fernow Hall

Ives Hall

Malott Hall (west side)

Martha Van Rensselaer (upper side) - one space is reserved until 12:30 p.m. until 6/30/89. General handicapped space at all other times.

Stimson Hall/Day Hall - reserved until 1:30 p.m. General handicapped at all other times.

Tower Road - Uris Hall

Wing Hall (on Wing Drive)

In addition, there are a few general handicapped spaces in which persons with handicapped designations and the appropriate permits may park at all times.

Pleasant Grove Apartments - near Unit Seven
Parking Garage - second or third level near north entrance; two on roof; one on each side of elevator housing.

CC Lots - located in the first (east) bay south end
Johnson Art Museum meters (to be used by Johnson Art Museum patrons only, Tuesday-Friday)

For further information on handicapped parking spaces, call Joan Fisher, coordinator of disability services, 255-3976.

If this is not your correct campus address, please send the correction, with your Social Security number to Operations, 147 Day Hall.

MARIE A GAST
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