

CORNELL Chronicle

Volume 22 Number 26 March 28, 1991

Traffic Plan Revised

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Making Research
Picture Perfect

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Chris Hildreth

The Dalai Lama and President Frank H.T. Rhodes are surrounded by reporters and photographers as they walk across the Arts Quadrangle on March 26.

Dalai Lama: Inner peace is essential for world peace

When the Dalai Lama of Tibet was a little boy, he was very short-tempered, he told 12,000 people here Tuesday night.

He usually blamed it on being born in Northeastern Tibet, a region many Tibetans see as a breeding ground of short-tempered people, said the 1989 Nobel Peace Prize winner.

"But then, with my realization of the negative things about anger and the positive things about love and compassion, I changed," he said. "Now, today, of course, occasionally I get a temper. But in most cases, I am quite calm.

"So, according to my own experience, it is possible, very possible, to change for the better," the Dalai Lama said. "We have the potential. Whether we make the effort is up to the individual."

What is at stake is not only happiness, the attainment of which he considers the purpose of life, but world peace, he said.

Though an individual's development of inner peace may seem an insignificant step in the direction of world peace, he added, world peace is impossible without it.

The 14th Dalai Lama delivered the 1991 Bartels World Affairs Lecture, entitled "Overcoming Differences," to a full house in Barton Hall and capacity overflow crowds watching via live telecast in Statler Auditorium and the Alberding Field House. Dressed in a maroon-and-gold robe, he spoke in English with an interpreter beside him to provide occasional translations.

Asked to summarize Tibetan Buddhism in a phrase, the spiritual and temporal leader of 6 million Tibetans said: "If you can help other sentient beings, help — do help. If you can't, at least restrain from harming."

But love and compassion are not the

terrain of any one religion, or of religion at all, he added. They are simply the most basic qualities of human nature.

To hear the Dalai Lama speak, many people traveled from hours away and lined up outside Barton Hall hours before the lecture began. When the hall filled at about 5 p.m. and people were directed to overflow locations, some resorted to pleading with security, some slipped through the tunnel from Teagle Hall, and student Eric Kaufman offered a yellow flower as a ticket in.

Inside, while some waited with arms wrapped around each other's shoulders and others talked about having seen the Dalai Lama at earlier events in his three-day visit, many commented on the good feeling in the crowd. It proved, said one student, the impermanence of apathy.

Samuel Pollock of Ithaca came to celebrate his 75th birthday, saying be-

forehand, "I'm interested, though I don't think I'll change."

Reasons for coming varied widely: People said they were inspired by the Dalai Lama's commitment to non-violence; they sought a guru; they were impressed by the patience and kindness of the monks who constructed the sand mandala in the Herbert F. Johnson Museum of Art; and they heard he was like a little kid and felt, "there's a little Dalai Lama in all of us."

After the talk, several people said they appreciated that the Dalai Lama "threw out the religious stuff and made it so simple." Others said that they were moved having been in the company of someone who embodied the love, compassion and calmness of which he spoke.

"I feel grateful for having had the opportunity to be in his presence," said

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Mathematics faculty teach extra classes to support their library

Cornell mathematics professors have begun teaching extra classes and donating their earnings toward a half-million-dollar endowment fund to buy books and periodicals for their library as it struggles to keep up with inflation in the price of research journals.

Cornell's library system, the 11th largest in the country, has for years been increasing its acquisition budget at double the rate of general inflation. And the university, in its \$1.25 billion capital campaign announced last October, is planning to provide \$30 million in acquisition endowment for the library.

But that added revenue won't arrive for some time. And the faculty don't want to risk a decline in the quality of the library that is so vital to their research. Other libraries at Cornell supplement university support with contributions from the departments they serve, but the math library is the first benefiting directly from the largesse of faculty.

At first, the idea didn't sit right with all of those now participating in the unusual plan. Professor Moss Sweedler, for instance, grumbled when he was invited to participate.

"A first-class university should support a first-class library without the faculty having to do this," Sweedler said.

But as he considered financial realities of the periodicals market and understood the time lag that must precede any benefits from the campaign, he decided to participate.

He joined colleagues who have agreed to help raise

\$250,000 for an endowment to purchase books and periodicals for the library. Department Chairman Keith Dennis hopes to match that sum with another \$250,000 from alumni, corporations and friends of Cornell to create a \$500,000 endowment that will pay out \$20,000 to \$25,000 a year. The entire annual budget for the math library — one of 18 Cornell libraries — is now about \$125,000.

So far, \$63,000 has been raised by six professors who either taught an extra course or made outright contributions.

John Guckenheimer, a professor of applied mathematics, says even this step will not be enough. "An endowment that will pay for subscriptions to 50 journals a year will make a big difference in the short run. But I'm skeptical of how much of a difference this money will make compared to the magnitude of the problem," he said.

The problem is the rising costs of periodicals, especially in the sciences, and the hundreds of new periodicals published every year that faculty add to the lists of requests they submit to the library, said Steve Rockey, mathematics librarian at Cornell. It is a problem faced by all of Cornell's libraries and by research libraries all over the country.

As academics know, journals are the place where ideas are discussed. The latest information in any field is published in journals long before it makes its way into books, a process that could take five to 10 years, Dennis said.

"This is a first-class university, and it has supported its

library in first-class fashion. But the costs of scholarly communication are increasing far faster than any first-class university can keep up with," said Ross Atkinson, an assistant university librarian.

"Librarians talk to one another, and I can tell you there are excellent research libraries of our caliber and larger that received no increases this year or last year and others that were given money but had to give it back," he said.

The prices of some journals have risen 100 percent in five years; others have gone up as much as 350 percent, according to Alain Seznec, Cornell's Carl A. Kroch University Librarian.

Universitywide, the cost of periodicals rose about 15 percent this year, with some areas, such as engineering, increasing as much as 30 percent, said Atkinson.

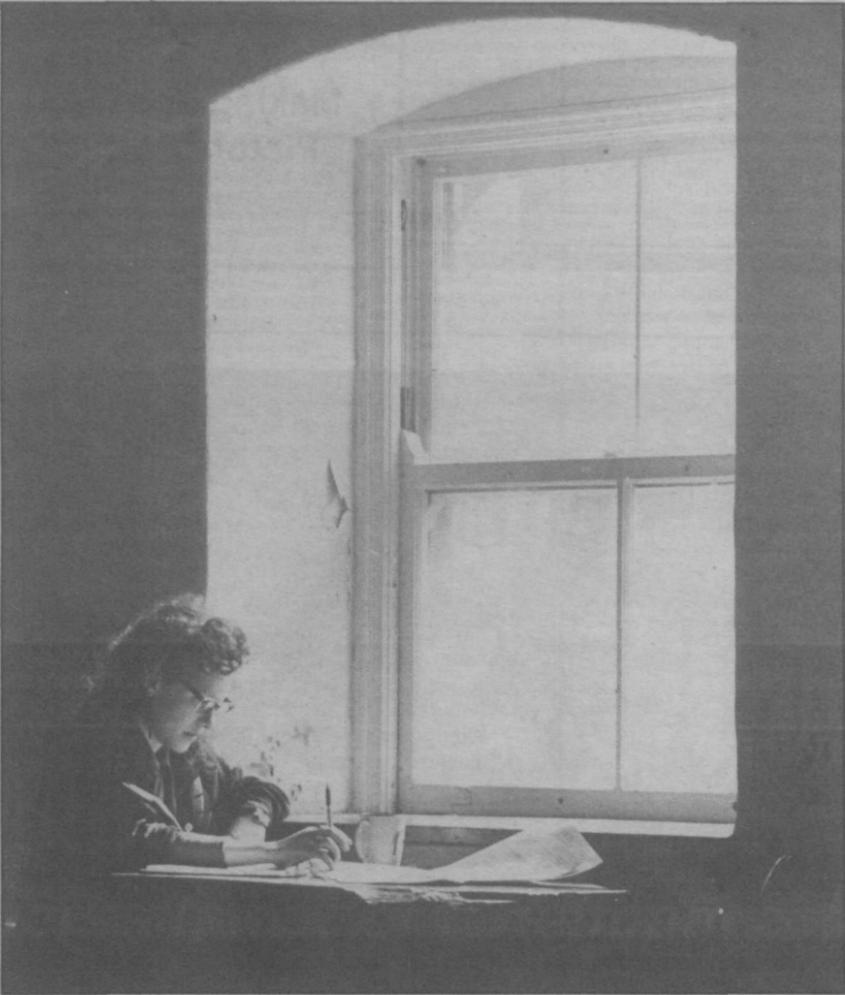
In general, serial titles published in the United States are up 12 percent this year, and those published outside the country are up 26 percent, according to Faxon, one of the largest vendors of periodicals in the country. On average, serials rose 16 percent, according to a representative of the Boston-based company.

This year, says Rockey, he will spend about \$110,000 on periodicals — a 30 percent increase over last year's \$84,000. Most math journals cost about \$200 a year.

The declining value of the American dollar against for-

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Table for one



Senior Megan Elias of Brooklyn studies at the Green Dragon in the basement of Sibley Hall. *Peter Morenus*

Theory Center lays off 15 staff members

The Theory Center is laying off 15 of its 134 staff because of the level of funding set by the National Science Foundation at mid-year. The center was informed late last week that its budget, although increased over last year, would nevertheless be \$500,000 less than officials had planned.

The facility is one of four NSF-funded centers whose supercomputing capacity lends unprecedented speed to calculations of scientists. More than 2,000 scientists and engineers from almost 150 research institutions around the country used the Cor-

nell center last year for more than 500 projects, ranging from black holes in space to the working of proteins in living cells.

The 4 percent reduction in NSF funding of more than \$12 million for 1991 was announced to Theory Center staff March 21. Theory Center Director Malvin Kalos voiced "real regret" for the need to lay off employees. "We are working closely with the Cornell Office of Human Resources; we have succeeded in placing some of these people in other positions and will continue in these efforts," he said.

GRADUATE BULLETIN

Enrollment: Pre-enrollment for fall 1991 courses will continue until April 10.

Dissertation/thesis: Cornell Information Technology will offer a seminar on using WordPerfect 5.1 on the IBM PC for dissertation/thesis preparation, incorporating features that meet the Graduate School's format requirements. The seminar is in 100 Caldwell from 1 to 3:30 p.m. on Thursday, April 4. Register by calling 255-8000.

Council meeting: The Graduate Student Council will meet April 1 at 5:15 p.m. in

The Henry, Sage Hall.

May degree: May 17 is the deadline for completing all requirements for a May degree, including submitting the dissertation/thesis to the Graduate School. Professional master's candidates should check with their field regarding the deadline.

Health requirements: Effective with the fall semester 1991, registration holds will be placed on all students who have not complied with the new state immunization requirements.

BRIEFS

■ **Contract signed:** Cornell and members of Local 71-71A of the International Union of Operating Engineers (IUOE) have signed a new, two-year contract. The agreement, which runs through March 14, 1993, covers 32 employees in the central-heating, chilled-water and water-filtration plants. E. Peter Tufford, director of labor relations, and Michael Scahill, business representative for the union, declined to give details of the contract. "We are pleased with the contract and look forward to continuing the cooperative relationship we have had since 1980," they said. This is the fifth contract between the IUOE and Cornell. Contracts with two other unions — the Building Trades Council and the Cornell University Security Employees Union — expire later this year. The contract with United Auto Workers Local 2300 expires June 30, 1992.

■ **Rape reported:** A student reported that she was attacked by three males at 1:35 a.m. March 13 along University Avenue. She told Public Safety officers that the assailants dragged her down a wooden stairwell near the main stairway to the suspension bridge and that they then raped her. An investigation is continuing.

■ **Ombudsman search:** The search committee for the University Ombudsman invites nominations from the university community for this one-quarter-time position, for a term from July 1, 1991, through June 30, 1993. The ombudsman's office assists all members of the Cornell community, seeking solutions to a wide range of problems. Nominees should have a reputation for being particularly fair and objective and be familiar with the concept of due process. Nominees must be tenured members of the faculty, active or retired. Nominations should be sent to Associate Vice President Joycelyn Hart at 431 Day Hall.

■ **Art donation:** The Department of Art has given a painting titled "Toxic Pollock" to the city of Ithaca; the painting has been installed in the conference room on the second floor of City Hall. The painting was created in 1990 by Professor Kay Walking-Stück, who is now teaching at SUNY Stony Brook, and students in her second-year painting course. The painting now is part of a city collection begun during Ithaca's centennial celebration.

■ **Visiting chefs:** Chefs from leading North American restaurants have been visiting the Hotel School and teaching students how they prepare meals for discriminating diners who can afford to pay for the best. Barry Wine of the Quilted Giraffe, New York City, will be a visiting chef in Banfi's at the Statler Hotel on April 7. Dinner will be served at 7 p.m., and reservations will be accepted from the public.

■ **Princess Ida:** The locally produced video "Princess Ida," Gilbert & Sullivan's satiric war-of-the-sexes operetta, will be shown March 28 at 10 p.m. on WSKG-TV. Taped on campus and other Ithaca locations by Media Services' Educational Television Center and the Savoyards, it is the first full-length feature shot in Ithaca in 70 years.

■ **Cornell on TV:** Stories about engineering students helping Ithaca's Southside neighborhood plan a new playground and nutritionists developing a healthful program for the state's elementary schools will be featured on the next "Community Report" television program, showing April 2 at 10:30 p.m. on Cable Channel 7. The Library of Natural Sounds and wrestler Mark Ferguson also will be featured.

■ **Computer help:** The Cornell Institute for Social and Economic Research offers professional programming and consulting services for various software, including SAS, Lotus123, dBASE and SPSS-X, as well as the CMS, MVS and PC/MSDOS operating systems. CISER also offers assistance on data management, statistical analysis and customized software. For more information, contact Lisa King or Karen Maxwell, telephone 255-4801.

■ **Flora Rose Prize:** Nominations are being sought for the 1991 Flora Rose Prize for a junior or senior who, in the words of the donor, "shall demonstrate the greatest promise for contributing to the growth and self-fulfillment of future generations." Letters of nomination may come from any member of the Cornell community. Supporting letters are required from two other persons, at least one of whom should be on the faculty or staff. Nominations for the prize, which carries a \$300 award, should be sent to Joe Selden, N101 MVR Hall, by April 8.

■ **Goethe Prize:** Juniors, seniors and graduate students are invited to submit essays of 10 to 20 pages, in German or English, for the Goethe Prize, awarded annually for the best essay on a topic connected with German literature. The essays should be sent under an assumed name, along with a sealed envelope containing the author's identification, to the dean of the faculty, 315 Day Hall, by noon, April 15. For information, contact Professor Geoffrey Waite at 255-3394, or inquire in Room 183 Goldwin Smith Hall, telephone 255-4047.

■ **Clothing drive:** Delta Delta Delta sorority and Beta Theta Pi fraternity are organizing a Shed-a-Layer for Charity Clothing Drive. Boxes for the collection of clothing will be placed in local schools and on campus March 30 through April 5. The clothing will be given to the Salvation Army.

■ **Status of Women:** Nominations are being sought for eight positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family, sexism and sexual harassment. For more information, contact Carolyn McPherson, coordinator of women's services, Room 234 Day Hall, telephone 255-3976.

■ **Office-product show:** The latest in office products and supplies will be on display April 2 from 10 a.m. to 4 p.m. in the Statler Ballroom, sponsored by Cornell General Stores. There will be free product samples, refreshments and door prizes.

OBITUARIES

Zoologist **W. Robert Eadie**, whose published works included "Animal Control in Field, Farm and Forest," died March 17 at the Cape Cod Hospital after a short illness. He was 81.

Eadie was a member of the faculty from 1942 until his retirement in 1969, when he was elected emeritus professor. He moved to Chatham, Mass., following his retirement, living there until his death.

He was born in Manchester, N.H., and was graduated from the University of New Hampshire in 1932. He earned a Ph.D. from Cornell in 1939 and taught at New Hampshire from 1933 until joining the faculty of the College of Agriculture.

He was a naval officer during World War II and traveled extensively throughout the world during his professional career.

In 1958 he was special consultant on control of pocket gophers in banana plantations for the former United Fruit Co. in Guatemala.

Peter Saul, a dancer and choreographer who was senior dance lecturer in the Department of Theatre Arts for the past 11 years, died of leukemia March 13 in New York City. He was 55.

A native of New York City, Saul performed with the American Ballet Theatre, Les Grands Ballets Canadiens, Merce Cunningham and Dance Company and the Metropolitan Opera Ballet and also appeared in Broadway musicals and on television.

At Cornell, he taught classical ballet and dance composition and was seen as an actor in department productions, including "Piaf," "The Marriage of Bette and Boo" and "Three Sisters." He was coordinator of the dance program almost continuously from 1980 to 1989.

Saul maintained an association with the New York Theatre Ballet and its school as a guest teacher and performance coach.

A memorial service will be held in Barnes Hall on Saturday, April 27, at 10 a.m.

CORNELL Chronicle

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Cornell University is committed to assisting those persons with disabilities who have special needs. A brochure describing services for persons with disabilities may be obtained by writing to the Office of Equal Opportunity, Cornell University, 234 Day Hall, Ithaca, N.Y. 14853-2801. Other questions or requests for special assistance may also be directed to that office.

Cornell supports COTS traffic plan; free parking will continue in 'A' Lot

A revised campus transportation plan that retains free parking at A Lot for current employees, scales back parking-fee increases, offers students a cut-rate countywide bus pass and eliminates cash payments to walkers or bikers was to be voted on March 27 by the University Assembly.

The revised plan was developed by the Committee on Transportation Services (COTS) in close consultation with the Cornell administration, leaders of the assemblies and the employee-elected trustee, Dwight Widger.

Paul Griffen, associate vice president for facilities planning and construction, said the university supports the plan.

The plan still includes — at reduced levels — cash incentives for those participating in car pools and continues to offer free OmniRide bus passes for employees who want to commute on Tompkins County transit lines and discounts to commuters on transit lines beyond Tompkins County.

The walkers and bikers who, under the former plan, were to get \$200 a year can now get 10 free, one-day parking permits every six months.

The plan is intended to help reduce demand for campus parking and to address growing traffic and parking congestion on campus, said William Wendt, director of Transportation Services. The revisions of the initial proposal that was unveiled in November incorporate suggestions made during four public hearings and the subsequent talks among university administrators and the assemblies leadership.

"The plan now reflects a much broader base of support and understanding, which is so crucial to achieving its ultimate goal of getting more people to work with less traffic, less damage to the environment and less demand for parking," Wendt said.

The new plan is expected to be fully implemented this summer, before the start of the fall semester.

The revisions, however, will result in a substantial increase in the university's subsidy of transportation services, according to Griffen.

For example, operating costs for transportation services and facilities are projected to increase by more than 10

percent a year, while the revised plan restricts parking-fee increases to 6 percent a year, Griffen said.

"It's conceivable that the university's current subsidy of close to \$1 million a year for transportation services could triple in the next five years," he said. "And there is the strong possibility of decreased state and federal subsidies that are a significant source of funding for transportation.

"We understand and accept that many employees give parking a high priority," Griffen added. "What we have emphasized as we moved toward this revised plan is that its added costs will mean that fewer dollars will be available for allocation to salaries and other program support and may also require an increase in the fringe-benefit pool rates charged to units, contracts and grants."

The revised plan includes these features:

- Employees who relinquish their on-campus parking permits can receive OmniRide passes that will allow them to ride all Tompkins County bus lines for free. Graduate and undergraduate students will have the opportunity to purchase an OmniRide pass for \$180 per year, which is the same as the cost of a perimeter-parking permit.

- Employees who participate in car pools under the Ride-Share program will receive reduced parking-permit discounts or rebates at the following rates: \$50 annually for car pools of two riders; \$150 annually for car pools with three riders; \$300 annually for car pools with four or more riders.

- Under the revised plan there is no annual fee for A-Lot parking permits for 1991-92, and there will be free bus service for employees to and from the A Lot. Revised fees for parking permits for perimeter lots are \$180 per year, or \$3.46 a week (originally \$200 per year), and \$340 per year for central-campus lots, or \$6.54 a week (originally \$400 per year). Permit fees are anticipated to rise 6 percent annually through 1995-96.

Transportation Services will prepare a pamphlet outlining in detail the options available to faculty, staff and students under the final plan; the pamphlet will be available in June.

CORNELL Life

Seeing an old friend

One week ago, Sidney Piburn was so tired after long days of planning meetings, media interviews and lectures on the Dalai Lama that he could hardly put words together — even about the subject he cherished and knew so well.

But as he sipped his coffee and began recalling the details of his quest to meet the Dalai Lama in India some 20 years ago, the fatigue lifted as he relived the delight of that quest, whose success helped make possible the Dalai Lama's visit this week.

Piburn, Cornell '69, is co-founder of Snow Lion Press, which publishes books on Tibet and the Dalai Lama, and has been liaison to the Dalai Lama and a key organizer of the visit. One of the first things the Dalai Lama said Monday, after his plane landed and he climbed down the steps, was: "Where is Sidney?"

Piburn's story starts in the 1960s, when he was a graduate student in fine arts and came across one of the few books on Tibetan art. He was taken. So he saved travel money and, in 1974, trekked just outside the then-closed borders of Tibet.

He caught a desire to see the Dalai Lama, who at that time had never traveled to the West and had met with few foreigners.

Piburn was a youth from Kansas with an attraction to mountains and mountain people. But whether that is what sparked the desire-turned-obsession, he can't say. The Dalai Lama was just someone Piburn had to meet.

Arriving at the Dalai Lama's camp, he walked up to the fence and the line of Indian military guards and asked, "Is there someone I can talk to about seeing the Dalai Lama?"

No, they said.

He called the Dalai Lama's office and asked there. "No, not a chance in the world," they said. He stuck around anyway and was in a restaurant one day when someone pointed out the Dalai Lama's secretary. Piburn hurried over to the table and asked again. The man said no.

Ahh, but now Piburn knew whom to target. So every time he saw the secretary in town (he stayed for several months), Piburn asked again until he exasperated the man, who at last said Piburn could join a group of Tibetans meeting the Dalai Lama the next day, "If you promise you won't ever bother us again." Piburn promised.

And the next day, he dressed in his best clothes, got caught in a downpour and listened attentively at a briefing: "Don't touch him. Don't say anything. . . ." He was placed at the end of the line walking up a long driveway and bowing, at the top, before the Dalai Lama.

"I was trying to keep in mind how to behave, then the Dalai Lama stuck out his hand and shook mine vigorously. It surprised me," Piburn said. "Then the line stopped, and the end turned out to be the best place."

Even though the Dalai Lama spoke only two minutes, in Tibetan, and Piburn didn't understand a word, he'd seen him.

As they started to walk down the hill, the secretary ran to Piburn to say the Dalai Lama would schedule a private meeting with him. Piburn assumes that the Dalai Lama asked who he was and indulged his obsession.

A week later, Piburn took a seat next to the Dalai Lama. He had more than a hundred questions in his notebook though the secretary had warned the interview would be brief. He asked his first question, about how to handle a psychological difficulty.

"I don't know," the Dalai Lama answered. "I have that problem myself."

Piburn was shocked — relieved by his unpretentiousness, warmed by his humanity. "It felt like seeing an old friend," he said.

He left a few hours later, walking on air. A few years later, he prepared for another trip to India — with another idea. "I told my friends I was going to invite the Dalai Lama to town." They said, "Mm-hmm, no problem."

But Piburn showed the Dalai Lama a picture of Ithaca and said it would be nice if he'd come. And when he got back to town, there was a letter that said the Dalai Lama would come to the United States in 1979 and, if Piburn wished, he would stop in Ithaca.

That time, the Dalai Lama slipped through Ithaca quietly, staying at the home of a friend, meeting with only a small, private gathering.

This time, it's different.

— Lisa Bennett

Spring cleaning



Peter Morenus

A staff member of the Laboratory of Ornithology washes the windows at Stuart Observatory. The observatory is open seven days a week. For more information, call 254-2473.

Canine-parvovirus structure revealed

Using CHESS, the Cornell High Energy Synchrotron Source, researchers from Purdue University, the University of Alabama and the College of Veterinary Medicine's Baker Institute for Animal Health have determined the three-dimensional structure of a virus with single-stranded DNA, the canine parvovirus.

The finding, which was reported in the March 22 issue of Science, may provide clues to how viruses evolve and change over time, and how they may be fought in the future.

Michael Rossmann, the Purdue biologist who led the three-university team, said the research also has implications for human ailments caused by parvoviruses, such as acute anemia, some forms of heart disease, childhood erythema and fetal deaths.

Canine parvovirus produces a highly contagious, sometimes fatal disease in young dogs. Vaccines, developed at Baker Institute, are available for young dogs, but no specific treatment is available to counteract the virus in dogs that have contracted the disease.

X-ray examination at CHESS and supercomputer analysis at Purdue's Center for Structural Studies revealed the parvovirus as a football-shaped shell made up of 60 similar protein subunits. The outside of the shell includes protruding spikes and deep depressions or canyons.

Colin R. Parrish, the Baker Institute virologist who collaborated in the structural determination, said the finding helps explain the relationship of canine parvovirus to other parvoviruses.

"This will give us a better understanding of how vaccines (against parvoviruses) work and how these viruses change over time," he said.

In 1985, a team led by Rossmann used CHESS, which is one of the world's most intense sources of X-rays, to produce the first structural map in atomic detail of a common-cold virus.

Rossmann said the canine parvovirus "contains the same common fold as the RNA viruses such as the common-cold virus. That indicates that the two virus groups may have a common ancestry."

CALENDAR

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

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 International Folkdancers

All events are open to the Cornell Community and general public. Admission is free, unless stated otherwise. For further information, call 257-3156.

Balkan Dance Workshop for experienced dancers by Ed Abelson, 6:30 to 7:30 p.m.; Review of dances taught in March and requests, 7:30 to 10:30 p.m., March 31, North Room, Willard Straight Hall.

Global Dancing, sponsored by Cornell Wellness Program, April 1, 7:30 to 10 p.m., dance studio, Helen Newman. For information call 273-0707.

Israeli Folkdancing

Israeli folkdancing, Thursdays, 8:30 p.m., Edwards Room, Anabel Taylor Hall.

Indian Students Association

Baratha Natyam dance performance by Jothi Ragnavan, April 6 at 7:30 p.m., auditorium, Martha Van Rensselaer Hall. Tickets are \$5.

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.

"Masks and Other Facades," organized by the museum's student interns, will be on view through April 14. The exhibition features a collection of bold and colorful Native American Indian masks, as well as collections of elaborately designed African and Guatemalan masks. Also on display are renderings of masks by more contemporary Western artists such as Giorgio DeChirico and Saul Steinberg.

"The Art of Tibet," an exhibition featuring "thangka" paintings and sculpture from the museum's Asian collection and private lenders, as well as 22 black-and-white photographs of Tibet by Kevin Bubriski, will be on view through March 31. A sand mandala will be constructed in the gallery by monks from the Dalai Lama's monastery in India and will be on view through March 30. The exhibition was organized in conjunction with Tibet House in New York City in response to the visit to Cornell of the Dalai Lama.

Sibley Fine Arts Library

"Unique Books" by Laurie Sieverts Snyder will be on display through May 3. She teaches photography in the fine arts department.

Soviet & East European Studies Program

"The Symbolic Politics of Transition: Hungarian Political Posters 1989-90," an exhibit of Hungarian election-campaign posters at various areas in Olin Library, through May 3. Co-sponsored by the Department of Manuscripts and University Archives, the exhibit will feature posters representative of the struggle between the major political parties in Hungary.

FILMS

Films listed are sponsored by Cornell Cinema unless otherwise noted and are open to the public. All films are \$3.50 except weekend

films (Friday and Saturday), which are \$4.50 (\$4 for students). All films are held in Willard Straight Theatre except where noted.

Thursday, 3/28

"Reversal of Fortune" (1990), directed by Barbet Schroeder, with Jeremy Irons, Glenn Close, Ron Silver and Uta Hagen, 7 p.m.

"The Man Who Shot Liberty Valance" (1962), directed by John Ford, with James Stewart and John Wayne, free, 7:30 p.m., Uris.

"Misery" (1990), directed by Rob Reiner, with Kathy Bates, James Caan and Richard Farnsworth, 9:45 p.m.

Friday, 3/29

"Yellow Submarine" (1968), directed by George Dunning, with John Lennon, Paul McCartney, Ringo Starr and George Harrison, 7:10 p.m.

"Misery," 9:15 p.m.

"Archangel" (1990), directed by Guy Madin, with Kyle McCulloch and Kathy Marykuca, 9:45 p.m., Uris.

"Lethal Weapon" (1987), directed by Richard Donner, with Danny Glover and Mel Gibson, midnight.

Saturday, 3/30

"Milli (Amitabh, Jaya)," the India Association and South Asia Program, 1:30 p.m., Room B, Uris Library.

"Yellow Submarine," 2 p.m.

"Misery," 6:55 p.m.

"Archangel," 7:30 p.m., Uris.

"Lethal Weapon," 9:35 p.m.

"Reversal of Fortune," 9:45 p.m., Uris.

"Yellow Submarine," midnight.

Sunday, 3/31

"Mahabharat," (vol. 3, part 2), directed by B.R. Chopra and Ravi Chopra, the South Asia Film Series, 2 p.m., Room B, Uris Library.

"Diego Rivera: I Paint What I See"; "The Life and Death of Frida Kahlo," free, 2 p.m., Johnson Museum.

Monday, 4/1

"Reversal of Fortune," 6:45 p.m.

"Double Indemnity" (1944), directed by Billy Wilder, with Barbara Stanwyck, Fred MacMurray and Edward G. Robinson, 9:30 p.m.

Tuesday, 4/2

"Philippines: The Price of Power," the Southeast Asia Film Series, 4:30 p.m., Room B, Uris Library.

"Hidden Agenda" (1990), directed by Ken Loach, with Brian Cox, Frances McDormand and Brad Dourif, 7 p.m.

"Mermaids" (1990), directed by Richard Benjamin, with Cher, Winona Ryder and Bob Hoskins, 9:30 p.m.

Wednesday, 4/3

"Profound Desire of the Gods," (Kamigami no fukaki Yokubo; aka Kuragejima: Tales from a Southern Island), Imamura Shohei, 1968, Japanese Film Series, 4:30 p.m., Uris Auditorium.

"The Garden" (1990), directed by Derek Jarman, with Tilda Swinton, Johnny Mills and Philip Macdonald, 7:15 p.m.

"Avalon" (1990), directed by Barry Levinson, Edith Joan Plowright, Elizabeth Perkins and Kevin Pollac, 9:30 p.m.

Thursday, 4/4

"Killer of Sheep" (1978) directed by Charles Burnett, with Henry Sanders, Kaycee Moore and James Miles, co-sponsored by Africana Studies, 4:30 p.m.

"Palombella Rossa" (1989), directed by Nanni Moretti, with Nanni Moretti, Silvio Orlando and Mariella Valentini, co-sponsored by Pentangle, 7:30 p.m. Shown with "Barres."

"To Sleep with Anger" (1990), directed by Charles Burnett, with Danny Glover, Richard Brooks and Paul Butler, co-sponsored by Africana Studies, 7:30 p.m., Uris.

"Mermaids," 10 p.m.

LECTURES

Aerospace Engineering

"Tsunami Propagation from a Finite Source," George F. Carrier '39, Harvard University, co-sponsored by theoretical and applied mechanics, April 3, 4:30 p.m., B-17 Upson Hall.

Bethe Lecture Series

"Quantum Properties of Submicron Josephson Junctions," Michael Tinkham, Harvard University, March 28, 4:40 p.m., Bethe Seminar Room, Clark Hall. Tinkham is the author of more than 200 journal articles and four books. His texts,

"Superconductivity" and "Introduction to Superconductivity," are recognized classics on the subject. The latter has been translated into Russian, Japanese and Chinese. The Bethe Lecture Series was created by the College of Arts and Sciences and the Physics Department in honor of Nobel laureate Hans Bethe. The lectures have been given each year since 1977.

Classics

"Culture, Society and Satire," Erich S. Gruen, University of California, Berkeley, April 2, 4:30 p.m., Hollis E. Cornell Auditorium, Goldwin Smith Hall. This is the last of the Townsend Lectures on "Culture and National Identity in Mid-Republican Rome."

"Funerary Paintings of the Late Bronze Age," Nanno Marinatos, College Year in Athens, April 4, 4:30 p.m., 19 Goldwin Smith Hall.

Cornell Research Club

"Deciphering the History of Life from Molecules," Richard Harrison, ecology and systematics, March 28, 4:30 p.m., Kaufmann Auditorium, Goldwin Smith Hall.

English

"Meaning in Early Irish Art," Michael Ryan, The National Museum, Ireland, co-sponsored by medieval studies, College of Arts and Sciences, University Lecture Committee, Society for the Humanities and vice president for research, April 4, 4:30 p.m., 22 Goldwin Smith Hall.

Hotel Administration

Sister Mary Rose McGeedy, president, Covenant House, will speak on the plight of homeless youth, April 2, 10 a.m., 110 Hollister Hall.

Sadie McKeown, candidate for master's degree, human service studies and an intern in U.S. Department of Housing and Urban Development, will speak on banking policies relating to the Community Reinvestment Act, April 4, 10 a.m., 465 Statler Hall.

Law School

"Refugee and Asylum — Law & Policy in the 1990s," Arthur C. Helton, director, refugee project, and Stephen Yale-Loehr, law school, March 28, 4 p.m., G90 Myron Taylor Hall.

Mathematical Sciences Institute

"Linear and Nonlinear Dispersive Waves," Jean-Claude Saut, Universite Paris-Sud, March 28, 4:30 p.m., 214 MSI, 409 College Ave.

Messenger Lectures

"Of Revelations and Revolutions: Christianity, Colonialism and Consciousness in South Africa," is the title of the lectures to be given by John L. and Jean Comaroff, professors of anthropology, University of Chicago. The first lectures will be given by John Comaroff; "Home-made Hegemony: Modernity, Domesticity and Colonialism," March 28, 4:40 p.m., Hollis E. Cornell Auditorium, Goldwin Smith Hall; and, "Reflections From the 'Other': Africa and the Tribes of Great Britain," March 29, 4:30 p.m., Hollis E. Cornell Auditorium, Goldwin Smith Hall. The following lectures will be given by Jean Comaroff at 4:30 p.m. in Hollis E. Cornell Auditorium: "Refashioning the African Subject: Body Politics and the Empire's Old Clothes," April 1; "Reading, Rioting and Arithmetic: Schooling for Submission," April 2; and "Conversion, Conversation, Conclusion," April 4.

Near Eastern Studies

"Social Change in Ottoman Egypt," Michael Winter, Dayan Center, Tel Aviv University and visiting professor, near eastern studies, co-sponsored by comparative Muslim societies, March 28, 4:15 p.m., 374 Rockefeller Hall.

"Gender, Sexuality and Power in 16th Century Istanbul," Leslie Peirce, near eastern studies, April 4, 4:15 p.m., 374 Rockefeller Hall.

Society for the Humanities

"Gender politics and MTV: Voicing the Difference," Lisa Lewis, author of numerous articles on women and popular culture, March 28, 4:30 p.m., Guerlac Room, A.D. White House.

Southeast Asia Program

"Approaches to the Politics of Economic Growth in Southeast Asia," Richard Doner, Emory University, March 28, 12:20 p.m., 102 West Ave. Ext.

"The Circular Line of History: Hanoi in Post-Colonial Commemoration," Patricia Pelley, grad student, history, April 4, 12:20 p.m., 102 West Ave. Ext.

MUSIC

Department of Music

Schubert's "Die schoene Muellerin" will be performed in a student recital by Randall Schloss, baritone, and Eric Peters, piano, March 28, 8:15 p.m., Barnes Hall.

The Sage Chapel Choir, under the direction of

organist Donald R.M. Paterson, will give a "Choral Service for Good Friday," on March 29 at 8:15 p.m. in Sage Chapel. Music by the choir will be interspersed with readings by Donald D. Eddy.

Daniel J. Velicer will give a piano solo recital on March 31 at 8:15 p.m. in Barnes Hall. A student of Jonathan Shames, Velicer will perform four sonatas by D. Scarlatti; Copland's Piano Sonata; Debussy's Preludes-Deuxieme Livre and L'Isle joyeuse.

English Chamber Orchestra, with Pinchas Zukerman, conductor, April 2, 8:15 p.m., Bailey Hall. For the past 20 years, Zukerman has pursued simultaneous careers as violinist, violist and conductor, beginning with his appointment as conductor of the English Chamber Orchestra. He continues to be a frequent guest conductor with leading symphony orchestras in the United States, Europe and his native Israel. His list of recordings is voluminous, both with the St. Paul Chamber Orchestra and as a soloist and chamber ensemble member. The program for this concert of the Bailey Hall Great Soloist and Orchestra Series will include Symphonies No. 6, "Le Matin," and No. 85, "La Reine," by Joseph Haydn, the Violin Concerto No. 2 by Johann Sebastian Bach, the Introduction and Allegro for Strings, Op. 47, by Sir Edward Elgar and the Adagio K. 261 and Rondo K. 373 for Violin and Orchestra by Wolfgang Amadeus Mozart.

Pianist Ramon Salvatore will give a concert, "A Tribute to the American Composer," April 4 at 8:15 p.m. in Barnes Hall. Featured composers will be Yehudi Wyner, Ithacan Robert Palmer, Anthony Heinrich, Ross Lee Finney, John A. Carpenter, Virgil Thompson, George Chadwick and John LaMontaine.

Jerry Gonzales and the Fort Apache Band, the first concert of the New Jazz Festival, April 6, 8:15 p.m., Barnes Hall. "Rumba Para Monk" and the soon-to-be-released "Earth Dance" albums will be performed. Tickets are \$25 for the series or \$6 for each concert, available at the Lincoln Hall ticket office, 9 a.m. to 1 p.m., 255-5144; 211 Lincoln Hall, 1 p.m. to 4:30 p.m., 255-4663; and the Dewitt Mall ticket center.

Bound for Glory

Bill Steele, songwriter, will perform in three live sets March 31 in the Commons Coffeehouse in Anabel Taylor Hall. Bound for Glory can be heard Sundays from 8 to 11 p.m. on WVBR-FM, 93.5.

Cornell Folk Song Club

Pat Humphries, songwriter, will appear in concert on March 30 at 8 p.m., in Kaufmann Auditorium, Goldwin Smith Hall. Many of Humphries songs deal with social issues, particularly women's issues. Advance tickets, at \$6, are on sale at Borealis Books, Rebop Records, Smedley's Bookstore, the Commons Coffeehouse, Anabel Taylor Hall, and at the door.

READINGS

English Department

The Creative Writing Series will present a poetry reading by David Mura, a Japanese-American poet and essayist, on April 4 at 4:30 p.m. in The Henry, Sage Hall.

RELIGION

Sage Chapel

Robert L. Johnson, director, University Ministries, will deliver the Easter Sunday sermon March 31. Service begins at 11 a.m. Music will be provided by the Sage Chapel choir under the direction of Donald R.M. Paterson. Sage is a non-sectarian chapel that fosters dialogue among the major faith traditions.

Baha'i

Weekly meetings on campus. Call 257-7971 for information.

Catholic

Masses: Saturdays, 5 p.m., Sundays, 9:30 a.m., 11 a.m., 5 p.m., Anabel Taylor Auditorium. Daily masses, Monday through Friday, 12:20 p.m., Anabel Taylor Chapel.

Christian Science

Testimony meetings, Thursdays, 7 p.m., Founders Room, Anabel Taylor Hall.

Episcopal (Anglican)

Sundays, worship and Eucharist, 9:30 a.m., Anabel Taylor Chapel.

Friends (Quakers)

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

Jewish

Morning Minyan at Young Israel, 106 West Ave. Call 272-5810.

Shabbat Services: Friday: Conservative/Egalitarian, 5:30 p.m., Founders Room, Anabel Taylor Hall; Reform, 5:30 p.m., Anabel Taylor Chapel; Orthodox, Young Israel (call 272-5810 for time). Saturday: Orthodox, 9:15 a.m., One World Room, Anabel Taylor Hall; Conservative/Egalitarian, 9:45 a.m., Founders Room.

Korean Church

Sundays, 1 p.m., Anabel Taylor Chapel.

Muslim

Friday prayers, 1 p.m., Edwards Room, Anabel Taylor Hall; Friday discussion dinner, 7:30 p.m., 218 Anabel Taylor Hall; Sunday Qur'an Study, 12:30 p.m., 218 Anabel Taylor Hall. The MECA office, 218 Anabel Taylor Hall, provides information, a library, halal meat and other services for all. For information, call Minhaj Arastu, 253-6848.

Protestant Cooperative Ministry

Sunday worship, 11 a.m., Anabel Taylor Chapel; Taize Prayer, Tuesdays, 5:30 p.m., Anabel Taylor Chapel; Bible study, Thursdays, noon, G-7 Anabel Taylor; Celebration, Fridays, 5 to 8 p.m., 401 Thurston Ave. Call Rev. Barbara Heck, 255-4224, for information.

Seventh-Day Adventist

Student association, Fridays, 7:15 p.m., 314 Anabel Taylor Hall.

Zen Buddhism

Zazen meditation every Tuesday at 7 p.m. and Thursday at 5:10 p.m. in Anabel Taylor Chapel. Beginner's instruction Thursdays at 4:30 p.m. in the chapel. For more information call Jon Warland at 272-0235.

SEMINARS**Applied Mathematics**

"The Direct Liapunov Method in Hydrodynamic Instability Problems," Vladimir A. Vladimirov, Lauryentev Inst. of Hydrodynamics, USSR, March 29, 4 p.m., 322 Sage Hall.

Astronomy

"Massive Black Holes in Nearby Galaxies," Douglas Richstone, Princeton University, March 28, 4:30 p.m., 105 Space Sciences Building.

Biochemistry

"Checkpoints in the Cell Cycle," Ted Weinert, University of Arizona, March 29, 4 p.m., Large Conference Room, Biotechnology Building.

Biophysics

"Structural Studies of Protease Mechanisms," Dagmar Ringe, Brandeis University, April 3, 4:30 p.m., 700 Clark Hall.

Ceramics Program

"Ceramics Afternoon," the eighth event of the seminar series co-sponsored by the Department of Materials Science and Engineering and the Materials Science Center, will be held Friday, April 5, in B-11 Kimball Hall. The theme is "Metal-Matrix Composites." Introductory remarks, Stephen L. Sass, materials science and engineering, 2:20 p.m.; "The Design of Metal-Ceramic Composites," Rishi Raj, materials science and engineering, 2:25 p.m.; "Development and Understanding of Ti-Matrix Composites for Aerospace Applications," Dan Miracale, Wright-Patterson Air Force Base, 2:55 p.m.; "Mechanical Behavior and Modeling of Ti-Matrix Composites," Ted Nicholas, Wright-Patterson Air Force Base, 4 p.m.; "Control of the Mechanical Properties of Metal-Ceramic Interfaces," Stephen L. Sass, materials science and engineering, 4:45 p.m.

Chemistry

"Femtosecond Through Microsecond Time-Resolved Spectroscopy of the Liquid State," Keith Nelson, Massachusetts Institute of Technology, March 28, 4:40 p.m., 119 Baker Laboratory.

"Starburst Dendrimers: Molecular Level Control of Size, Shape, Surface Chemistry, from Atoms to Macroscopic Matter," Donald Tomalia, Michigan Molecular Institute, April 1, 4:40 p.m., 119 Baker Laboratory.

"Dynamic Structural Studies of Optical Electron Transfer Reactions," Joseph Hupp, Northwestern University, April 4, 4:40 p.m., 119 Baker Laboratory.

Chemical Engineering

"Modelling of Associating Liquids," Ivo Nezbeda, Czechoslovakia Academy of Sciences, April 2, 4:15 p.m., 245 Olin Hall.

CISER

"A Researcher's Guide to the 1990 Census: Microdata Tape Files," Warren Brown, CISER, March 28, 12:20 p.m., 401 Warren Hall.

Combustion and Thermal Sciences

Title to be announced, Elizabeth Fisher, mechanical and aerospace engineering, March 28, noon, 178 Engineering Theory Center.

Ecology & Systematics

"Functional Ecology of Northern Hardwood Trees: Growth, Defense and Life History," Martin J. Lechowicz, McGill University, April 3, 4:30 p.m., Morison Seminar Room, Corson/Mudd Hall.

Electrical Engineering

"The Generation of Ultrashort Pulses of Light-Compression in Optical Fibers," Anthony Johnson, AT&T Bell Labs, April 4, 4:30 p.m., 219 Phillips Hall.

Environmental Toxicology

"Identification of Chicken Forms of Cytochrome P450: Expression in Cultured Hepatocytes and Use in Toxicological Studies," Jacqueline Sinclair, Department of Veterans Affairs, White River Junction, Vt., March 29, 12:20 p.m., 14 Fernow Hall.

Epidemiology

"Black-White Differences in Coronary Heart Disease: A Gene-Environment Interaction," Thomas A. Pearson, Mary Bassett Research Institute and nutritional sciences, March 29, 12:20 p.m., 100 Savage Hall.

Floriculture & Ornamental Horticulture

"The Italian Garden — Synthesis of Landscape, Architecture & Art," Jon Joseph-Russo, graduate student, March 28, 12:15 p.m., 404 Plant Science Building.

"Internships at the National Tropical Botanical Garden, Kauai, Hawaii," Michael McLaughlin and Michael Arnum, undergraduate seniors, April 4, 12:25 p.m., 404 Plant Science Building.

Food Science

"Nutritional Concerns and the Food Service Industry," Mary H. Tabacchi, hotel management, April 2, 4:30 p.m., 204 Stocking Hall.

Fruit & Vegetable Science

"Purification of an Endogenous Invertase Inhibitor from Potato," Rafael Ovalle, fruit and vegetable science, March 28, 4:30 p.m., 404 Plant Science Building.

"Population Dynamics and Competitiveness of Velvetleaf in Kidney Beans," Liz Maynard, fruit and vegetable science, April 4, 4:30 p.m., 404 Plant Science Building.

Geological Sciences

Composition of Continental Crust - "Constraints from Lab Velocity Measurements," N.I. Christenson, Purdue University, April 2, 4:30 p.m., 1120 Snee Hall.

Hotel Administration

"An Exploratory Study of the Marketing Planning Practices of America's Best Know Hotel Chains," Chekitan Dev, hotel administration, March 29, 12:15 p.m., 165 Statler.

Immunology

"Experimental Basis for the Development of an Anti-Malaria Vaccine," Fidel Zavala, New York University School of Medicine, March 29, 12:15 p.m., auditorium, Boyce Thompson Institute.

International Nutrition

"AIDS: Some Epidemiologic Evidence From a Global Pandemic," Carlos Castillo-Chavez, plant breeding and biometry, March 28, 12:15 p.m., 200 Savage Hall.

"Iron Supplementation During Pregnancy through Primary Health Care in Rural Northeast Thailand," Pattanee Winichagoon, nutritional sciences, April 4, 12:15 p.m., 200 Savage Hall.

International Studies in Planning

"The Socioeconomic Impact of Mexico's Accession to the North American Free Trade Area," David Barkin, Universidad Autonoma Metropolitana, Mexico, March 29, 12:15 p.m., 115 Tjaden Hall.

Jugatae

"Managing Resistance to Bacillus Thuringiensis: Can Transformed Plants be Better Than Sprays?" Rick Roush, entomology, March 28, 4 p.m., Morison Room, Corson/Mudd Hall.

"Morphology and Molecular Characters in the Systematics of Drosophilidae," Robert DeSalle, Yale University, April 4, 4 p.m., Morison Room, Corson/Mudd Hall.

Materials Science & Engineering

"Ceramics as an Ancient Profession, ca. 23,000 B.P.," P. Vandiver, The Smithsonian Institute, March 28, 4:30 p.m., 140 Bard Hall.

"The Role of an Interfacial Thermal Barrier Resistance in the Effective Thermal Conductivity/Diffusion of Fiber-Reinforced Ceramic Composites," P.H. Hasselman, Virginia Tech., April 4, 4:30 p.m., 140 Bard Hall.

Mechanical & Aerospace Engineering

"NOx Emission Control in Wave-Rotor Gas-Turbine Jet Engines," Razi Nalim, mechanical and aerospace engineering, March 28, noon, 178 Engineering Theory Center.

"Putting the Cart Before the Horse," James O. Moore, Moore Products Inc., March 28, 4:15 p.m., B14 Hollister Hall.

Microbiology

"The Metabolism of Molecular Hydrogen by Bacteria Growing Near and Above 100 degrees C," Michael Adams, University of Georgia, March 28, 4 p.m., conference room, Biotechnology Building.

"Increased Rates of Specifically Advantageous Mutations in Response to Environmental Challenges," Barry Hall, University of Rochester, April 4, 4 p.m., conference room, Biotechnology Building.

Microbiology, Immunology & Parasitology

"Antibody-Dependent Enhancement of FIPV Infection of Macrophages: An Epitope-Specific Process," Christopher W. Olsen, microbiology, immunology and parasitology, April 1, 12:15 p.m., G-3 Vet Research Tower.

Natural Resources

"Modelling Water, Fish, Wildlife, Electrical Production and Political Axes to Grind in Western Montana," Charles Hall, SUNY ESF, April 2, 1:30 p.m., 304 Fernow Hall.

"Dynamic Geography-based Simulations of Land Use in Developing Tropical Countries," Charles Hall, SUNY College of Environmental Science and Forestry, April 3, 12:20 p.m., 304 Fernow Hall.

Neurobiology & Behavior

"Brawn and Brain and Nicotic Acetylcholine Receptors," Paul Gardner, Dartmouth University, March 28, 12:30 p.m., Morison Seminar Room, Corson/Mudd Hall.

"Two Hemispheres, one song: Lateralization of Cerebral Function in Passerines," Heather Williams, Williams College, April 4, 12:30 p.m., Morison Seminar Room, Corson/Mudd Hall.

Ornithology

"Frugivory by Waxwings and Thrushes: One Bird's Dinner is Another Bird's Dessert," Mark Witmer, biological sciences, April 1, 7:45 p.m., Laboratory of Ornithology, 159 Sapsucker Woods Road.

Pharmacology

"Convergent Stimulatory Pathways for Secretion in RBL-2H3 Mast Cells," Michael Beaven, National Institutes of Health, April 1, 4:30 p.m., G-3 Vet Research Tower.

Physiology & Anatomy

"Regulation of Gonadotropin Secretion by Adrenal and Ovarian Steroids," Virendra B. Mahesh, Medical College of Georgia, April 1, 4:15 p.m., auditorium, Boyce Thompson Institute.

Plant Biology

"Genetic Dissection of a Respiratory Aberration Associated with Cytoplasmic Male Sterility," Marie Connett, genetics and development, March 29, 11:15 a.m., 404 Plant Science Building.

Plant Breeding & Biometry

"Factors Affecting the Morphology of Regenerated Maize (*Zea mays*, L.) Plants," Marina Goffreda, Rutgers University, April 2, 12:20 p.m., 135 Emerson Hall.

Plant Pathology

"Career Opportunities in Industry," David Pieczarka, April 2, 4:30 p.m., 404 Plant Science Building.

"Population Genetics and Evolution of *Phytophthora infestans*," Steve Goodwin, plant pathology, April 3, 3 p.m., 133 Barton Laboratory, Geneva.

Program on Theoretical & Computational Biology

"Stochastic Life History Theory and Environmental Changes: An Application to Holocene Forest Dynamics," James Clark, University of Georgia, April 2, 4:30 p.m., Morison Seminar Room, Corson/Mudd Hall.

"Competition and Chaos in Plant Communities," G. David Tilman, University of Minnesota, April 4, 3 p.m., 110 Ives Hall.

Social Analysis of Environmental Change

"Environmental Sociology and Climate Change: A Critical Assessment," Fred Buttel, rural sociology and science, technology and sociology, March 29, 3:30 p.m., 32 Warren Hall.

ral sociology and science, technology and sociology, March 29, 3:30 p.m., 32 Warren Hall.

South Asia Program

"Plural Meanings of Feminism in India," Manisha Desai, Hobart and William Smith Colleges, April 3, 12:15 p.m., 153 Uris Hall.

Stability, Transition & Turbulence

"Exponential Tails and Random Advection," Alain Pumir, LASSP, April 2, 12:30 p.m., 288 Grumman Hall.

Textiles & Apparel

"We Want Our Customers to Remember the Quality of Our Merchandise Long After They Have Forgotten the Price," Nancy Morris, J.C. Penney Co. Inc., March 28, 12:20 p.m., Martha Van Rensselaer Hall.

Theoretical & Applied Mechanics

"Tsunami Propagation from a Finite Source," G. Carrier, Harvard University, April 3, 4:30 p.m., 205 Thurston Hall.

Western Societies Program

"The 'Politization' of NATO," Elizabeth Pond, Simmons College, co-sponsored by peace studies and government, March 28, 4:30 p.m., 134 Goldwin Smith Hall.

"Imagining the Queen: Fashioning the Body Politic in the Marriage of Louis XIV," Abby Zanger, Harvard University, co-sponsored by the Women's Studies Program, April 4, 4:30 p.m., Kaufmann Auditorium, Goldwin Smith Hall.

"Educational Expansion and Changes in Women's Entry into Marriage and Motherhood in the Federal Republic of Germany," Hans-Peter Blossfeld, European University Institute and Mellon visiting scholar, April 4, 4:30 p.m., G-08 Uris Hall.

Women's Studies Program

"The Medieval English Women and the Common Law," Janet Loengard, April 3, 4 p.m., Guerlac Room, A.D. White House.

SPORTS**Home contests only****Friday, 3/29**

Women's Lacrosse, Pennsylvania, 3:30 p.m.

Saturday, 3/30

Women's Tennis, Boston University, 9 a.m.
Baseball, Hobart (2), noon
Men's JV Lacrosse, Cobleskill, 1 p.m.
Women's Tennis, Penn State, 2 p.m.

Monday, 4/1

Men's JV Lacrosse, Corning C.C., 7 p.m.
Tuesday, 4/2
Baseball, Rochester (2), 1 p.m.

SYMPOSIUMS**American Indian Program**

"American Indian Contributions to Environmental Traditions," George Cornell, Michigan State University, and James Schlender, Great Lakes Fish and Wildlife Commission, co-sponsored by Center for Environmental Research and rural sociology, March 29, 7 to 9 p.m., and March 30, 10 a.m. to noon, Alumni Auditorium, Kennedy Hall.

Consumer Economics & Housing

"The Welfare Policy Debate: Key Issues for the 90s," with Robert Haveman, director, LaFollette Policy Institute, University of Wisconsin, and Charles Murray, author of "Losing Ground," American Enterprise Institute, April 4, 4:30 p.m., Alumni Hall Auditorium, Kennedy Hall. Cornell panelists include Josephine Allen, Robert Frank, Jennifer Gerner, and Robert Hutchens.

Personal Enterprise Program

"Reaching the Top, Three Success Stories," in honor of Moses and Loulu Seltzer, April 1, 3 p.m., Alumni Auditorium, Kennedy Hall. Leaders of multimillion-dollar companies will share secrets to reaching the top and feature Betsy Burton, president and CEO, Supercuts, Inc.; Susan B. King, president, Steuben Glass; Kay Unger, designer and co-founder, Gillian Group; and moderator, Linda Goldzimer, president, Linda Goldzimer Consulting Group.

Western Societies Program

Catalonia Symposium will be held on March 29, 3 p.m., G-08 Uris Hall. Speakers include: Josep Fradera and Anna Cabre, Autonomous University of Barcelona, and Robert Fishman, Harvard University.

Festive Dragon Day prank lives on, without endorsement

Cornell's freshman architects treated the campus to a triumphant Dragon Day parade March 14, celebrating, among other things, the continuation of a century-old tradition in spite of the Architecture Department's unwillingness to sanction it again this year.

In theory, the freshman class needs nobody's permission to cut classes and stay up all night for a week to build a dragon, parade it through the Arts Quadrangle and set it ablaze. After all, Dragon Day is supposed to be a prank.

But over the years, the tradition had become so much a part of the Cornell architecture experience that even admissions materials sent to prospective freshmen described this supposedly spontaneous event. It was, in the words of third-year architecture student Kacey Wong, "an organized crime."

Two years ago, bystanders were injured when objects thrown at the dragon struck them in the head, and the architecture administration banned the parade until further notice. Last year, architecture freshmen carried on the tradition anyway, floating a dragon's head on Beebe Lake before carrying it to the Quad for its fiery death.

This time, Bennett Shen — "Rambo," as his classmates call him — started talking about building a dragon during the first week of classes last fall. Caleb Muleva looked forward to a mid-March bash, too; he had heard it was a great party. In Greg Froefrock's mind, Dragon Day meant 14,000 people crowding to see a giant float.

So when upperclassmen started boasting about the dragons they had built — the fire-breathing dragon that blew smoke from its nose; the one with eyes that lit up; the three-story dragon that towered over the Quad; the one whose head was installed with a crane, though its neck went unfinished — this class decided to buck the ban.

Instead of building a towering Godzilla-like monster as most of the classes of the past 10 years had done, they voted to return to a design reminiscent of Cornell Dragon Days of the 1930s: a 267-foot-long, snake-like, cloth-covered Chinese dragon with a paper-mache head pretty enough to have been an entry in the Rose Bowl Parade.

"We want to bring back the prankishness and festiveness of Dragon Day" and to emphasize the fun more than the competitiveness of it, said Jason Ardizzone.

But by March 12, just two days before Dragon Day, the Class of 1995's second-floor studio in Rand Hall didn't show many signs of industry. A few enthusiasts had built six-sided wood-and-metal frames that would form the ribs of the dragon's body, but most of the class had stayed home the



First-year architecture student Elaina Ganim leads this year's dragon across the Arts Quadrangle.

night before to write a research paper for an architectural history class.

"It really stinks that they canceled Dragon Day," said Mark Alex Maidique, who remembers Dragon Day 1989. There was more excitement in the studio then, and it was a lot easier having the university's support, he said.

Still, somehow, by Thursday morning — the day of the dragon parade — the great beast started to come together.

Working outdoors in 30-degree weather on Wednesday night, the crew working on the dragon's body finished the 30 hexagonal ribs that would be joined by rope and covered in green cloth.

At 4 a.m. in the loading dock of Risley Hall, a crisscross of metal poles and chicken wire was covered with paper-mache and then painted; in the next eight hours it became a beautiful dragon's head with a long snout, menacing teeth, blood-shot eyes, cardboard scales and tissue-paper flowers along the back of its head.

When it was observed that there was no master plan anywhere, Vic Vizguides explained, "We have a general idea what we're doing, but this is a spontaneous thing. Drawing it out would take too long. A couple of us really have it all in our heads."

"The whole thing is definitely chaos," added Ardizzone.

"It was crazy. People were screaming, 'I want someone to do this,' and 'I want someone to do that,'" said Lisa Cholmondeley. "Everyone was switching jobs, starting one thing, picking up another."

"The upperclassmen, who were up all night working on their costumes for the parade, kept comparing what we had done to their own dragons and said we wouldn't make it. Believe me, there were times when we thought we weren't going to make it, either," she added.

But at 1:30 p.m. on Thursday, the freshman class lifted its dragon overhead and crept from the back of Risley Hall, across the Fall Creek bridge and down East Avenue.

They picked up a crowd of spectators who cheered appreciably, clapped and shouted and snapped photographs as the dragon entered the Arts Quad, headed for a wooden altar erected near the architects' end. Some 4,000 people gathered, including upperclass architects dressed in outlandish costumes such as the Goodyear blimp, peace-train riders, calculators, obelisks, Dr. Seuss characters and cowboys on cardboard horseback.

With a light snow falling, a few spectators pelted the dragon with snowballs, but on the whole this year's parade was not nearly as unruly as the 1989 parade that prompted the administration to cancel the annual event.

As the parade drew to an end, the architects threw their dragon skin onto the woodpile and torched it, running around the fire shouting: "'95! '95! '95!" and hugging each other in rugby-team packs.

"Burning the dragon is a symbolic release of passion. You feel the power of your creation when the physical heat and the noise penetrate you. It's alive then and it's a great unleashing," said Wong.

"And it's such a wild thing it will stay in your mind forever."

— Carole Stone

U.S. compromised values in the Gulf War, Mazrui says

America's defense of Saudi Arabia and liberation of Kuwait in the Persian Gulf War contradicted cherished American values, including the ideals of democracy, the secular state and the equality of women, according to a prominent scholar and writer on Africa and Islam.

"The United States, which invented the secular state, has in the 20th century tried to protect the last surviving theocracies," Ali A. Mazrui, the Albert Schweitzer Professor in the Humanities at SUNY Binghamton, said in a March 13 lecture here attended by 200 people.

His lecture was titled "The Gulf Crisis vs. American Values: Royalty, Religion and Gender."

"The first permanent, successful, anti-royalist revolution in the world has become friend and protector of the last surviving monarchies . . . and the country that leads the world in women's liberation, though not necessarily women's empowerment, has become the protector of the worst offenders against women's liberation and female empowerment," he said.

The American psyche — shaped by the Revolutionary War, the Civil War and the frontier subculture — has become addicted to militarism, Mazrui said. Since World War II, the United States has intervened in the affairs of other countries more often than any

other nation. The Soviet Union also has engaged in foreign adventures, but its Brezhnev Doctrine is now in decline while the United States is still extending its global reach, Mazrui added. The Gulf crisis is giving the United States an opportunity to establish a military base in Saudi Arabia, he added.

It would be simplistic, Mazrui said, to describe the Gulf War as a conflict between Islam and the West — the United States, after all, was allied with the pious Islamic nations of Kuwait and Saudi Arabia — but the war was anti-Islam in that it divided the Islamic countries of the world.

During a question-and-answer period, Mazrui said he believed the Persian Gulf War was unjust because it was unnecessary: economic sanctions should have been imposed for an effective length of time.

He also predicted that Jordan's King Hussein could be replaced by someone more radical, as a result of his historical friendliness to the West.

Mazrui is the author of the television series and book, "The Africans: A Triple Heritage," and is an A.D. White Professor-at-Large at Cornell, although his March 13 visit was sponsored by the Muslim Educational and Cultural Association and several academic units and student organizations.

— Carole Stone

Math library *continued from page 1*

eign currencies further compounds the problem libraries face by making foreign journals far more expensive now than five or six years ago, the librarians said.

One option for libraries is to reduce the number of their subscriptions. But libraries and the periodicals they contain play a more central role in mathematics departments than in other sciences, according to Dennis.

"Mathematics is a contemplative science. In mathematics the research laboratory is the library," he said. "There are not many machines that will help you do math — unlike physics or chemistry. There is no multimillion-dollar equipment for doing mathematics — with the exception of computers."

Books and journals in mathematics have longer lives than books in sciences such as electrical engineering, which become obsolete in five years. "Manufacturing methods change so quickly in engineering that every five years or so they ship a load of books out to the annex behind the [Cornell] Orchards [for storage]. In mathematics we need books going all the way back because what's true is always true, if it's ever been true," Dennis said.

Still, "Because prices are increasing we are buying a smaller proportion of what's published. We're explaining the costs to scholars so they can decide if a particular journal is worth the price, considering what they learned from it," Atkinson said.

In 1989-90 the Cornell math library had the third largest collection of serials in the country, 637. The University of Michigan had 725, and the University of California at Berkeley had 668, according to the Research Libraries Group, a major consortium. Cornell's library receives the RLG's

highest rating because it aims to collect everything of significance in its field.

Cornell's 637 journals come in every language in which mathematics is published — English, French, German, Italian, Portuguese, Spanish, Russian, Chinese, Japanese, Serbian, even Georgian. The core of the literature in the field is represented by some 800 journals, although articles from 1,600 journals are reviewed in "Mathematical Reviews," Rockey said.

"Mathematics is more democratic than other sciences," Dennis said. "You don't need a research infrastructure to do mathematics. So it is easier to do top-notch research in mathematics in the middle of nowhere than it is to do top-notch chemistry or electrical engineering or any applied science. Consequently, the literature is more widespread."

The acquisitions question won't be resolved even after the major Cornell campaign is finished because it targets only \$30 million for acquisitions in all libraries. And the annual spendable cash from endowment funds is only about 4 percent of the principle, or \$1.2 million.

In the meantime, will faculty who depend on other Cornell libraries decide to follow the math lead? Dennis wouldn't rule it out.

"Most faculty are not here for the money but because they enjoy doing what they're doing, and the libraries are a part of the environment that they cherish," Dennis said. "There's nothing special about math in that respect. The only difference between the math department and other departments is that the other chairmen never asked their faculty to do what I've asked of ours."

— Carole Stone

Bebop



Peter Morenus

Dizzy Gillespie warms up with the students in the Six O'Clock Jazz Band before his recent performance in Bailey Hall.

Picture perfect

Cornell, four others form national computer-graphics center

The National Science Foundation has awarded \$14.68 million for a new Science and Technology Center for Computer Graphics and Scientific Visualization that will be based at Cornell and four other universities.

The center's director and principal investigator will be Donald Greenberg, the Jacob Gould Schurman Professor of Computer Graphics and director of the Cornell Program of Computer Graphics, which will house Cornell's participation in the national center.

Other Cornell faculty participating in the center include Associate Professor of Computer Graphics Roy Hall and Professor of Mechanical and Aerospace Engineering Kenneth Torrance.

Center scientists say they will devise improved ways to link computers and the mind through the richest of human sensory organs — the eye. As a way to advance the basic state-of-the-art in visualization, center researchers will develop interactive computer-graphics tools for cancer therapy, brain research and the design of parts for airplanes, automobiles and microchips.

Funding of the center by the National Science Foundation and the Defense Advanced Research Projects Agency was announced at a March 14 press conference on Capitol Hill. Participants in the press conference included Greenberg, NSF Director Walter Massey and Sen. Jake Garn (R-Utah).

The other university participants in the center are Brown University, the California Institute of Technology, the University of North Carolina at Chapel Hill and the University of Utah.

"Computer graphics will become the major interface between man and machine, as it provides the best means of communication, in a format which is easy to understand and at the fastest rate," Greenberg said at the press conference.

"The enormous growth of computational power will lead to an inundation of data too difficult to comprehend," he said. "And this situation will get worse with increasing computational capabilities."

The five-year, \$14.68 million grant from NSF and DARPA will be augmented by millions of dollars from the universities and their state governments, as well as large equipment donations from manufacturers. Already committing \$25 million in equipment over the next five years are Digital Equipment Corp., Hewlett-Packard, IBM Corp. and Silicon Graphics.

Besides the center's basic research activities, its scientists will work with these and other U.S. companies to enhance the country's lead in commercial computer graphics.

Researchers at the center will seek to "rebuild the intellectual base of computer graphics, building it on science," the project leaders wrote in the proposal for the center. Today's computers produce graphics

largely through ad hoc techniques of constructing pictures, but future realistic computer images will arise from sophisticated internal models of physical reality, said the leaders.

"The first generation of computer graphics emphasized drawing pictures. Tomorrow's graphics will emphasize viewing world models that obey the laws of physics," they wrote.

Adds NSF Director Walter Massey, "Visualization can bring enormous leverage to bear on scientific productivity. The potential for major breakthroughs is comparable to that of supercomputers."

The center's scientists said they expect advanced computer graphics to enhance the capabilities of a wide range of scientists, engineers and physicians.

For example, the researchers envision a computer-graphics system that would utilize 3-D ultrasound images for diagnostic purposes. "Imagine a future obstetrics-ultrasound exam [in which] the physician flips down a gadget something like bulky sunglasses. It includes both the display and the tracking circuitry . . . connected by radio-frequency to a nearby base unit containing most of the display and tracking electronics. The physician uses the ultrasonic transducer as a 'flashlight' to illuminate the patient's internal organs."

Enabling scientists to "steer" scientific simulations as they happen will be another aim of the center. For example, researchers studying the thermodynamics of engines could "tour" a 3-D computer-graphics animation of the inside of a functioning engine-simulation, altering operating conditions as they go and immediately witnessing the results.

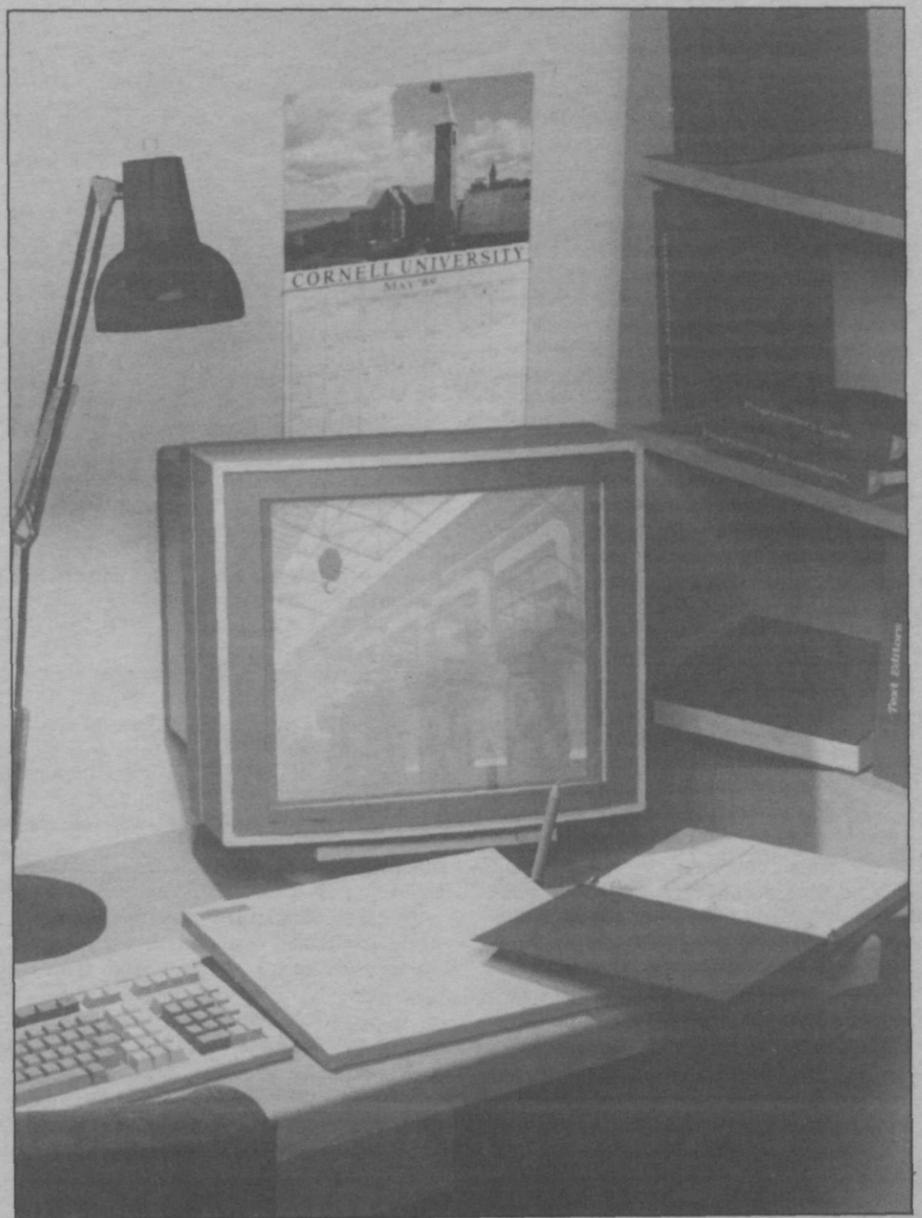
Because the necessary research is so broad, the new computer-graphics center must be a "distributed center," with five participating universities collaborating over high-speed computer networks and through exchanges of scientists and students.

To help transfer the center's knowledge to industry, center leaders are planning visits between universities and industrial laboratories.

An external advisory board will include representatives from the four major initial corporate sponsors, plus other leading scientists from industry and national research laboratories.

The National Science Foundation established the Science and Technology Center Program in 1987 as a mechanism to fund research activities that call for cooperation among a group of scientists and engineers and their students. The STC Program is one of the models used by the foundation to support multidisciplinary research and education activities. Two STC competitions have led to establishment of 25 comprehensive research and education centers in a variety of fields, offering new opportunities to the faculty and students involved.

—Dennis Meredith



This office, including the calendar and the graphic on the computer screen, exist only in the computer that generated it in the Program of Computer Graphics.

CU research focusing on 3-D modeling

From "constructing" buildings inside the computer before the first brick is laid to automatically routing a gangly robot through a tight maze, researchers in Cornell's Program of Computer Graphics perform some of the most-advanced visualization research in the country.

The program, founded in 1974, is now the research home of eight faculty, eight staff members and 36 graduate students. The program was established with a National Science Foundation grant, and large equipment donations by such companies as Hewlett-Packard and Digital Equipment Corp. have maintained the facilities at the

state of the art.

The program includes research in structural engineering, mechanical engineering, engineering mechanics, biochemistry and architecture.

The current focus of the program's research involves three-dimensional modeling of complex environments and programming approaches for realistic image synthesis.

In architecture, the research involves using computer graphics to input building and site descriptions for architectural design. In engineering, graphics are used for earthquake-resistant design, fracture analysis and other engineering analyses.



The Dalai Lama greets well-wishers on the Arts Quadrangle.

Peter Morenus

Dalai Lama *continued from page 1*

Wanda Strother, 44, from Rochester.

In his lecture, the Dalai Lama reflected Tibetan Buddhism's blending of spirituality and practicality. He focused on the value of enhancing compassion, on evidence that basic human nature is more gentle than aggressive and on ideas about how to develop compassion and reduce anger.

Saying the purpose of life is happiness, the Dalai Lama noted that people often consider sources of happiness to be friends, wealth, fame and a good home. But "these sources are not 100 percent guaranteed" — only a good heart is a definite source of happiness and strength, he said.

It is most basic to human nature, he added. While negative feelings — such as anger, hatred, jealousy — are also qualities of mind, our positive qualities of love, compassion and gentleness are dominant.

"Some argue with this. But if you look at just our physical structure," the Dalai Lama said, holding up his bare arms, "it seems we belong to the animal species that are the most gentle . . . we are like a deer, rather than a tiger or lion."

The dominance of compassion is evident throughout the stages of life: from the womb through education to death, he said.

"In the womb, a mother's mental attitude is a crucial factor for development after birth. Then, according to Western doctors, the next few weeks is the crucial period for the development of the brain, and the mother's touch is most important. This proves the human body itself needs affection," he said.

In education, "the lessons you receive from a person very close to you usually go much deeper in the brain. The lessons you receive from a teacher who doesn't show any feeling toward you usually feel like a burden," he continued.

"Then, in the last day of our life, when

we know we are definitely departing from our companions and they are of no more use to us, even a dying person . . . [in the company of] friends feels much easier. This proves the gentleness of our nature," he said.

Conversely, just recognizing the true nature of anger — "a trouble-maker" — helps reduce it, he said.

"Anger is quite cunning, quite clever. When we are facing a problem, a tragedy, it comes as a protector," bringing strength and dispelling fear, he said. "But if you look closely, that anger is blind anger . . . When anger governs, it destroys the best part of the human brain." That is why when someone gets angry and yells at someone else, the person usually feels embarrassed after the anger dissipates, he said.

Asked in a prepared question about his feelings toward China — which sent troops into Tibet some 40 years ago, banned Buddhism and, through modernization and the squashing of rebellions, caused more than 1 million deaths and prompted him to flee, establishing a government-in-exile in India — the Dalai Lama illustrated his philosophy in practice this way:

"A Buddhist monk's daily prayer is for all sentient beings. If that is true, there is no point in excluding the most populated nation," he said.

The struggle to free Tibet, he added, is not a political but a spiritual one, which, therefore, "can help contribute to millions and millions of Chinese."

Always optimistic, the Dalai Lama said he was encouraged by sympathetic feelings toward Tibet shown by the Western public and press. "Now, that feeling should eventually reach the government level. How that will happen, I don't know," he said. "You know better."

—Lisa Bennett

Taking a look at Tibet's history

In 1950, just after the Communists took control of China, Mao Tse-tung sent troops into Tibet — which they asserted was a region of China — under orders to "liberate" the people from a feudalistic system controlled by a theocracy.

Tibetans protested that they were independent and that an earlier tributary relationship with China was merely ceremonial.

At the time of the Chinese invasion, the Dalai Lama — then only 15 years old and considered the 14th in a line of reincarnated spiritual and temporal leaders — counseled non-violence and attempted to negotiate a compromise. Demonstrations, however, continued; in 1959 they flared into armed rebellion. The Chinese crushed the rebellion, leaving many Tibetans dead and monasteries burned.

The Dalai Lama fled with 100,000 other Tibetan refugees to Dharsalama, India, where he was granted political asylum. He established a government-in-exile, set up institutions to form the basis of a new Tibetan society and preserve Tibetan culture, and continued efforts to reach a settlement with the Chinese.

Since 1950, some 1.2 million Tibetans have been killed, more than 6,000 monasteries destroyed and most art and literature sold or burned, according to Tibetan exiles.

The Chinese also banned Buddhism in the region, set up military bases and began a policy that encouraged Han Chinese to move there. Some 7.5 million Han Chinese now outnumber 6 million Tibetans.

The Communist government asserts that it has improved economic and social conditions for Tibetans and doubled the life-expectancy of the people.

The Dalai Lama continues to call for negotiations with the Chinese. A compromise he proposed in 1988 would let China control Tibet's foreign policy while a democratic Tibetan government would control everything else, including non-political foreign policy, commerce, culture and religion.

But, according to a statement released by the Dalai Lama this month, the Chinese have failed to respond to his efforts.

For his worldwide teachings on universal responsibility, he received the 1989 Nobel Peace Prize.

—Lisa Bennett

Truths can be derived from all religions, Tibetan says

To the Dalai Lama, the world is a supermarket of religions, and they all are good.

"All of the world's religions have their own approaches and differences," the spiritual leader of Tibetan Buddhism told about 1,700 students, faculty and local residents in Bailey Hall on Wednesday morning. "I call it a supermarket of religions."

The audience applauded when he said that truths can be derived from all religions and "from a wider perspective, we must learn to live together. That is possible and necessary."

The Dalai Lama was responding to a question on differences between Christ and Buddha and between the teachings of Christianity and Buddhism.

"In the personal lives of Christ and Buddha, there are many similarities: their complete devotion for others and their many sacrifices," he replied.

"In its teachings, Buddhism does not accept God as a creator. Buddhists do not accept the principle of the soul. But the effectiveness of the religions is the same."

Asked about Hinduism, the Dalai Lama noted that five schools of thought developed in ancient India; Buddhism is a branch of Hinduism because it developed in India.

Addressing his audience as "brothers and sisters" and with the same flashes of humor that he displayed in earlier on-campus meetings, the Dalai Lama lectured for about 40 minutes on Tibetan Buddhism.

He spoke of the common ground and minor points of differences between Buddhism as practiced in South and Southeast Asia, Japan, Korea and China. He described Tantric Buddhism of Tibet as "mind control of physical energy."

"A Western scholar has described Buddhism not as a religion but as a science of the mind," the Dalai Lama said. "Buddhism is very much involved in the science of the mind. Buddhism makes a connection between the spiritual and physical world, and it will have an important role in the future."

He noted that Buddha himself taught that individuals should examine the principles of Buddhism and understand them before accepting them, rather than to be-

lieve blindly in Buddha.

"Buddhism as taught in Tibet is to be skeptical," he said. "One should examine Buddha's words, and if they conform to the perception of reality they can be accepted, but not taken at their face value."

He provided a guide. "In investigating physical reality, we use scientific instruments, but the main approach is through the mind. As to whether something exists, it depends on whether we can verify it. Simply because something can be conceived does not mean it exists. When talking about knowledge, inferences cannot be self-validated but only through logical processes."

The primary aim of Buddhism, the Tibetan leader said, "is training the mind," and he added: "The root of many of our misunderstandings is the disparity between the way we perceive of things and the way they actually exist."

The Dalai Lama said that Tibetan Buddhism has about 12 million to 13 million followers. They include about 6 million Tibetans, 5 million Mongolians in Inner and Outer Mongolia, about 200,000 people in the Soviet Union and another 1 million in the Himalayan states.

"We consider Tantric teaching to be the highest [form of Buddhism]," he said. "Tibetan Buddhism is quite profound." Throughout his extemporaneous address, he stressed that Buddhism is "mental training," contending that "human inner-feelings always involve the physical and the mind." He told his listeners that they can improve their minds.

In answer to a question from a woman, the Dalai Lama said that Buddhism is based on complete equality of the sexes. But he said that in some Buddhist traditions, "a monk's position is higher than a fully-ordained woman, but in other traditions they are not only equal but more stress is placed on the female."

The audience laughed when he continued: "In the Tantric practice, there are certain perceptions, and one of the highest roots is not to deride women. But there is no such mention of the male."

—Albert E. Kaff



Peter Morenus

Children welcome the Dalai Lama at the airport with a song and a Tibetan flag.

CORNELL EMPLOYMENT NEWS

Including Job Opportunities

Volume 3, Number 11

March 28, 1991

This is the second of a two-part series on the Kenneth H. Blanchard seminar on legendary service that was held for Cornell employees on March 3 and 4. Last week's Cornell Employment News provided a summary of the content of the seminar and acknowledged the many Cornell staff members who made it possible. This week's issue reviews seminar's background and looks ahead to the efforts already in progress to help foster Blanchard's principles of legendary service here on campus.

Now What?

A Look Back to the Blanchard Seminar's Inception and Ahead to Its Implementation

FOLLOWING THE BLANCHARD SEMINAR, with employees returning to their work places energized and brimming with enthusiasm, two questions surfaced. "Is this just a flash-in-the-pan, so to speak, or is Cornell really going to pick up this theme and run with it (and if so, how)?" and, "If this was such an important seminar, why didn't I know about it?"

The two questions are related, but the second is easier to answer than the first. The seminar was conceived initially for a relatively small audience and it simply mushroomed beyond anyone's expectations. William D. Gurowitz '53, former vice president of campus affairs, laid the groundwork for Blanchard to meet with staff in the Division of Campus Life, and spent months preparing for what was supposed to be a single two-day intra-division seminar. Blanchard had offered to contribute his time and his materials to this effort. Richard McDaniel, director of the Cornell Campus Store, subsequently built upon Gurowitz's efforts and, in January, opened the door for other departments to participate.

News of the seminar spread, projected attendance figures skyrocketed, and the seminar format was changed to two, one-day programs to accommodate the overwhelming groundswell of interest at the grassroots level. With the help of departmental liaisons, and the coordinating efforts

of Ann Roscoe, Diane Poole, and Marsi Whalley, McDaniel pulled off in two months an organizational feat far exceeding the original seminar conception.

For the immediate future, several efforts are being made to get Blanchard's vision of legendary service "out there" to those who were not at the seminar. Over the next several months, Blanchard's three-hour videotapes on legendary service will be shown once a month in Room 160 Day Hall. In addition, a copy of his one-hour videotape on legendary service, which provides a synopsis of his principles will be loaned to interested departments through the Campus Store (5-4111). The seminar itself was videotaped, and plans are to edit that videotape down to a one-hour tape for general campus use.

Planning and training efforts are also under way. The liaison group members, along with those employees on campus who specialize in staff training and management development, have been charged by Senior Vice President James E. Morley to be the point group to help implement Blanchard's principles of legendary service across campus. Now known as the Legendary Service Action Group, the group will be meeting every two weeks, and will act as a liaison between their individual departments, Blanchard, and the senior executive staff.

In keeping with the grassroots momentum generated by the seminar, most of the implementation initiatives will occur at the departmental level. Action group members will work with departments to set up what Blanchard calls "bragging sessions" or the sharing of "eagle stories" — when employees and supervisors celebrate examples of legendary service within their own units. The group will also be structuring a strategy session on May 7, in which those staff members who will be spearheading the implementation of legendary service principles will receive targeted advice on how to initiate specific actions within their own departments and how their respective efforts might be effectively coordinated.

To help focus and measure Cornell's efforts to enhance service, Blanchard has given permission for the university to reproduce and distribute his questionnaire, "How Well Does Your Company Provide Service?" The results should provide a baseline for campus, highlighting Cornell staff assessment of 1) where we stand right now in terms of service, and 2) what the highest priorities should be in Cornell's efforts to work toward legendary service.

Though nothing concrete has yet been decided, plans are also in the making for Blanchard to return to campus over the summer to repeat the legendary service seminar for many of the people who could not participate this March.

Kenneth H. Blanchard: The Man behind the Message



Kenneth H. Blanchard

A GREGARIOUS, sought-after, and prominent author, speaker, and business consultant, Kenneth H. Blanchard '61, Ph.D. '67 is universally characterized by friends, colleagues, and clients as one of the most relaxed, informal, and powerful men in business today. A multitude of Fortune 500 companies, fast-growing entrepreneurial enterprises, and national associations

have benefited from his expertise in the fields of leadership, management, and organizational behavior.

Blanchard received his B.A. in philosophy and government from Cornell, his M.A. (1963) from Colgate, and his Ph.D. in educational administration and leadership from Cornell. He and his wife, Marjorie McKee Blanchard '62, M.A. '65 (Cornell), and Ph.D. '76 (U. of Massachusetts), are founders of Blanchard Training and Development, Inc., a rapidly growing management consulting and training company. Ken Blanchard has gained national recognition as coauthor of *The One Minute Manager*, *Putting the One Minute Manager to Work*, *Leadership and the One Minute Manager*, and *Management of Organizational Behavior: Utilizing Human Resources*, a widely used college textbook. His most recent work, *The Power of Ethical Management* (William Morrow, 1988) was coauthored with Dr. Norman Vincent Peale.

Ken Blanchard has been a guest on a number of national television programs, including "Good Morning America" and the "Today Show," and has been featured in *Time*, *People*, and *U.S. News and World Report*.

The Blanchards have long been involved in Cornell programs and activities. Ken Blanchard is a member of the Cornell University Council and serves as a trustee of the university. Marjorie Blanchard is a fourth generation Cornellian. Both Blanchards have spoken at Cornell's Entrepreneur of the Year Program, as well as addressing their respective twenty-fifth reunions. Their son Kenneth Scott graduated from Cornell in 1989 and is a fifth generation Cornellian.

Summary Annual Report of Benefit Plans

The Employee Retirement Income Security Act of 1974 (ERISA) requires that an annual report for each employee benefit plan covered by ERISA be filed with the Internal Revenue Service. In addition, ERISA also requires that summaries of these reports be distributed to plan participants.

The following summaries present all information required and conform with the style and content requirements of the U.S. Department of Labor.

Summary Annual Reports

Given below are the summaries of the annual reports for Cornell University's (EIN 15-0532082) employee benefit plans for the period July 1, 1989 to June 30, 1990, unless otherwise specified. These annual reports have been filed with the Internal Revenue Service, as required under the Employee Retirement Income Security Act of 1974 (ERISA).

Plan No.	Plan Name	Plan Year End
001	Cornell University Retirement Plan for Endowed Employees	6/30
003	Tax Deferred Plan	6/30
006	Retirement Plan for Nonexempt Employees of the Endowed Colleges at Ithaca	6/30
501	Cornell Children's Tuition Scholarship Plan	6/30
502	Cornell Health Care Plan for Endowed Employees	6/30
506	Group Life Insurance Plan	6/30
508	Long Term Disability Plan	6/30
513	Air Travel Insurance Plan	2/07

Cornell-Funded Plan

**Cornell Children's Tuition Scholarship Plan
Plan No. 501**

Basic Financial Statement

Plan expenses were \$3,921,136. These expenses included \$1,334,828 in benefits paid to other institutions for eligible students and \$2,586,308 in benefits paid by internal transfer of funds for eligible students attending Cornell University.

Welfare Insured Plans

**Cornell Health Care Plan for Endowed Employees
Plan No. 502**

Insurance Information

The plan has a contract with Aetna Life Insurance Company to pay all hospitalization, surgical/medical prescription drug, and major medical claims incurred under the terms of the plan. The plan is self insured. The plan pays the actual claim expenses incurred by participants. In addition, a monthly premium is paid to Aetna for administering the benefits.

For the plan year ending June 30, 1990, the total amount of claims payments was \$13,018,158 while the premiums paid to Aetna for administering the benefits were \$813,790.

Long Term Disability Plan - Plan No. 508

Insurance Information

The plan, which took effect on January 1, 1980, is operated under a contract with Teachers Insurance Annuity Association (TIAA) to pay certain long term disability claims incurred under the terms of the plan.

Because it is an "experience-rated" contract, the premium costs are affected by, among other things, the number and size of claims. The total insurance premiums paid for the plan year ending June 30, 1990 under the "experience-rated" contract was \$1,061,113. The total of all benefit claims under the "experience-rated" contract during the plan year was \$712,644.

Self-Insured Long Term Disability Leave of Absence Plan

This portion of the coverage is the Long Term Disability Plan which was in effect prior to January 1, 1980. Cornell University has committed itself to certain long term disability claims incurred under the terms of this plan.

Basic Financial Information

During the plan year, the plan had total income of \$19,292 from employer contributions.

Plan expenses were \$19,292 in benefits paid to participants. This plan will continue to pay benefits to participants who became eligible for such benefits prior to the adoption of the new Long Term Disability Plan described above.

Continued on page 2e

Annual Report Continued from page 1e

Air Travel Insurance Plan - Plan No. 513

The summary of the Air Travel Insurance Plan is for the period February 7, 1989 to February 7, 1990.

The plan has a contract with the Continental Casualty Company to pay all air travel death and dismemberment claims incurred under the terms of the plan. The total premiums paid for the plan year ending February 7, 1990, were \$18,257.00.

Retirement Plans

Cornell University Retirement Plan for Endowed Employees - Plan No. 001

Basic Financial Statement

Benefits under the plan are provided by individually owned, fully vested annuity contracts issued by Teachers Insurance Annuity Association and College Retirement Equity Fund (TIAA/CREF). The total premiums paid on behalf of individual policyholders for the plan year ending June 30, 1990, were \$17,757,370.

Tax-Deferred Plan - Plan No. 003

Basic Financial Statement

Benefits under this voluntary plan are provided by individually owned, fully vested annuity contracts issued by Teachers Insurance Annuity Association and College Retirement Equity Fund (TIAA/CREF) UNUM (Union Mu-

tual Life Company), Equitable Life Assurance, Fidelity Group, and Dreyfus Corporation. The total premiums, paid entirely by plan participants, for the plan year ending June 30, 1990, were \$6,848,069.

Retirement Plan for Nonexempt Employees of the Endowed Colleges at Ithaca - Plan No. 006

Basic Financial Statement

Benefits under the plan are provided by a trust agreement with Morgan Guaranty Trust. Plan expenses were \$1,966,180 in benefits paid to participants and beneficiaries. A total of 2,592 persons were participants in or beneficiaries of the plan at the end of the plan year, although not all of these persons had yet earned the right to receive benefits.

The value of plan assets, after subtracting liabilities of the plan, was \$14,476,037 as of the end of the plan year, compared to \$14,284,100 as of the beginning of the plan year. During the plan year, the plan experienced an increase in its net assets of \$191,937. This increase includes unrealized appreciation or depreciation in the value of plan assets; that is, the difference between the value of the plan's assets at the end of the year and the value of the assets at the beginning of the year or the cost of the assets acquired during the year. The plan had total income of \$2,158,117 including employer contributions of \$960,597, gains of \$221,779 in the sale of assets, and earnings from investments of \$975,741.

Minimum Funding Requirements

The actuary's statement shows that enough money was contributed to the plan to keep it funded in accordance with the minimum funding standards of ERISA. The plan's

actuary is Towers, Perrin, Forester and Crosby of Boston, Massachusetts.

Your Right to Additional Information

You have the right to receive copies of all of the full Annual Report, or any parts thereof, on request. The items listed below are included in those reports:

1. Insurance information, including sale commissions paid by insurance carriers.
2. An accountant's report.
3. Actuarial information regarding the funding of the Retirement Plan for Nonexempt Employees

To obtain copies of the full Annual Report, or any parts thereof, write or call Employee Benefits, Office of Human Resources, 130 Day Hall, Ithaca, NY 14853 (607)255-7508. The charge to cover copying costs will be \$1.00 for a full Annual Report or 10¢ per page for any parts thereof.

You also have the legally protected right to examine the Annual Report at the main office of the plan administrator at the Office of Human Resources, 130 Day Hall, Ithaca, NY and at the U.S. Department of Labor in Washington, D.C., or to obtain copies from the U.S. Department of Labor upon payment of copying costs. Requests to the department should be addressed to: Public Disclosure Room, N4677, Pension and Welfare Benefits Program, Department of Labor, 200 Constitution Ave., N.W., Washington, D.C. 20216.

If you have any questions regarding any of the information presented in this summary, please contact Employee Benefits at 255-6884.

TIAA/CREF announces new payout options for TIAA

TIAA has announced that the transferability and cashability options introduced last year for CREF accounts are available on TIAA accounts starting April 1, 1991. The same rules approved by each institution on CREF accumulations will now affect TIAA accumulations.

Cornell University Retirement Plan for Endowed Employees

This means that funds can now be transferred out of your TIAA account and into a CREF stock or money market account. Rules established by TIAA/CREF require that the transfer of funds is spread over a 10-year period.

It is also possible for you to receive cash from your TIAA accumulation upon termination or retirement at age 55 or later. This distribution is also spread over a 10-year period and may be subject to early distribution penalties under certain circumstances.

If you would like additional information on either of these options please contact your institutional counselor at TIAA/CREF (1-800-842-2733).

Select Benefits Participants!

As a reminder, all medical and dependent claims for expenses incurred during 1990 must be received by March 31, 1991. Under federal law amounts remaining in a reimbursement account at the end of the plan year cannot be returned to the employee.

If you have any questions, please call Donna Bugliari or Pat Cooke at 255-3936 (Endowed); or Midge Kelsey at 255-4455 (Statutory).

JOB OPPORTUNITIES

March 28, 1991

Volume 3, Number 11

THE UNIVERSITY, IN RESPONSE TO THE NEW YORK STATE BUDGET REDUCTIONS, is recruiting only for those vacant positions considered to be essential to the operation of the university. We continue to encourage, accept, and refer applications from Cornell employees and from external applicants for these positions unless noted otherwise in the individual listing. When qualified laid off employees are available for a particular vacancy, they will be given first consideration for that position.

Staffing Services, 160 Day Hall, Cornell University, Ithaca NY 14853-2801
Day Hall: (607) 255-5226 East Hill Plaza: (607) 255-7422

- Employees may apply for any posted position with an Employee Transfer Application. A resume and cover letter, specifying the job title, department and job number, is recommended. Career counseling interviews are available by appointment.
- Requests for referral and/or cover letters are not accepted from external candidates unless specified in the ad. Candidates should submit a completed and signed employment application which will remain active 4 months. Interviews are conducted by appointment only.
- Staffing Services will acknowledge receipt of all material by mail. Hiring supervisors will contact those individuals selected for interview by phone; please include two or more numbers if possible. When the position is filled, candidates should receive notification from the hiring supervisor.
- Cornell University is an equal-opportunity, affirmative-action educator and employer.
- Job Opportunities can be found on CUINFO

Professional

Nonacademic professional positions encompass a wide variety of fields including management, research support, computing, development, finance and accounting, dining services and health care.

All external candidates must have a completed signed employment application on file with Staffing before they can be interviewed for a position.

Submit a resume and cover letter for each position, specifying the job title, department & job number. Employees should include an Employee Transfer Application.

Computer Operations Manager III (PT5806) Level 37 Library Technology Department-Endowed Posting Date: 3/21/91

Manage a large library NOTIS operation, an integrated management system for acquisitions, cataloging, accounting, circulation, and online public access (via 200 terminals) with a database of 15 million records and indexes. Administer daily operations including batch and online processes. Evaluate the system's operational performance. Direct installation of new system software and communications and computer equipment. Supervise staff and student assistants.

Requirements: Bachelor's or equivalent. Advanced degree in computer, library, or information science desirable. 5-8 years overall experience with at least 2 years of management, working with budget administration and system operation required. 2 years experience in a library or information center desirable. Technical background in mainframe computing, microcomputing and telecommunications with emphasis on the storage and retrieval of scholarly information preferred. Prior programming and working experience with NOTIS desirable. Send cover letter and resume to Sam Weeks.

Area Supervisor II (PT5812) Level 34 CIT User Services-Endowed Posting Date: 3/21/91

Provide and coordinate a range of training and education services in the use of information technologies. Supervise training program staff, collaborate inside and outside of CIT to define, coordinate, assess training projects.

Requirements: Bachelor's or equivalent experience. 2-4 years experience in coordinating and organizing programs, experience in provision of training programs and project management. Technical background in information technologies. Excellent communications and interpersonal skills. Send cover letter and resume to Sam Weeks.

Systems Program Analyst II (PT5801) Level 33 Materials Science Center-Endowed Posting Date: 3/21/91

Install IBM work stations and accessories in 35-40 separate locations. Provide direct consulting support to the user research groups. Assess, develop, maintain and document software utilities and libraries. Arrange for repair of hardware and upgrades of software. Prepare reports. Perform disk backups.

Requirements: Bachelor's or equivalent in computer science, electrical engineering, physical science or equivalent required. 2-3 years related work experience. Knowledge of FORTRAN, C and UNIX. Send cover letter and resume to Sam Weeks.

Director of Student Activities (PA5901) HRII Unions & Activities/CAC/Campus Activities Ctr-Endowed Posting Date: 3/28/91

Direct the Campus Activities Center which is responsible for all aspects of campus event planning, including scheduling, funding, advising, planning and training. Some nights and weekends.

Requirements: Master's in Student Development or related field preferred. 3-5 years in student activities programming or related experience preferred. Send cover letter and resume to Cynthia Smithbower.

Senior Research Support Specialist (PT5811) HRII Mechanical and Aerospace Engineering-Endowed Posting Date: 3/21/91

Direct and manage the thermoset investigation including collaboration with current and potentially new industrial members of the CIMP consortium. Coordinate experimental research activities

in CIMP. Write proposals CIMP-Cornell Injection Molding Program, to external agencies for funding purposes.

Requirements: Minimum Master's of Science degree in technical field. Minimum of 8 years industrial experience in the area of electronic micro-chip encapsulation, including rheological characterization of thermoset compounds used in such applications. Ability to conduct research and publish in refereed journals; design and fabricate instrumentation in support of such research. Send cover letter and resume to Sam Weeks.

Acquisition Editor (PC5507) University Press-Endowed Posting Date: 2/28/91

To acquire and develop a list of books in the social sciences, cultural studies, and/or the humanities.

Requirements: Bachelor's or equivalent. At least 2 years experience in publishing. Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter, resume to Esther Smith, Staffing Services, 160 Day Hall.

Research Support Specialist II (PT5902) HRII Poultry & Avian Sciences-Statutory Posting Date: 3/28/91

Coordinate the functions of a biochemical lab, including the development and conduct of analytical work on specimens generated from several large ongoing studies. Coordinate sample shipments; archiving blood specimens; computer entry of inventory and analytical records; and transmittal of records. Supervise computer use of research and bibliographic data archiving and retrieval. Occasional evenings and weekends.

Requirements: BS or equivalent in training and experience in analytical chemistry and data management, MS desired. Experience with instrumental analysis, HPLC, and atomic absorption spectrophotometry desirable. Send cover letter and resume to Sam Weeks.

Assistant Director Club Programs (PA5902) HRII Alumni Affairs-Endowed Posting Date: 3/28/91

Assists the Director in planning overall policies, procedures and

goals for Cornell Clubs nationally. Supervises club activities in assigned regions. Overall responsibility for faculty speaker program development. Assists in planning, developing, and implementation of leadership workshops.

Requirements: Demonstrated ability to work with and organize volunteers; strong interpersonal communication and writing skills; minimum 3-5 years experience with volunteers organizations preferred; some travel.

Editor II (PC5901) HRII College of Engineering-Endowed Posting Date: 3/28/91

Write, Edit, design produce a variety of publications by means of which the College of Engineering communicates with the public at large. Assumes primary response for planning and production of an alumni newspaper, from meeting with an advisory group to decide on content. Through writing, editing and creating camera-ready copy.

Requirements: Bachelor's degree with extensive writing and editing experience, knowledge of publishing and printing production methods, experience with computer software used in copy preparation and graphic design. Must be able to edit technical material for both substance and style. A background in science and technology and experience in newspaper writing and production would be helpful. Regular Cornell employees send transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall.

Compensation Specialist (PA5801) HRII Office of Human Resources-Endowed Posting Date: 3/21/91

Assist in the implementation and administration of the University's non-academic compensation plans. Review, evaluate and classify exempt and nonexempt positions; develop and write job descriptions; provide advice on wide variety of wage and salary matters; interpret policies and procedures. Extensive contact with all levels of faculty, administration, and staff, university-wide.

Requirements: Bachelor's or equivalent required. 3-4 years related experience in personnel field, preferably in various personnel specialty areas. Organizational and analytical skills essential. Verbal and written communication skills necessary. Send cover letter and resume to Cynthia Smithbower.

**Assistant Director for Minority Programs (PA5803) HRI
Alumni Affairs-Endowed**
Posting Date: 3/21/91

Expand the number of minority alumni participating in Cornell programs and provide organization and staff support for minority alumni programs. Expand operating base of the Cornell Black Alumni Association (CBAA) and the Cornell Asian Alumni Association (CAAA) from New York City to other cities where critical masses of these Cornell alumni live and work. Establish operating budgets. Establish on-going communications and constituent activities and existing alumni programs.

Requirements: Ability to work well with people. Ability to deal with sensitive situations and follow through. Attention to detail while seeing a larger picture. Excellent interpersonal and oral communications. Program development, implementation and follow-through experience required. Willingness to travel. Minority candidates strongly encouraged to apply. Send cover letter and resume to Cynthia Smithbower.

**Graduate Resident Manager (PA5804) HRI
Residence Life-Endowed**
Posting Date: 3/21/91

Assume responsibilities for developing and implementing a service-oriented residential program responsive to the assessed needs of residents in assigned graduate units. Provide supervision to Graduate Community Assistants.

Requirements: Bachelor's required. Master's or equivalent preferred. Degree in Student Personnel, Human Services, Ed. Administration desirable. Some experience in Residence Life administration with a graduate population, program development, staff selection, training supervision preferred. Send cover letter and resume to Cynthia Smithbower.

**Research Support Specialist I (PT5708) HRI
Equine Drug Testing-Statutory**
Posting Date: 3/14/91

Provide advanced technical support in the area of radioimmunoassay (RIA), immunoassay (ELISA) and radioisotopes for the drug testing program. Under strict quality control, isolate and purify drugs and/or metabolites using various extraction procedures (liquid/liquid, liquid/solid, thin layer and HPLC). Perform advanced analysis using ELISA, RIA and radioisotopes. Review field lab data. Write reports and keep records.

Requirements: Bachelor's or equivalent required. 2-3 years experience in analytical chemistry with use of ELISA, RIA and radioisotope. Send cover letter and resume to Sam Weeks.

**Assistant Slide Librarian (PC5703) HRI
A/A/P Dean's Office-Endowed**
Posting Date: 3/14/91

Assist Slide Librarian in daily operation of the Architectural History collection of architecture, fine arts and photography slides. Research and catalog new material; train and supervise regular employees and student assistants; assist users; assume responsibility for facility when Slide Librarian is absent. Monday-Friday, 8-4:30; some evenings.

Requirements: Master's in Architectural History, Art History or MLS with undergraduate major in Architecture History or Art History or equivalent in experience, licenses and skills. Familiarity with library systems. Basic computer skills. Accurate keyboarding skills. Experience with audio-visual, 16mm movie, and camera equipment. Knowledge of photographic processes and procedures. Reading knowledge of 2 foreign languages. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall.

**Custodial Services Manager (PC5613) HRI
Buildings Care-Statutory**
Posting Date: 3/7/91

Responsible for custodial maintenance of a large complex of buildings on campus. Supervises a staff of 30 or more custodians in a unionized work environment. Develops and maintains excellent working-relationships with faculty, staff, & other departments. Manages extensive equipment & supply inventory.

Requirements: Associate's in human relations, business administration, or substantial equivalent experience in a related field. Effective supervisory management experience (3-5 years) in a service organization is required. Strong interpersonal/organizational skills, and excellent communication skills (both written and verbal) are essential. Must be able to work under pressure managing multiple priorities. Excellent physical stamina is required as position involves walking several miles per day, climbing, and lifting. Pre-employment physical will be given. Regular Cornell employees send transfer application, cover letter and resume to Esther Smith, Staffing Services. External applicants send cover letter and resume to Esther Smith, Staffing Services, Day Hall.

Professional Temporary

**Director Residential Program (PA5802)
Residence Life/Summer College-Endowed**
Posting Date: 3/21/91

Hire, train and supervise residence staff; insure the development/implementation of quality programs; oversee administrative functions and program policies for 700-800 HS juniors and seniors. Position until June-August.

Requirements: Master's degree preferred. Experience with adolescent development supervision and superb communication skills essential. Familiarity with Macintosh Software preferred. Experience with residential programs preferred. Send cover letter and resume to Cynthia Smithbower.

**Technical Consultant I (PT5303)
Cornell Information Technologies-Endowed**
Posting Date: 2/14/91

Provide support for faculty, staff, students, and potential users by delivering technical information on five supported platforms (IBM-PC, IBM mainframe, Macintosh, VAX mainframe, and telecommunications). Resolve problems concerning the technical aspects of a diverse set of hardware and software applications. Direct clients to services within Cornell Information Technologies and facilitate back line consulting services. Provide support via service on the HelpDesk, group and individual contacts. Maximum 20 hours per week.

Requirements: Bachelor's or equivalent. Course work in computer science, business, education preferred. 1-3 years of computing service delivery (consulting, instruction, or related client support services). Outstanding oral and written communication skills. Send cover letter and resume to Sam Weeks.

Professional Off-Campus

**Research Support Specialist II (PT5809, PT5810) HRI 2
Positions
Division Nutritional Science/CFNPP/Washington D.C.-
Statutory**
Posting Date: 3/21/91

To provide general research-related assistance to assess the impact of macro-economic adjustment policies on the poor in Africa. Activities will include providing assistance in micro-level analysis of factor and product markets, and consumer and producer behavior, as well as the development of macro-economic models. 1 year appointment. Continuation contingent upon funding.

Requirements: Master's or equivalent required. Minimum 2 years related experience. Skills in micro/macro economic theory and agricultural economics necessary; demonstrated skills in economic and statistical analysis including regression analysis. Experience with SAS and SPSS desirable. Previous experience in a developing country, particularly in Africa helpful. Send cover letter and resume to Sam Weeks.

**Assistant Production Coordinator (PC5807) HRI
Division Nutritional Sci/CFNPP/Washington D.C.-Statutory**
Posting Date: 3/21/91

Produce and track CFNPP research manuscripts through every

stage of the publications process by making use of in-house computer systems for desktop publishing and database management; work with Publications Coordinator to coordinate services of consultants hired by the department. 1 year term appointment. Continuation contingent upon funding.

Requirements: Bachelor's or equivalent. Must be able to comprehend international policy research material in order to facilitate formatting and proofreading work. Creative knowledge needed for editorial and formatting decisions. Proven organizational skills and experience with publications production required. Expert Wordperfect and Ventura Publisher (GEM) desktop publishing skills mandatory. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Cornell University Library
Public Services Librarian**

Provide reference, instruction, and computerized search services as part of nine member public services professional staff reporting to the Head of Public Services. Participate in research and development projects involving accessing, retrieving, and managing electronic information.

Requirements: Master's in library or information science required. Excellent communication skills and interpersonal abilities required. Interest in statistics or management of research data required. Experience in working with the public highly desirable. Desirable experience; use of SAS, SPSS, or a database management program for microcomputer or mainframe; use BRS, DIALOG or SilverPlatter; classroom teaching. Academic background in life sciences, social sciences, or business desirable. Will provide training to applicant interested in developing expertise in numeric files, an important growth area for Mann Library's collections and services. Send cover letter, resume, and the names, addresses, and phone numbers of 3 references by May 10, 1991 to Ann Dyckman, Director of Personnel, 201 Olin Library, Cornell University, Ithaca, NY 14851. Applicants accepted until position is filled.

**Boyce Thompson Institute
Research Assistant
Environmental Biology**

Assist in an investigation of the uptake of selenium by plants growing on coal fly ash landfills. Work primarily outdoors setting up and maintaining research plots and harvesting and identifying plants. Perform some heavy manual labor and some travelling within New York State. Work indoors maintaining greenhouse experiments and processing plant tissue for analysis. Work closely with other project personnel, but also perform experimental procedures independently. Record and compile data and maintain experimental records. The position will run from April 15, 1991 until November 30, 1991 (possible extension to December 31, 1992). Minimum \$12,400/year, commensurate with experience.

Requirements: Bachelor's degree in biology, related field, or equivalent experience. Basic knowledge of laboratory and field research techniques. Ability to take initiative in accomplishing research objectives. Basic knowledge of computer use. Ability to use hand/power tools and lift 80 pounds. Valid NYS driver's license. Contact: Anne Zientek, 254-1239.

Technical

As a prominent research institution, CU has a diverse need for laboratory, electro/mechanical and computer support. Individuals with backgrounds in computer science, biology, microbiology, chemistry, animal husbandry, plant science and medical laboratory techniques are encouraged to apply; applicants with ASCP or AHT licenses are in particular demand.

All external candidates must have a completed signed employment application on file with Staffing before they can be interviewed for a position.

Submit a resume and cover letter for each position, specifying the job title, department and job number, to Sam Weeks, 160 Day Hall. Skill assessment check lists, available at the Day Hall office, are a valuable aid when applying for computer or laboratory related positions.

**Technician, GR19 (T5808)
Veterinary Pathology-Statutory**
Minimum Biweekly Salary: \$551.86

Posting Date: 3/21/91
Assist principal investigator in carrying out various experiments using molecular, biochemical and cell biological methods. Participate in daily operation and maintenance of laboratory.

Requirements: Bachelor's and minimum of 1 year experience in Biology, Biochemistry, chemistry or related field preferred. Associate's or equivalent required. Lab experience desired but not essential as on-the-job training is provided by the principal investigator. Send cover letter and resume to Sam Weeks.

**Laboratory Technician, GR19 (T5305)
Food Science-Statutory**
Minimum Biweekly Salary: \$551.86

Posting Date: 2/14/91
Perform a variety of microbiological techniques on raw and processed milk and dairy products. Assist in pre-incubation research as well as pathogen studies. Willingness to assist in chemical and organoleptic analysis when needed. Prepare stock solutions, media, and maintain laboratory environment.

Requirements: Bachelor's desirable in microbiology or related field with emphasis in microbiology. 1-2 years experience, preferably in dairy science. Familiarity with bacterial purification and identification, spectrophotometry, fluorimetry, and titration techniques. Must have ability to keep accurate records and procedures. Be able to function independently after training. Basic computer knowledge helpful. Send cover letter and resume to Sam Weeks.

**Computer Operator, GR20 (T5702)
Lab of Nuclear Studies-Endowed**
Minimum Biweekly Salary: \$590.45

Posting Date: 3/14/91
Operate the computer batch stream at a large research center computer facility. Manage system backup library. Mount and dismount magnetic tapes as required. Clean and perform minor maintenance on tape drives, line printers, computer terminals and peripheral equipment. Update documentation with vendor or staff supplied material, mount forms in line printer, and check trouble logs. Third shift. 12am-9am

Requirements: Associate's in computer related field or equivalent experience. At least 6 months computer batch experience. Knowledge of DEC System 10 batch operation and command language. Send cover letter and resume to Sam Weeks.

**Technician, GR20 (T5605)
Plant Breeding and Biometry-Statutory**
Minimum Biweekly Salary: \$575.30

Posting Date: 3/7/91
Perform biochemical and genetic analysis of tomato tissue. Performance of standard molecular techniques including preparation, electrophoresis and hybridization of nucleic acids. Operation of general lab equipment; maintenance of lab supplies; supervision of radiation work area.

Requirements: Bachelor's in a lab-oriented biological area plus experience. Master's desirable. Previous related lab experience and demonstrated ability to work independently desirable. Send cover letter and resume to Sam Weeks.

**Technician, GR21 (T2808)
Biochemistry, Molecular and Cell Biology-Statutory**
Minimum Biweekly Salary: \$599.73

Posting Date: 3/14/91
Purify proteins for several laboratories in the Biotechnology Building. Operate HPLC on FPLC apparatus. Perform biochemical lab procedures. Depending on skills and work load, there may be an opportunity to pursue other experiments. 1 year appointment with possible extension.

Requirements: Bachelor's or equivalent in Chemistry or biochemistry required. 1-2 years experience, including protein purification. Experience with HPLC on FPLC system preferred. Send cover letter and resume to Sam Weeks.

**Technician, GR22 (T5704)
Psychology-Endowed**
Minimum Biweekly Salary: \$641.92

Posting Date: 3/14/91

Coordinate functions of neurobiology research lab. Perform surgical & histological techniques. Make behavioral observations. Train & supervise students. Collect & analyze data. Assist in experimental design. Funding expected through 8/31/92.

Electronics Technician, GR23-GR25 (T5804, T5805) 2 Positions

Telecommunications-Endowed
Minimum Biweekly Salary: \$669.23
Posting Date: 3/21/91

Provide basic technical support for campus telecommunications systems, equipment and peripherals through the assembly, installation, testing, and maintenance. Ensure the connection of ancillary hardware and coordinate the process as needed. Perform routine, remedial and emergency maintenance.

Requirements: Associate's or equivalent experience in electronics or related field. 3-5 years experience in installation and maintenance of telecommunications equipment, including PBX. Considerable electronics testing skills and ability to read building underground prints. Must provide own hand tools, maintain valid NYS driver's license and have personal car. Send cover letter and resume to Sam Weeks.

Technician, GR24 (T5601)

**Veterinary Administration/Center for Advanced Imaging
Technology-Statutory**
Minimum Biweekly Salary: \$682.77

Posting Date: 3/7/91

Assist in operation and maintenance of CAIT. Train, supervise and assist faculty, staff, students and visitors in techniques of scanning and transmission electron microscopy, specimen preparation including ultramicrotomy and preparation of high quality electron micrographs; assist in laboratory record keeping.

Requirements: Bachelor's or Associate's in Biological or Physical Sciences, technical/vocational school degree in light and electron microscopy. 5-10 years experience in optics, light and electron microscopy, photography and graphics, regular computer usage. Effective communication and management skills, excellent eye/hand coordination. Send cover letter and resume to Sam Weeks.

Technical Part-Time

Technician, GR18 (T5903)

Genetics & Development-Statutory
Minimum full-time equivalent: \$529.35

Posting Date: 3/28/91

Assist lab coordinator for Biological Science 2B1 teaching labs (about 200 students each semester). Set up labs; make and dispense media; pour plates; sterilize equipment; wash glassware; and maintain Drosophila stocks. Mon-Fri (4 hours/day, between 8am-2pm)

Requirements: HS diploma or equivalent required. AAS or equivalent preferred. Previous lab experience helpful. Must learn to operate autoclave, balances, pipetting machine, sterilizing oven and glassware washer. Send cover letter and resume to Sam Weeks.

**Laboratory Technician, GR19 (T5709)
Veterinary Microbiology-Statutory**
Minimum full-time equivalent: \$551.86

Posting Date: 3/14/91

Provide assistance to faculty carrying out lab experiments in reproductive biology. Prepare culture media and do extensive tissue and cell culture work. Provide general lab and surgical area maintenance. Collect specimens from mice, rabbits and cattle. Schedule experiments, keep records, and compile data. Monitor radioactive waste and arrange for safe disposal.

Requirements: Associate's or equivalent required. Additional coursework preferred. 1 year related experience in tissue culture, biochemistry and animal handling. Send cover letter and resume to Sam Weeks.

Technical Temporary

**Assistant Technician, (T5901)
Fruit and Vegetable Science-Statutory**
Hiring Rate: \$7.00

Posting Date: 3/28/91

Assist in weed control field research in vegetable crops. Establish and maintain small research plots. Apply herbicides and collect data. Through 10/30/91 depending on funding and work.

Requirements: AAS in horticulture or equivalent. NYS drivers license. Experience operating farm machinery. Certified pesticide applicators license desirable but will train. Send cover letter and resume to Sam Weeks.

**Computer Electronics Technician, (T5204)
Modern Languages and Linguistics-Endowed**

Posting Date: 2/7/91

Install and maintain computers and other electronics equipment. Working with a staff of student technicians, oversee the basic maintenance of all phonetics lab equipment including Sun, Mac, and IBM computers and speech analysis devices. Participate in equipment purchase decision. Maintain inventories. Assist staff and student users. 20 hrs pr wk. \$8-10 an hour.

Requirements: Knowledge of computer repair and electronics essential. Must be familiar with UNIX and DOS operating systems and be able to install and maintain related software and hardware. Should be familiar with serial and parallel data transmission, digital signal processing, A/D-D/A hardware, networking, and recording equipment. Send cover letter and resume to Sam Weeks.

Technical Off-Campus

**Technician, GR22 (T5802)
Equine Drug Testing-Statutory**
Minimum Biweekly Salary: \$625.24

Posting Date: 3/21/91

Perform advanced chemical analysis. Operate, maintain and trouble shoot HPLC. Perform HPLC analysis of drugs and their metabolites. Perform other associated advanced techniques. Supervise staff and lab operation in absence of director. Position located in Monticello, NY.

Requirements: Bachelor's in chemistry or equivalent required. 2-4 years experience with HPLC and drugs and metabolites. Send cover letter and resume to Sam Weeks.

Office Professionals

Approximately half of all University openings are for Office Professionals. Individuals with secretarial, word processing (IBM PC, Macintosh, Wang, Microm), data entry, technical typing, or medium to heavy typing (45-60+ wpm) are encouraged to apply.

All external candidates must have a completed signed employment application on file with Staffing before they can be interviewed for a position. Employee candidates should submit an employee transfer application and cover letter, if requested, for each position in which they are interested.

Submit a signed employment application and resume which will remain active for a period of four months. During this time, you will be considered for any appropriate openings for which you are competitively qualified. Requests for referral and/or cover letters are not accepted from external candidates unless specified in the ad. Qualified applicants will be invited for a preliminary interview at our EHP office. If you are currently available for employment, you may want to consider temporary opportunities at the University. Please contact Karen Raponi at 255-2192 for details.

**Office Assistant, GR16 (C5801)
University Development-Endowed**
Minimum Biweekly Salary: \$511.68

Posting Date: 3/21/91

Serve all departments (5) at 55 Brown Road as building lobby receptionist and assist Business Manager with secretarial support for the Office of University Development. Operate fax machines and oversee maintenance requests; maintain log books for conference rooms, parking permits and equipment; prepare and distribute weekly travel schedule.

Requirements: HS diploma or equivalent. Good interpersonal skills. Excellent telephone techniques. Some prior office experience. Knowledge of Macintosh PC. Medium typing. Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Office Assistant, GR17 (C5908)
ILR Administrative Services-Statutory**
Minimum Biweekly Salary: \$517.65

Posting Date: 3/28/91

Pick up and deliver mail from Ives Hall mail drops. Sort US and campus mail, memos and newspapers; post and prepare outgoing mail and parcels, handle and move incoming shipments into storage or area for use; fill publication orders, dispense office supplies, assemble and move office furniture; serve as back up for absent members of department.

Requirements: HS education or equivalent. Familiar with US Postal regulations desired. 1 year related office experience. Lifting boxes etc. up to 40 pounds. Light typing. Regular Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Office Assistant, GR18 (C5902)
Veterinary Medical Teaching Hospital-Statutory**
Minimum Biweekly Salary: \$529.35

Posting Date: 3/28/91

Front desk reception in Small Animal Clinic, gather patient information and client information. Operate computer terminal for medical records function. Handle discharge of patients and cashing. Some Saturdays and Holidays when required.

Requirements: HS diploma or equivalent. Some college or medical background desirable. 1-2 years related experience. Knowledge of medical terminology desirable. Must demonstrate strong interpersonal and organizational skills. Ability to work independently in an active, complex, environment is essential. Light typing. Regular Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Accounts Assistant, GR18 (C5302)
Section of Physiology-Statutory**
Minimum Biweekly Salary: \$529.35

Posting Date: 2/14/91

Assist in the accounting and purchasing functions of the department/section utilizing an annual budget of more than 4 million. Assist in the management of funds from state, college, endowed and sponsored programs sources.

Requirements: HS diploma or equivalent. Additional education and/or experience in accounting/bookkeeping. Minimum 1 year experience. Excellent organizational, interpersonal and communication skills. Knowledge of computers. Medium typing. Regular Cornell employees send transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Office Assistant, GR18 (C3808)
Summer Session-Endowed**
Minimum Biweekly Salary: \$542.89

Posting Date: 9/27/90

Provide administrative and secretarial support for the media services department of the division. Assist in producing and distributing marketing and publicity materials and keeping records of media department efforts and of their effectiveness. Provide secretarial support to the media manager and media assistant.

Requirements: HS diploma or equivalent. 1-2 years related experience. Excellent organizational and communication skills required. Ability to work under pressure and to meet deadlines. Familiar with advertising, publicity, and graphic design helpful. Knowledge of Macintosh computer and Microsoft Word, PageMaker and FileMaker Plus software helpful. Valid NYS driver's license. Able to lift up to 40 pounds. Medium typing. Cornell employees send employee transfer application, cover letter, resume, and 2 (short) writing samples to Esther Smith, Staffing Services, EHP. External applicants send cover letter, resume and short writing samples to Esther Smith, Staffing Services, 160 Day Hall.

**Building Coordinator, GR19 (C5910)
Engineering-Endowed**
Minimum Biweekly Salary: \$566.28

Posting Date: 3/28/91

Assist the Coordinator of building operations with responding in maintenance requests and general operation of the facilities for the College of Engineering. Administrative coordination of space studies, minor renovations and various facilities reports; responsible for daily mail and delivery services to Grumman-Upson building.

Requirements: HS diploma or equivalent. Some college coursework preferred. Knowledge of construction trades. 1-2 years related experience. Basic computer skills/Macintosh. Must be able to lift 50 pounds. Strong interpersonal skills. Extensive walking. Valid driver's license. Light typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Accounts Assistant, GR19 (C5905)
Division of Nutritional Sciences-Statutory**
Minimum Biweekly Salary: \$551.86

Posting Date: 3/28/91

Under direction of Administrative Manager assist in daily operations of Division of Nutritional Sciences Business Office. Responsibilities include account reconciliation; preparation of journal entries; coordination/verification of various monthly campus billings; preparation of deposits; maintenance of division's local accounting system (OASIS) and internal report generation for the Division's 300+ accounts (statutory and endowed). The Division has an annual operation budget of \$10-12 million.

Requirements: HS diploma or equivalent. 1-2 years related experience. Some college coursework preferred. Familiarity with Cornell's accounting system preferred; knowledge of statutory accounting procedures helpful. Previous computer experience (mainframe and PC compatible) required; competency in word processing (Word Perfect), database management (dBase or PC-File) and spreadsheets (LOTUS) preferred. Experience in account reconciliation strongly preferred. Excellent interpersonal, organizational and communications skills essential. Attention to detail; ability to work under pressure and meet deadlines required. Light typing. Regular Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

**Administrative Aide, GR19 (C5906)
Engineering Cooperative Programs-Endowed**
Minimum Biweekly Salary: \$566.28

Posting Date: 3/28/91

Serve as Administrative Aide to Coordinator and Assistant Coordinator. Extensive contact with company representatives and students in organizing recruiting/job placement activities. Maintain computer database, coordinate travel arrangements, handle accounts (receivable and payable). Maintain reference library. Other duties as assigned.

Requirements: HS diploma or equivalent. Some college coursework preferred. 1-2 years related work experience. Knowledge of CU's accounting, financial aid and registration procedures helpful. Excellent communication skills. Organizational ability, attention to detail, confidentiality is extremely important. Mac experience very helpful. Light typing. Regular CU employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Svcs, EHP.

**Word Processor Operator, GR19 (C5709)
Division of Nutritional Sciences/CFNPP-Statutory**
Minimum Biweekly Salary: \$529.35

Posting Date: 3/21/91

Perform complex technical word processing tasks, often under tight and shifting deadlines, for Ithaca research and publications staff. 1 year term, continuation contingent upon funding.

Requirements: HS diploma or equivalent preferred. Some college coursework preferred. Experience with lengthy manuscripts and technical documents required. Excellent grammatical and organizational skills required. Able to work independently with eye for detail essential. Knowledge of Wordperfect

and spreadsheet and/or database packages preferred. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Svcs, EHP.

Secretary, GR19 (C5706)
University Development-Endowed
Minimum Biweekly Salary: \$566.28
Posting Date: 3/14/91

Provide secretarial and administrative assistance for the Office of Capital Projects. Type, edit and proofread materials; maintain accurate records of gifts and commitments; initiate requests for and track gift acknowledgements; prepare gift reports; make travel arrangements; schedule appointments; assist in preparation of mailings.

Requirements: HS education or equivalent. Some college coursework preferred. 1-2 years work experience, bookkeeping/accounting experience desirable, good typing skills required, good organizational and interpersonal skills, good command of written and spoken English, and knowledge of Macintosh PC helpful. Medium typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Office Assistant, GR19 (C4109)
Section of Plant Biology-Statutory
Minimum Biweekly Salary: \$551.86
Posting Date: 10/18/90

In conjunction with other secretaries in the office, provide approximately 12 faculty members with accurate and speedy typing services using typewriter and JPC; provide duplicating services; provide telephone answering service and receptionist duties. Work as Grad Field Secretary for the Field of Botany. Cover for the other secretary in mail handling UPS deliveries.

Requirements: HS diploma or equivalent. 1-2 years office experience. Knowledge of Word Perfect highly desirable. Ability to work independently with attention to detail. Good organizational and communication skills essential. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Accounts Coordinator, GR21 (C5907)
Finance and Business Services-Statutory
Minimum Biweekly Salary: \$599.73
Posting Date: 3/28/91

Analysis of financial data; IRIS Requests; journal voucher processing; spreadsheet analysis; Letter of Credit drawdown; audit vouchers; bank reconciliations. Other duties as assigned. **Requirements:** Associate's in accounting. Minimum 2-3 years related experience. Symphony/Lotus; Database; financial statement experience. Light typing. Regular Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Administrative Aide, GR21 (C5911)
Theory Center-Endowed
Minimum Biweekly Salary: \$615.42
Posting Date: 3/28/91

Perform extensive administrative and secretarial functions for the manager and staff of the Xerox design Research Institute (XDRI). Requires independent judgment and decision making and a high level of confidentiality.

Requirements: A.A.S. or equivalent combination of education and experience. 3-4 years related experience in a responsible administrative position. Experience with Sun workstation or Macintosh. Strong interpersonal, communication, and organizational skills. Demonstrated ability to take initiative and responsibility, work independently, and to set priorities. Ability to handle confidential matters. Regular Cornell Employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Telecommunicator, GR21 (C5608)
Public Safety-Endowed
Minimum Biweekly Salary: \$615.42
Posting Date: 3/7/91

Responsible for operating centrally located communications center for department. Monitor incoming telephone lines, radio traffic and blue light emergency phones. Monitor and operate NYS Police Information Network Computer Terminal.

Requirements: HS diploma or equivalent. College degree preferred. Radio communication skills preferred. 2-3 years related experience. Ability to qualify for certification in NYS Police Information Network System. Strong communication (written and oral) skills. Ability to pass background investigation with no record of convictions excluding minor traffic infractions. Cornell employees send transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter, and resume to Esther Smith, Staffing Services, 160 Day Hall. Women and minorities are encouraged to apply.

Administrative Aide, GR21 (C5704)
CRSR-Endowed
Minimum Biweekly Salary: \$615.42
Posting Date: 3/14/91

This position is for an experienced secretary who is able to give administrative support to a sizeable research group consisting of several professors, research associates and graduate students. Duties include scientific typing, correspondence, E-mail, travel arrangements, travel reimbursement, general office duties. **Requirements:** Associate's or equivalent required. 2-3 years of secretarial experience, preferable Cornell background. Solid word processing skills (IBM preferred, if possible, knowledge of Sun Microsystems word processing program). Scientific typing. Medium typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Administrative Aide, GR21 (C4519)
Physiology-Statutory
Minimum Biweekly Salary: \$599.73
Posting Date: 11/29/90

Assist admin. mgr with day to day operation of the department section of Physiology. Responsible for all personnel and payroll functions; assist in preparation of annual budget and the compilation of various teaching and research oriented reports. **Requirements:** Associate's or equivalent. Minimum 2 years related experience. Ability to work well under constant pressure with diverse personalities and at all academic, non-academic, and administrative levels. Excellent organizational skills. Knowledge of CU personnel policies & procedures and statutory & endowed accounting procedures. Familiarity with grant management. Supervisory ability. Word proc, Lotus 123. Regular Cornell employees send employee transfer application, cover letter and resume [to Esther Smith, Staffing Svcs, EHP.

Assistant Costume Shop Manager, GR23 (C5109)
Theatre Arts-Endowed
Minimum Biweekly Salary: \$669.23
Posting Date: 2/14/91

Assist Costume Shop Manager in all phases of shop operations in constructing costumes for theatre productions. Purchase supplies and materials; monitor budgets and inventory; draft and drape patterns, construct costumes; assist with supervision of student personnel. Mon-Fri 9-5; some evenings and weekends. **Requirements:** Associate's required. 3-4 years professional theatre experience. Theatrical costume construction, patterning skills, costume crafts-dyeing, millinery, tailoring, etc; experience operating costume shop equipment. Budgeting skills. Supervisory experience. Good interpersonal skills. Regular Cornell employees send transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall.

Office Professional Part-time

Preservation Assistant, GR18 (C5806)
Preservation-Endowed
Minimum full-time equivalent: \$542.89
Posting Date: 3/21/91

Coordinate the brittle book replacement program under the direction of the Assistant Director for Preservation. Duties include: evaluating the physical condition of books, preparing materials for microfilming, and inspecting the film; perform on-line searches using RLIN, OCLC, and NOTIS. Monday-Friday, 20 hours per week. Position until 6/30/92.

Requirements: HS diploma or equivalent. Some college

coursework preferred. Excellent organizational and work-flow management skills. Attention to detail. Ability to work independently. Strong interpersonal and communication skills. Previous library experience. Knowledge of microfilming technique and equipment. Word Perfect and PC file software is highly desirable. Send cover letter and resume to Esther Smith, Staffing Services, EHP.

Information Assistant, GR18 (C5711)
Mann Library-Statutory
Minimum full-time equivalent: \$529.35
Posting Date: 3/14/91

Provides information and reference services at the reference desk, in person, and over the telephone, using online and card catalogs, RLIN database, reference books and other library resources; make computer search appointments and takes messages for public services librarians; assist with projects and maintenance of reference collection. 9 month continuing appointment. 20 hours per week; schedule to be arranged.

Requirements: Candidate with 3 or more years college coursework will be given preference. Experience working in an academic/research library is desirable. Background in life sciences, agriculture, or human ecology preferred. Strong interpersonal and communication skills required. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall.

Administrative Aide, GR19 (C5508)
Architecture-Endowed
Minimum full-time equivalent: \$566.28
Posting Date: 2/28/91

Act as administrative aide for the Preston Thomas Memorial lecture series as well as the Department of Architecture Lectures and Exhibitions assistant. Schedule and coordinate related events including room reservations, meeting and reception arrangements, travel and hotel accommodations etc.; coordinate materials for Thomas Lectures: transcribe former lectures, research permissions, etc. Hours to be arranged, (between 8-5, 25 hours per week).

Requirements: HS diploma or equivalent. 1-2 years related experience. Some college coursework preferred. Able to use word processing programs on Macintosh SE/30 competently. Ability to work independently, should have some accounting skills, and be able to work with public. Medium typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall. Minorities are particularly encouraged to apply.

Administrative Aide, GR19 (C5406)
Placement-Endowed
Minimum full-time equivalent: \$566.28
Posting Date: 2/21/91

Provide assistance and resume referral support services for experienced engineering alumni seeking new professional career opportunities. Extensive contact, both phone and written with alumni and hiring organizations. Maintain and update records for database and resume referral as needed. 1 year position with possible extension.

Requirements: HS diploma or equivalent. Some college coursework preferred. 1-2 years related experience. Strong business, organizational and clerical skills. Keen mind for detail work and name recognition. Communication skills are essential. Must have ability to work with relational (Foxbase) databases and computerized word processing systems on Macintosh SE. Medium typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall.

Office Professional Off-Campus

Administrative Aide, GR21 (C5805)
ILR Extension and Public Safety Service/NYC-Statutory
Minimum Biweekly Salary: \$599.73
Posting Date: 3/21/91

Assist Director in all aspects of noncredit labor programs in NYC. Handle inquiries regarding workshops and forums. Work independently to design program announcements through use of desktop publishing and graphic design materials; handle all administration of programs including going to classes at clients locations; administer two certificate programs in NYC office, including processing vouchers, bills, etc.

Requirements: Associate's or equivalent. 2-3 years administrative experience. Knowledge of PC Wordperfect, Lotus 123. Medium typing. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Administrative Aide, GR22 (C5802)
ILR Extension and Public Service/NYC-Statutory
Minimum Biweekly Salary: \$625.24
Posting Date: 3/21/91

Act as registrar for workshops and conferences; process memoranda and reports on PC, prepare vouchers for travel and purchase of books, supplies, and services; maintain up-to-date student and instructor's records and mailing lists; compile manuals; assure materials needed for courses and conferences are ready and respond to telephone inquiries about workshops and conferences. Monday-Friday, 9-5, 35 hours per week.

Requirements: Associate's degree or equiv. 3 years administrative experience. Proficiency in WordPerfect 5.1 required. Ability to accurately perform work involving many details. Good interpersonal/customer relations and telephone skills. Medium typing. Regular CU employees & employee transfer application, cov ltr & resume to Esther Smith, Staffing Svcs, EHP.

Office Professionals Temporary

In addition to posted positions, temporary opportunities occur in many occupational areas, including secretarial, word processing, accounting, and office administration. All individuals are encouraged to apply; experienced applicants with a typing speed of 45-60 wpm, knowledge of IBM-PC Word Perfect software and mac word processing are in particular demand. Call Karen Raponi at (607) 255-2192 or 255-7422 for more info.

Casual Receptionist (S5905, S5906, S5907) 3 positions
Computer and Communication Center-Endowed
Hiring Rate: \$6.00
Posting Date: 3/28/91

Responsible for greeting all visitors of Computer and Communication Center. Provide general information, answer reception phone. Maintain, organize and distribute CIT publications. Assist computer accounting with account validation and other remedial access functions. Act as an agent for Operations staff

Cornell Employment News

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Page Layout: Cheryl Seland
Photography: University Photography, Susan Boedicker
Telephone: Office of Human Resources (607) 255-3936

EQUAL
 Opportunity at Cornell

in dealing with tape librarian functions.

Requirements: HS diploma or equivalent. Higher education preferred. Receptionist experience preferred. Experience with automated office systems. Familiarity with software or programming helpful. Must have excellent interpersonal and communication skills. Send cover letter and resume to Linda Scaglione, Staffing Services, 160 Day Hall.

Preservation Assistant, GR18 (S5904)
Preservation Department/Olin Library-Endowed
Posting Date: 3/28/91

Assist the Project Coordinator of the Great Collections Microfilming Project in pre and post-filming procedures. Duties include evaluating the physical condition of books, preparing materials for microfilming, and inspecting film. Perform on-line searches using RLIN, OCLC, and NOTIS.

Requirements: Associate's or the equivalent. Excellent organizational and work-flow management skills, attention to detail, ability to work independently, strong interpersonal and communication skills, and previous library work experience. Knowledge of microfilming technique and equipment, Word Perfect and PC-File software is highly desirable. Send cover letter and resume to Linda Scaglione, Staffing Services, 160 Day Hall.

General Service

Submit a signed employment application which will remain active for a period of four months. During this time, you will be considered for any appropriate openings for which you are competitively qualified. Requests for referral and/or cover letters are not accepted from external candidates unless specified in the ad. Qualified applicants will be invited for a preliminary interview at our EHP office. If you are currently available for employment, you may want to consider temporary opportunities at the university. Please contact Karen Raponi at 255-2192 for details.

Custodian, S002 (G5903, G5904, G5905, G5906) 4 positions
Buildings Care-Endowed
Hiring Rate: \$6.27
Posting Date: 3/28/91

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. Mon-Thur, 6a.m. - 2:30pm Fri, 6a.m. - 1:30pm

Requirements: Basic reading and writing skills. Able to operate a variety of heavy power equipment, lift 50lbs and climb an 8 foot ladder. CU employees only. Send employee transfer application, cover letter & resume to Esther Smith, Staffing Svcs, EHP.

Dishmachine Operator, S002 (G5901)
Statler Hotel-Endowed
Hiring Rate: \$6.27
Posting Date: 3/28/91

Maintains a consistent supply of clean dishes, glassware, flatware, pots and silver. Keeps work area and garbage area at an acceptable level of neatness and cleanliness. Flexible; nights and weekends. This is a 10 month appointment.

Requirements: A HS diploma or equivalent. Must be able to read and write. Basic math skills (counting/recording). Experience as a dish machine operator desired. Regular Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Weekend Custodian, S002 (G5802)
Buildings Care-Endowed
Hiring Rate: \$6.27
Posting Date: 3/21/91

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. Saturday-Tuesday, 6a.m. - 2:30pm Wednesday, 6a.m. - 1:30pm Weekends.

Requirements: Basic reading and writing skills. Able to operate a variety of heavy power equipment, lift 50 pounds and climb an 8 foot ladder. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Night Custodian, S002 (G5803)
Buildings Care-Endowed
Hiring Rate: \$6.27
Posting Date: 3/21/91

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. Saturday-Tuesday, 11pm - 7:30a.m. Wednesday, 11pm - 6:30a.m. Rotating weekends.

Requirements: Basic reading and writing skills. Able to operate a variety of heavy power equipment, lift 50 pounds and climb an 8 foot ladder. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Night Custodian, S002 (G5804, G5805, G5806) 3 Positions
Buildings Care-Statutory
Hiring Rate: \$6.27
Posting Date: 3/21/91

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. Sunday-Wednesday, 11pm - 7:30a.m. Thursday, 11pm - 6:30a.m.

Requirements: Basic reading and writing skills. Able to operate a variety of heavy power equipment, lift 50 pounds and climb an 8 foot ladder. Regular Cornell employees send employee transfer application, cover letter resume to Esther Smith, Staffing Services, EHP.

Patrol Officer, GR03 (G5801)
Public Safety-Statutory
Hiring Rate: \$9.01
Posting Date: 3/28/91

Prevent, detect and stop criminal behavior, protect life and property, preserve peace and respond to required police services within the Campus area.

Requirements: HS education or equivalent. College degree preferred. Must obtain, maintain and satisfactorily complete all licensures and training requirements as designated by the Director of Public Safety and the laws of New York State. Must possess valid New York State Drivers license and New York State Pistol Permit. Strong interpersonal communication skills (written and oral). Must satisfactorily complete the probationary period of Public Safety for Patrol Officer. Regular Cornell employees send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall. Women and minorities are encouraged to apply. Deadline for applications is April 30, 1991.

Food Service Worker, S003 (G4402)
Division of Campus Life-Endowed
Hiring Rate: \$6.56
Posting Date: 11/8/90

Under direct supervision, prepare, present, and serve items for line service. Receive, inspect, store all food products, equipment, and supplies for a dining unit. Wash dishes, pots & pans.

Requirements: Basic reading and computation skills. 1 year

related experience; working knowledge of food prep and kosher dietary law and strict adherence to same. Ability to operate food preparation and cooking equipment. Good customer relation skills. Basic understanding of purchasing and receiving food. Ability to lift up to 75 pounds. Cornell employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

Senior Mechanic, T007 (G5201)
Utilities-Endowed
Posting Date: 2/14/91

Responsible for the uninterrupted and efficient daily operation and maintenance of the chilled Water Plants and Hydro-electric Plant. To operate and maintain Central Plant equipment including electric driven chillers, pumps, cooling towers, vacuum and compressed air systems, water turbines and generators, water treatment equipment and instrumentation. Operation of the Central Utility Plants shall include use of the Campus micro-processor-based central control systems.

Requirements: Associate's in Mechanical/Electrical Technology. 1-3 years experience in refrigeration, operation and maintenance of Central Utility Plants desirable. 1-3 years experience in electric and solid state electronic controls and their application in control and monitoring. Cornell employees send employee transfer application, cover letter and resume to Esther Smith, EHP. External applicants send cover letter and resume to Esther Smith, Staffing Services, 160 Day Hall. Women and minorities are particularly encouraged to apply.

General Service Part-Time

Food Service Worker, S004 (G5902)
Statler Hotel-Endowed
Hiring Rate: \$6.88
Posting Date: 3/28/91

Under general supervision, helps supervise and coordinate activities of Banquet personnel to provide prompt and courteous service to guests. 30 hrs pr wk, flexible nights & weekends. **Requirements:** HS diploma or equivalent. Must be able to read and write English. A minimum of 3 years table service experience necessary; supervisory experience desirable. Regular CU employees only. Send employee transfer application, cover letter and resume to Esther Smith, Staffing Services, EHP.

General Service

Send application materials for the following positions to Cynthia Smithbower, 160 Day Hall.

Greenhouse Worker, S006 (B5602)
Entomology-Statutory
Hiring Rate: \$7.52
Posting Date: 3/7/91

Responsible for operation of an entomological greenhouse complex for use by faculty, staff, and graduate students. Anticipate and carry out necessary operations to maintain an optimum environment for plant growth and research needs. Monday-Friday, 39 hours per week. **Requirements:** Associate's or equivalent; Bachelor's preferred. Training in floriculture or related field where coursework included plant growth and greenhouse operations; DEC certified application license required. 2-3 years working experience in a well managed greenhouse operation; excellent knowledge of mechanical operations of a greenhouse. Send application materials to Cynthia Smithbower, 160 Day Hall.

Supervisor Print Shop, S010 (B5901)
Agricultural Economics-Statutory
Hiring Rate: \$9.09
Posting Date: 3/28/91

Responsible for the operation of a large academic print shop including supervision and training of a full-time employee as well as part-time hourly help. Set job priorities & meet deadlines to consult and work with faculty, support staff and students. **Requirements:** HS education or equivalent. 3-4 years experience on equipment necessary. Excellent supervisory and interpersonal skills. Technical training in offset printing, copiers, cameras, collators, binders and other peripheral equipment. Send application materials to Cynthia Smithbower.

General Service Temporary

Temporary Field Assistant, (B5801)
Plant Breeding-Statutory
Hiring Rate: \$6.00
Posting Date: 3/21/91

Work on potato breeding project; planting, cultivating, harvesting and grading potatoes. Involves both field and greenhouse work. Monday-Thur, 7:30-4, Friday, 7:30-3. Position Until 11/15/91. **Requirements:** HS education, NYS Driver's License. Able to lift 60 pounds. Must be dependable, able to follow directions farming experience helpful. Send application materials to Cynthia Smithbower.

Temporary Field Assistant, (B5802)
Plant Breeding-Statutory
Hiring Rate: \$6.00
Posting Date: 3/21/91

Work on Alfalfa Breeding Project. Involves both greenhouse and field work: planting, cultivating, transplanting, and harvesting. Position until 11/30/91. **Requirements:** HS diploma education, NYS Driver's License. Able to lift 60 pounds. Must be dependable. Able to follow directions. Farm experience helpful. Send application materials to Cynthia Smithbower.

Temporary Field Assistant, (B5701)
Entomology/Freeville Farm-Statutory
Posting Date: 3/14/91

Assist the farm manager in providing services necessary to operation of the departmental research farm. This includes tillage, planting, maintenance, and harvest of field plots for research on vegetables and field crops as well as assistance in maintenance of the grounds. Assist farm manager in repair/maintenance of farm machinery and facilities. Position until 10/15/91. **Requirements:** NYS Class 3 operators license and pesticide applicator certification (commercial category) desirable, but not essential. Experience in operation and maintenance of farming equipment including tractors and ground contact implements. Ability to operate hand and power tools. Send application materials to Cynthia Smithbower, 160 Day Hall.

Networking

AN EMPLOYEE NEWSPAPER BY EMPLOYEE VOLUNTEERS FOR THE CORNELL COMMUNITY WORLD WIDE.

EMPLOYEE AFTER HOURS . . . Susan Garey-Emergency Medical Technician

by Susan E. H. Hollern



Susan Garey

Photo by Doug Hicks

When the phone rings in the Controller's Office at Day Hall, a professional executive secretary handles the call with a proficient pretension. When she is home after a long day's work at Cornell, the piercing cry of her "beeper" tells her that she needs to move quickly to help a person that has requested medical assistance from an Emergency Medical Technician. Please meet, Susan Garey, an Emergency Medical Technician (EMT) and this week's Employee After Hours.

Here is an employee that loves to help other people. When asked what made her decide to be an EMT, she laughs and says "My two children were in college, I was divorced and the only one

at home during the evening. It got to the point where I was staring at four walls and I couldn't stand it any longer! My sister, brother, father and sister-in-law are all EMT's. My sister

coerced me into going to EMT classes with her. Once I started going, I just kept going and going, trying to get all the education I needed to be an EMT."

And going for the education she did! Just for an individual to be a "basic" EMT, 160 hours of class time plus 10 hours of clinical (hospital) time is required for this particular certificate. Now, if that doesn't wet your appetite, there is also the "intermediate level" EMT.

With the "Intermediate level" you need 80+ hours of classroom time plus 50+ hours of clinical (hospital) time and 10 Advanced Life Support calls. Still need more? Read on!

The third level of EMT is called "Critical Care." With the "Critical Care"

level, you need 75 hours of class time and a minimum of 50 hours of hospital time. Minimum on the hospital time because you need to do 15 IV's (Intravenous) and five intubations (air tube down throat). If you are not able to get your allotments in the specified hours, you just keep going until you do. To top this off, you must do 75 hours (10 Advanced Life Support calls) as an intern.

From the third level EMT, you can graduate to "Paramedic." For the "Paramedic" level, you will need more hours of class time and 150 hours hospital time and internship time. So, if our basic arithmetic is correct, one has spent over 400 hours to earn the EMT level three certificate.

Susan is licensed with the State of New York for a three-year period. She has to "refresh" every three years for her level three EMT and she has to "refresh" every two years for her CPR card. When testing for your license, you need to score 70% or better to pass. If you don't pass the first time, you may take the test again. If you fail a second time, back to class you go.

I asked Susan how she handles coming upon a serious accident; how does she set herself apart from what is happening at the time and so forth. "This is where the hours and hours of training come in. I don't look at the people, per se, I look at their injuries and what needs to be done. Once I get home after my run, that is when it usually hits me. But my first and utmost priority is the patient's injuries and what I can do to help.

What type of equipment is in an ambulance or "rig?" Here is a sampling: large oxygen tanks, life pack units, defibrillator unit (heart shocking unit),

suction units, blood pressure cuffs, stethoscopes, hundreds of bandages, OBGYN equipment to deliver babies, splint boards, intubations, back boards—and the list goes on.

Can anyone drive the ambulance? "No. In some departments, one has to take an EVOC course (Emergency Vehicle Operator Course) and be able to pass the various tests that are administered to obtain that certificate."

What about the new helicopter unit called STAR? "The Southern Tier Air Rescue helicopter is what we use if we have a critical patient who needs immediate attention. We have had aeromed training so that we know how the STAR crew works in an emergency."

Susan does this EMT work on a volunteer basis. She is not paid for her services. She works Thursday evenings with Dryden and Sundays with Groton. Does she see being a "Paramedic" sometime in the near future? "Probably not real soon. The classes are held in Syracuse—both the lectures and hospital time. If it was closer, I probably would.

Susan gives a lot of credit to her supervisor, Jack Ostrom, University Controller. "He is exceptionally understanding about my volunteer EMT work. It is such a "plus" to be able to have a supervisor like Jack. I take many of the early morning calls for both Groton and Dryden since it's a difficult time to get a crew. That ends up making me late arriving at work, but he copes very well without me."

And we consider ourselves very lucky indeed to have a fellow Cornell employee like Susan Garey as an EMT in Tompkins County!

Do You Believe In "Legendary Service"?

by Theresa Pollard

"Customer Service" seems to be the buzz word around the Cornell community lately as a result of Dr. Kenneth Blanchard's seminar on "Legendary Service" presented March 4th & 5th. Dr. Blanchard is the co-author of "The One-Minute Manager" and with his wife, Marjorie, has established Blanchard Training and Development, a management consulting firm.

University employees may have the impression we have no use or reason for customer service since we are a non-profit organization whose product is education, but Dr. Blanchard and many Cornell employees seem to feel differently. If Cornell adopts a Customer-Oriented approach to campus services, we will need to become aware of some very basic attitudes we hold towards our customers and learn how to incorporate innovative ideas in dealing with them.

In order to pursue the mission of becoming a better service organization, cooperation of all levels of the Cornell community - administrators, faculty, and

staff is required. Only through the combined efforts of all three groups can Cornell become a better service-oriented University.

To create an outstanding atmosphere of service, Dr. Blanchard highlighted his *Legendary Service Plan* which requires departments to facilitate necessary change. Yes, CHANGE, (the dreaded word for some), is the key to making this plan work for Cornell. Employees have specific attitudes toward modification which management needs to recognize and act upon. Through a small role-playing activity, Dr. Blanchard demonstrated several reasons why change is difficult in the work place, and the key role management plays in recognizing these difficulties and helping employees accept a new environment.

As stated above; change is a key concept. Blanchard's theory of *Legendary Service* requires a "game plan", and the rules for this game are as follows:

- ❖ Every employee should make a commitment to exceed the customers

expectations; thus leading to legendary service stories;

- ❖ Create a pro-active, hassle-free recovery strategy for customers who feel they have received less than what was expected;
- ❖ Implement continuous small improvements daily at every level of the organization;
- ❖ Listen to what your customer and employees suggest;
- ❖ Facilitate the changing role of management, since service problems are leadership problems, management should support their employees;
- ❖ Set clearly defined boundaries and direction for all employees;
- ❖ Give employees the opportunity to use their judgement - provide autonomy;
- ❖ Measure service quality through the subjective opinion of the customer;
- ❖ Make employees personally accountable for servicing the customer;
- ❖ Celebrate - develop a sense of accomplishment and a desire to improve.

Before implementing this plan, Dr. Blanchard suggests defining goals ("dreams with a deadline") and stressed the importance of developing programs to reach them. Management's role is to be visionary and creative in goal setting and communicating to employees. To carry out the vision, employees should be notified of management's expectations and given a safe environment in which they are allowed to make suggestions or decisions in carrying out good service.

Performance planning, day to day coaching and performance evaluations are several ways in which Dr. Blanchard suggests managers help employees to reach excellence in their job. He says "If employees feel good about what they are doing, they tend to feel good about themselves, therefore the office obtains good results." The end result: Quality Customer Service.

The seminar provided employees with new outlooks into customer service on

continued on page 4

The Chilly Climate For Women

by Bea Rosenberg



Dr. Bernice Sandler

No, it's not the Ithaca weather! It's the often chilly professional climate for women faculty, professionals, administrators and students in academic communities. The coiner of the phrase, one of the strongest and best known advo-

cates of women's rights, is Dr. Bernice Sandler, who will be visiting Cornell in early April. Her two-day agenda, on April 8th and 9th, is entitled: "Overcoming the Chilly Climate for Women at Cornell," and will consist of meetings with different groups on campus. Her visit is sponsored by the Advisory Committee on the Status of Women, with generous support from deans of the colleges, the Vice-President for Human Relations, and the Student Assembly.

Dr. Sandler has been Director of the Project on the Status and Education of Women of the Association of American Colleges since its inception in 1971. The Project is the oldest national higher education project concerned with achieving equity for women, students, faculty, support staff, and administrators. Before accepting this position, Dr. Sandler was an Education Specialist for the U.S. House of Representatives' Special Subcommittee on Education, where her work led to the passage of Title IX and other laws which prohibit sex discrimination.

Among her more than fifty articles on sex discrimination, Dr. Sandler has written extensively on the chilly classroom climate for women students, the

chilly campus climate for women faculty, staff, and administrators. She will address these issues and more in sessions on "Sexism in the Workplace: Being Taken Seriously," "Women at Work: The Law is on our Side (For a Change)," and a presentation on the evening of the 8th: "The Meaning of 'Chilly Climate' for Students in Class and Out." These meetings are open to the entire Cornell community. In addition, two sessions are planned for interested faculty only, on "Women's Worth in a Man's World." Session times and rooms will be announced in flyers, *The Chronicle*, and *The Sun*.

These lectures and discussions will deal with inequities in salary, promotions, and the classroom, with "tokenism," with devaluation and subtle sexism, with women in non-traditional roles, and with legal issues. We invite Cornell women and men from all parts of the campus to attend one or more of Dr. Sandler's presentations. The subjects she raises affect the lives of all of us. Although she readily admits that some progress has been made, one of her articles points out that "... the challenge of truly integrating women into academic life has not been surmounted

by the passage of laws and the ending of many overtly discriminatory policies." Dr. Sandler will tell us not only what the chilly climate consists of, but also how it can be overcome. That will be perhaps the most important part of her educational mission. We urge you not to miss this outstanding speaker and personality, and hope to see all of you at the sessions.

Advisory Committee on the Status of Women

Nominations are being sought for eight positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family, sexism, women and addiction and sexual harassment. For more details, contact Carolyn McPherson, coordinator of women's services, 234 Day Hall, 255-3976.

What Only Women Know

by Theresa Vander Horn

Once again we have seen election time on campus, soon we will have state then national elections. Once again we will see many of the same old tired faces parade before us, swearing up and down that they "represent" us. Me? You represent me? The majority of these "representatives" will be white, middle class males. They will have successful careers, because they have wives who manage the family and home for them, or because they are single. All of them will swear to represent me - a working mother with little time or money to spare for such indulgences as family needs.

The parade is a charade. These men - most of whom read about family issues in the newspaper - do not represent me. They don't know me or understand me. Only a woman knows what it is to be a woman. Men know us and love us and share our lives with us, but they are not us. They are men. Men can't know what it is to give birth and to carry the lion's share of family responsibilities because they have never done it. Only a working

mother knows what it is to be a working mother. Men know what it is to be a working father and *men have represented themselves well*, all too well if you ask me.

And yet, we women continue to rely on these men to save us politically and economically.

We continue to elect the same tired middle class men to "represent" us. They have had their chance and they have failed.

For years I fought for family care issues, within and without the establishment. I never grew tired of the issues. As an advocate of family care, I grew tired of fighting our own so-called "representatives," who were more interested in their political image than political issues. Some preferred to see the issues defeated rather than accept "outsiders" (i.e., people they don't control) gain power. And I fought women too - women who were more concerned with staying in power than using their power. In politics, the struggle

is not over supporting the working family; the political struggle is over who will get the credit.

We can not look into the souls of men and women who swear their support. But we can look to history. Where have they been for the past few decades, these loyal enemies? How loud was their voice when family issues were *not* popular? Do these "representatives," these middle class career men, resemble you and me in any way? Most important, we must ask ourselves, "Why do we women leave it to men to speak for us?"

Now that family issues are popular, the same bureaucrats who sat in silence - and in opposition - suddenly have become "representatives of the working family."

After decades of silence and adversity, the former foes of family advocates are suddenly our friends. Beware of these friends. Beware the "insiders," our veteran leaders and representatives, for it is

they who are responsible for today's lack of support systems. They have "networked" and "communicated" and studied women's issues right into oblivion. What we women have gained has been in spite of, not because of, their representation. Friends like this we do not need.

There is hope. With the popularity of family issues, even the lowest political scoundrel will support family issues if it means a few more years of power. Some will be elected and will do nothing until two weeks before the next election. But a few may actually work toward a better system, at least as they perceive "better" to be through their perspective. Some institutions are responding by hiring advisors to work on family issues. Now all we, the public, need to do is to force our male leaders to listen to their female advisors. Eventually, when we women learn to take pride in our ideas and priorities, we will support leaders who really do represent us. Ourselves.

Why do we women leave it to men to speak for us?

Even the lowest political scoundrel will support family issues if it means a few more years of power.

The struggle is not over supporting the working family, the political struggle is over who will get the credit.

Transportation UPDATE

Cornell University Office of Transportation Services 255-4600

As of March 12, 895 employees—almost 10 percent of Cornell's full-time staff—have joined OmniRide. In February, 26 percent of all trips on Tomtran were paid for with OmniPasses.

There are new Park and Ride lots in Danby (near the fire station at the intersection of Gunderman Road and Route 96B) and in Candor (at the state Department of Transportation facility on Route 96B). Call the Traffic Bureau at 255-4600 for more information on locations of Park and Ride lots.

RideShare classifieds will begin soon in *Networking*. Use the form in this issue of *Networking* to place your free classified ad.

Tomtran has proposed express bus service between Ithaca and Dryden. Help tailor the service to your needs: call the Traffic Bureau (255-4600) to receive a questionnaire.



RIDESHARE CLASSIFIEDS

The Commuter Connection

Cornell University Office of Transportation Services 255-4600

Look for RideShare Classifieds in the "The Commuter Connection" in Upcoming Issues of *Networking*.

To place a RideShare Classified, fill out this form and mail it to the Traffic Bureau.

I would like to: drive only
 ride only
 share driving.

City or town: _____

Work days: _____

Work hours: _____

Phone _____

(either work or home): _____

Ask for: _____

Prefer

nonsmoker: yes

no

Campus mail to: Traffic Bureau

116 Maple Avenue

EMPLOYEE SPOTLIGHT

Fran Jasper

by Susan E. H. Hollern



Fran Jasper

Photo by Doug Hicks

Talk about personality plus! Please meet Francine Jasper, this week's Employee Spotlight. Francine is an exceptional individual who works for The Summer College Program, which is part of the Division of Summer Session, Extramural Study and Related Programs. Fran and her husband Jan are originally from the United States, but were able to experience 10 wonderful years in Tanzania! "It was really an exciting experience. I went there originally because I wanted to do something out of the ordinary. I was an ordinary person that got along very well with people. When I got the chance to go to Tanzania, it was a chance for me to do something different!"

"When I first went to Tanzania, I

taught in the international schools, teaching English as a second language, reading and directing a nursery school. With that frame-work, not only was I among Tanzanians but people from around the world. So, it helped to broaden my scope and to learn more about myself by giving more of myself. I also worked for the USAID (United States Agency for International Development) which is a federal agency that has different offices around the world for the purposes of development in under-developed countries. I also worked with committees for AIDS

education and Women and Development programs. On the University of Dar es Salaam's campus where I lived, I helped to organize a women's group for family life activities. I like to think I was a good neighbor, because I did not live the life of the average expatriate who could be very removed physically from the environment of the average Tanzanian."

Fran has two sons: Malik, 9 and Joseph, 6 who were born in Tanzania. Her husband Jan is a PhD student in The Department of City and Regional Planning. What about the New York weather? "The boys love it! We all went ice skating together for the first time, and when we got our first snow, I ran out and bought a sled so we could go

sledding together. We have had a great time so far!"

Fran has been here at Cornell since November of 1990! She is very excited to be in Ithaca and here at Cornell. "This was the perfect place for me and my family after being out of the United States for so long. There are people here (Cornell & Ithaca) from all different walks of life. It's not completely urban or completely rural. People have been very friendly and very helpful. There are a lot of support services for families with children. I haven't taken advantage of these services or workshops, but I'm not worried about that since there is so much to learn on the job here."

Fran is the assistant to the director of the Summer College Program. The Summer College Program is designed for juniors and seniors from high schools to introduce them to university life. "The best part of my job hasn't begun yet for me! In the summer, about 800 teenagers are going to descend upon the University. I will help facilitate the process of bringing the students here to Cornell. I manage the office and direct the mailings—it's a lot of work which takes up a lot of time! My department works very closely together as a team. Right now, I am in the process of reading applications from prospective students that want to come here in the summer time. Right now, we get four to five applications a day. In April, it can build up to 200+ applications per week."

What does she look for in those applications that will eventually bombard her office? "First, Summer College is

accepting academically talented students. An applicant must submit their high school transcripts, PSAT scores, two recommendations and five essay questions. The essays are the best indicator of who the students are, and what they expect from the Summer College Program. Last year we had students from 31 countries and 47 states."

"The best part about my going to Tanzania was that it helped to season me as an individual. It was a good life experience. I learned more about all different types of professions; people who are in professional and non-professional work. Everybody depends on someone else. I look at it this way: if your houseworker is not happy, then the whole household is not happy. If the spouse at home is not happy, then the whole household will not be happy. The clerical worker that is in the office that does not perform the job successfully, means that the supervisor may have to do the work themselves or find someone else to do it. It just makes it really difficult for everyone all around. Every job, big or little, is very important. At Summer College, we go with the team approach that everybody's job is important and that we depend on each other and without the effort of the team, we can't go forward."

Summer College at Cornell University is very fortunate to have such a supportive and positive employee like Francine Jasper. With her fortitude and willingness to help others, Fran has definitely become a person that came out of being "ordinary" to being "outstanding."

What Every Woman Should Know

by Mary Beth Lombard, 1989-90 Employee Assembly Member

Who do I represent? What is my status concerning home and career? Perhaps I myself am an "old tired face" parading around behind a possible "political image" to some of you. To others, I may simply be Mary Beth Lombard, someone they didn't realize was on the Employee Assembly.

Although I would like to believe that I represent at least a part of the employees on campus, realistically it has taken almost a full year of being "inactive" on the committee to understand the process of presenting concerns and how the Assembly works. It is only after gaining this knowledge that I now feel as though I can put my face out there to be judged by my fellow employees, as true representation not only of employees who share the same concerns as my own, but also as a representative for a wide variety of concerns.

How can I represent you? Let me begin by telling you a little bit about myself. I have been on campus for nearly six years, beginning as a secretary/receptionist in the Office of Instruction in the College of Agriculture and Life Sciences. I then transferred to Summer Session, Extramural Study and Related Programs as the Assistant to the Registrar, where I stayed for only five months. Shortly after I assumed this new position, my husband and I adopted a newborn. Due to the fact that Cornell University had no maternity leave available for adoptive parents, and the other choices were extremely limited and shorter term than I could handle, I

found it necessary to leave Cornell and become a full time mom and housewife. Eight months later on October 26, I returned to Cornell University as Conference Coordinator in The Department of Conference Services. Although I would like to inform you that I came back financially secure and with no home concerns, unfortunately, I've even tried clicking my heels together three times to no avail. I travel two hours a day to work at Cornell and I have a

two year old little girl in day care full time. My present position is one that entails several hours of overtime during the summer, including most weekends. What problems do I have as a working mother at Cornell that I feel I could represent?

Working parent issues
Lack of adoptive parent benefits
Time away from work
Parking issues
(especially 1991 proposals)
Job sharing

Although I find these issues to be of personal interest to myself, I know that they are of concern to many others in the Cornell community. I also feel that there are many other issues out there that I may not personally find conflicting, but feel that they should be represented as well.

When I joined the Employee Assembly, I wasn't aware of the many feelings that people shared about the inadequacies concerning the Assembly. After serving one year, however, I realize that many people experience the same feelings expressed in Theresa Vander Horn's article, "What Only Women Know". I joined the assembly to try and do something about what I felt were

negative aspects of Cornell's "bureaucracy". Although I feel that I have high ideals on how to approach people and make them aware that I am available for them to contact, I also know that unless employees realize that it's easier to fight the system by working within the system to promote positive change, I will be disregarded as another "old tired face". Certainly there is something inside all of us that would like to receive the "credit" for using power to support a political view. I believe, however, that some people find more gratification in struggling to make what is an important issue to one, heard and reviewed as an important issue to those who have the power to change it. If I can stay in "power" (simply power of speech which we all have access to) longer, and use that "power" to eventually create a better working environment, then yes, I will find gratification in that.

Looking back through the history of the governance system is surely a way of learning by both mistakes and progress. It is also very important, however, that we look to the future for new options and unlimited possibilities. The Assembly elections mean that there will be old and new members that you can vote on, who sincerely are interested in fairly representing employees. If you've had concerns in dealing with some of the previous members for any reason, the new members are there and are eager to listen with a "fresh ear", and are full of new ideas. Joining the assembly for the first time can be very intimidating. Nothing is more intimidating however,

than reading or hearing that your representation is false and that you are immersed into an already drained pool of disappointment and bureaucracy. I've never walked into any position and been told that I couldn't do the job because the person who preceded me couldn't do the job.

Yes, there is hope. When you have a concern, any concern, contact your representative on the Employee Assembly and give that person a chance. If for any reason you are unsatisfied with the representation of that individual, then try another or visit one of the meetings. The Employee Assembly meets the first and third Wednesday of each month from 12:15pm to 1:45pm at the Day Hall Board Room. There is an open forum during each meeting where employees can personally express their concerns. No one on the Assembly can promise that we will solve the issue or concern

that you have. We can, however, make sure that your issue is represented as you see it, and can follow through to ensure that you know the outcome, regardless of the results. Many times individuals take it upon themselves to write directly to the area where

the conflict is based (ie: Traffic, Health Insurance, etc.), to only find that their opinion or concern is filed, lost or never responded to. By taking that same concern to an Employee Assembly member, it goes directly to the top of the administration and is responded to individually.

Women should take pride in their ideas and priorities. That's why I decided to join the Employee Assembly.

I travel two hours a day to work at Cornell and I have a two year old little girl in day care full time.

I've never walked into any position and been told that I couldn't do the job because the person who preceded me couldn't do the job.

UNCLASSIFIED ADS

For Sale

Four Bedroom Raised Ranch, this is truly a functional family home located on a dead-end street. 28x28 attached garage with opener and 8x12 addition, 8x12 shed, vinyl siding, solar hot water system, artisan well, 24' above ground pool w/deck, water softener, built in Microwave. You have to see it to believe it! Asking \$91,900. Please call 255-4004 (days) or 564-9456 (evenings).

Three Bedroom House in T-burg village, sunporch, attached garage, remodeled, insulated new windows, pantry, storage shed. Large private yard with stream on dead end street. Walking distance to stores and Tomtran bus. Asking \$66,000. Please call Pat at 564-7927 evenings or weekends.

Two Registered Quarter Horses, gentle 11 year old mare, English trained; 1 1/2-year old filly, halter broke; \$3,000 for the pair. Please call 253-3562 (days) or 273-4342 (evenings).

Image Writer II, Printer for the Macintosh, less

than 3 years old, light use, asking \$175. Please call Linda at 5-8207 (days) or 277-5303 (evenings).

Short Bed Truck Cap, \$75.00, Please call 255-8038 (days 8-2:30) 273-1078 (evenings from 5-7)

Tonneal Cover with wooden bows. Black w/white Chevy emblem in the middle. Fits shortbed pickup. Excellent condition. Asking \$50. MCS cassette deck - \$50. Please call 255-5658 (days) or 594-2609 (evenings).

Montgomery Wards manual typewriter, \$15; ElectroLux Commercial Vacuum Cleaner, \$125; Kerosene heater, \$40; Handcrafted wooden desk, \$25. Please call Sue evenings at 257-6540.

Encore Supreme Mobile Home, 14x70, 2 bedroom w/custom built children's play area, total electric w/extra insulation, ample kitchen cupboards, shed, appliances, shaded lot in park, \$20,000. Please call 277-3915

1981 Olds Omega, Four door sedan, 4 cylinder, stick shift, new paint, 69,000 miles. Asking \$800. Please call Tucker at 255-5846 or 257-7471.

10 Speed Bicycle, Lotus 21", 3 years old, used very little, new condition. No marks, no rust no wear. \$100. Please call 255-6638 (days) or 257-4606 (evenings).

Wicker Table, 36" round, pedestal style, almost new from Wicker Wharf, asking \$100. Please call 257-2640.

For Rent

Large Two Bedroom Apartment, located in Lansing area, near two parks, cathedral ceilings, private, available immediately. \$385 plus. Please call 533-7173.

Did You Know?

Every Friday in the Statler Atrium there is a dessert sale? Chefs' HA434 Dessert Merchandising, Dessert au Choix (Hotel). Come and enjoy! March 29, German-Austrian desserts, April 5,

Italian desserts, April 12, American desserts and April 26, Nouvelle desserts.

A Camp Fire Club is meeting in your area! School-aged (K-6) boys and girls in Tompkins County are making new friends, enjoying the out of doors, having new adventures, and most of all having fun! If you would like your children to enjoy Camp Fire please call Lynne and ask her about the Camp Fire Club in your area. 273-3223. A United Way Agency.

Wanted

Lady's single or three speed bike. Nothing fancy needed. Please leave a message at 277-2228.

"It Won't Happen To Me"...

In Self-Defense Continues??

by Toni McBride, Director of CU Wellness

Are you interested in continuing with our Self-Defense Course for all CU Employees and family members? We had a very good response to our "It won't happen to me. . . In Self-Defense" program offered in February. If you did not have the opportunity to attend the program, it was a sexual assault awareness progra. Information and practical tips dealing with how to prevent and/or

respond to sexual assault were discussed and practiced. Sessions would be divided and offered in same sex groups. We would like to get some feedback on whether we should continue with this program. If you would take just a few minutes and complete this questionnaire, we would be most appreciative.

Legendary Service

continued from page 1

the university level and the potential benefits of the Legendary Service Plan. Dr. Blanchard and Cornell employees agreed the idea of quality service is important in keeping our current customers, and obtaining new ones in the future.

Many Thanks should go to the Division of Campus Life for initiating this program, especially Richard McDaniel, Director of Campus Stores, who chaired the group of employees who organized

the seminar. Credit should also be given to the members of the steering committee and all the liaisons who helped distribute information to the attendees. Dr. Blanchard will return four or five times this year for similar meetings to guide Cornell on its journey to Legendary Service.

For More Information: Books and videotapes on Customer Service are available at the Campus Store.

Clip & Return questionnaire to Cornell Wellness Program, 303 Helen Newman Hall. Check the appropriate status:

Staff _____ Faculty _____ Student _____ Male _____ Female _____

Would you prefer a _____ week course? A. six B. eight C. ten

What time of the day would you prefer this program ?
A. Morning (8 am) B. Lunch (noon) C. After work (5 pm)

Which day of the week would you prefer this program ?
A. Mon. B. Tues. C. Weds. D. Thurs. E. Fri. F. Sat.

Would you prefer that this program be offered during the _____
A. Academic year B. Summer

How many times would you like this program to be offered throughout the year? _____

Would you be willing to pay _____ for attending this course?
A. \$10 B. \$20 C. \$30 D. Sliding Scale E. Nothing

Name: _____

Campus Address: _____

Phone: _____

Thank you for your time!

Cornell Children's Tuition Scholarship

Employees who are now receiving the Cornell Children's Tuition Scholarship (CCTS) will automatically receive an application for the new academic year 1991-92. All other employees who need to apply for CCTS should request an application from the Employee Benefits Office, 130 Day Hall, or call Maureen Brull at 5-8487 or Adele Feierstein at 5-7509.

The deadlines for submission of applications are as follows:

Summer Session - May 1, 1991
Academic Year 1991-92 - June 1, 1991

Fall Term Only - June 1, 1991
Winter-Spring Term Only - December 1, 1991

To assist you in the process of applying for the CCTS benefit, the Employee Benefits Office of OHR will sponsor an information session on **Wednesday, April 10, 1991, from 3:00 p.m. to 4:30 p.m. in Room 163 Day Hall.** This session will provide relevant information about the program as well as an opportunity for questions and answers.

"Cooking For The Health Of It"

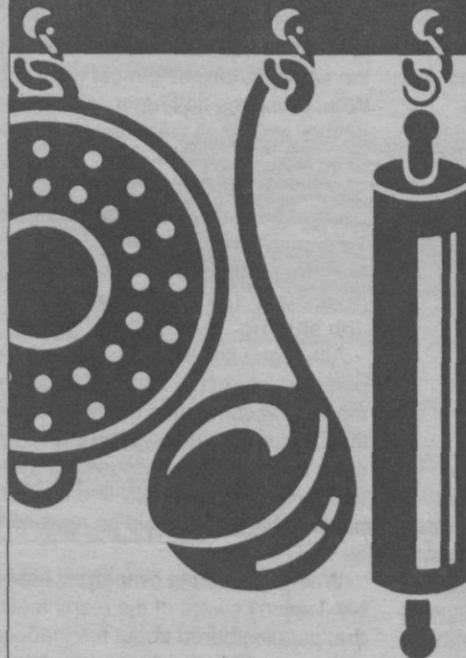
The Cornell University Wellness program would like to announce the Culinary Hearts Kitchen course. The Culinary Hearts Kitchen is a cooking course designed by the American Heart Association for people who want to learn how to cook exciting low-fat, low-cholesterol foods. The course began Wednesday, March 27 and will be held every Wednesday through May 1. The course meets from 12:00 - 1:00 pm in the Helen Newman Hall Lounge.

The six-week course shows step by step methods of cooking American favorites as well as international and ethnic foods. Participants will learn how to cook meals low in fat, choles-

terol, salt and calories, yet retain the natural flavor and zest of each dish. The course offers a wide assortment of recipes and each step in the course is illustrated by more than 250 slides of mouth-watering foods that are easy to prepare and good for your heart. Sessions are included on cooking meats and poultry, breakfast foods, soups, fish, vegetables and baked goods.

The program fee for the six-week course is \$10 and includes all hand-outs and recipes. Class size will be limited so your prompt registration is recommended. For reservations contact Debbie Gatch at the Wellness office at 255-5133.

Cooking for your heart and taste buds.



CULINARY HEARTS KITCHEN

Serve up some steaming lasagna. Stir fry your favorite meats and vegetables. Even cook delicious desserts.

These are just a few of the heart-healthy recipes you can learn to prepare at the Culinary Hearts Kitchen. You'll also become an expert shopper and meal planner. It's a delicious way to protect your heart.

WERE FIGHTING FOR YOUR LIFE

American Heart Association