

# CORNELL Chronicle

Volume 23 Number 13 November 21, 1991

Education advocate

6-8

In his State of the University Address on Nov. 8, President Frank H.T. Rhodes detailed the difficult challenges confronting higher education, as well as higher education's record of success.

Financial aid

Cornell faculty, administrators and trustees are discussing financial plans, including where to set tuition levels and how much money can and should be spent on financial aid. Inside, a Special Report looks at the issues.

## Scientists find new partner of annoying zebra mussel

As if the unwanted zebra mussel weren't bad enough, scientists have found another non-native species of zebra mussel in Lake Ontario that may produce the same kind of troublesome infestation — or worse.

Bernie May, director of the Laboratory for Ecological and Evolutionary Genetics, said he and a colleague discovered two of the new mussels in the Erie Canal near Rochester on Aug. 29. Then, on Oct. 21, they found a population of about 50 zebra mussels along with 50 of the related species in Lake Ontario, adjacent to Rochester.

They subsequently found another group of the new species of zebra mussel on a shoal in the northeast corner of Lake Ontario. So far, however, the researchers have not seen the new species in other locations. The common species of zebra mussel, in contrast, has spread to all the Great Lakes, Cayuga Lake and Oneida Lake, the Hudson River and to connecting waters.

Experts are concerned, however, that the new species may create additional havoc with water supplies along with its more common counterpart. Charles O'Neill Jr., a Cooperative Extension specialist with the New York Sea Grant Program's Zebra Mussel Information Clearinghouse Project in Brockport, explained that the shape of the shell of the latest arrival suggests it may belong to a species of zebra mussel described in the Soviet Union and Eastern Europe that is tolerant of a wider range of temperatures and higher salinity than the common zebra mussel (*Dreissena polymorpha*).

Should this classification be confirmed — and so far it hasn't — O'Neill warned that the species would have the potential to colonize brackish water throughout the entire eastern United States, all the way to Florida. Colonization of the upper Chesapeake Bay could disrupt shell fishing, and the new species could invade many estuaries where high salinity now acts as a barrier to the common zebra mussel.

May's colleague, Ellen Marsden, a staff scientist with the University of Illinois Natural History Survey, was to present their findings Nov. 20 at the Second International Zebra Mussel Research Conference

in Rochester. Their work was funded by the U.S. Environmental Protection Agency.

The newly discovered mussels have a striped shell similar to the common variety but do not have the flat base that distinguishes the more prevalent species. The two were recognized as distinct species based on genetic differences observed in banding patterns of protein produced by a technique known as protein electrophoresis.

The researchers have sampled mussel populations in the Hudson River, Lake Michigan, Lake St. Clair and Lake Huron. They have found none of the new intruder in any of these locations, although they hasten to add that mussels could be present but undetected.

The zebra mussels, believed to have been inadvertently imported from Europe, are freshwater mollusks that have been unexpectedly successful in colonizing the intake pipes of municipal water suppliers, power generators and industries. They reproduce rapidly and cling in thick encrustations to just about any hard underwater surface.

Causing yet more trouble, they clear the water of phytoplankton, the tiny aquatic plants that nourish fish. As a result, they are a threat to fishing and recreation throughout North America.

Efforts to control the zebra mussel are hampered because little is known about the creature's basic biology. Even less is known about the new species.

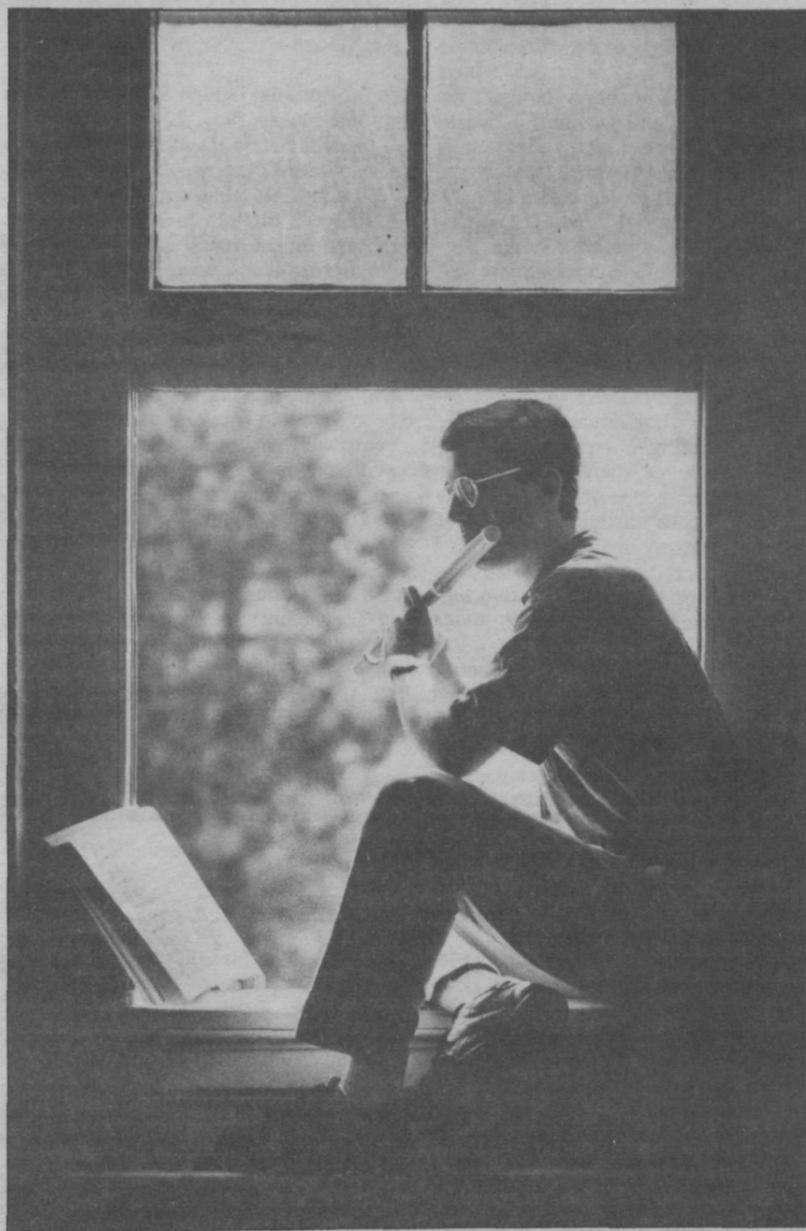
"Until more is known about both species, efforts to apply control strategies used for the zebra to the new species may be as ineffective as inoculating for Asian flu, only to find it's the German flu this time around," said Marsden.

So far, according to May, the most common method for removing mussels is to treat encrusted pipes with chlorinated water. This technique, however, poses concerns about the toxic effects of adding chlorine to fresh water.

May and Marsden plan additional studies to determine the extent to which the new species has spread.

—William Holder

## Sweet sounds



Chris Hildreth

Steven Zohn, a graduate student in musicology, practices his flute in a Lincoln Hall window.

## FCR panel recommends caps on tuition and financial aid

At the Nov. 13 meeting of the Faculty Council of Representatives, the FCR's Financial Policies Committee recommended holding tuition increases to the increase in disposable income (averaging about 5.5 percent), with a transitional increase of 6 percent permitted next year; keeping financial aid funds at their current percentage of the general-purpose budget, 9.5 percent; having salary increases for continuing faculty average 8.5 percent; and continuing to seek ways for cutting numbers of employees.

There was some FCR discussion Nov. 13 — especially about the implications that tuition and financial aid caps would have for admitting students without regard to their ability to pay — but the FCR will not formally consider the committee's report until its next meeting on Wednesday, Dec. 11, at 4:30 p.m. in Room 110 Ives Hall.

Following is the text of the committee's recommendations, as presented by Chairman Donald F. Holcomb, professor of physics.

**1. Cornell's long-range tuition policy should hold the annual increase in Cornell undergraduate tuition and fees to the annual increase in U.S. disposable income per capita (DIPC). For the 1992-1993 academic year, we recommend that the increase in tuition and fees be set at 6 percent.**

Numbers available to the FPC suggest that the DIPC will increase by 5.6 percent in the 1991-1992 year. Over the past five years, the DIPC has increased at an average rate of about 5.5 percent per year. Tuition and fees for 1991-1992 are 6.9 percent above 1990-1991. We propose the increase of 6 percent for 1992-1993 as the second step in a transition

to the long-range policy that we recommend.

**2. The long-range policy for funding undergraduate financial aid should ensure that the proportion of general purpose income to be applied to the undergraduate financial aid program be capped at approximately the level established in the 1991-1992 budget (which will be approximately 9.5 percent).**

The FPC recognizes that this recommendation may have significant implications for overall admissions and financial aid policy. Although it is conceivable that other sources of funds might permit retention of the current so-called "need-blind" admissions policy, it is most likely that some modification will need to be made.

It is not within the charge nor the knowledgeability of the Financial Policies Committee to make specific recommendations concerning such modifications. The FCR Committee on Admissions and Financial Aid and a new advisory committee established by the dean of admissions and financial aid are, no doubt, devoting significant attention to the possibility of such modifications.

We presume it is clear that the first and second recommendations form a coupled pair. It is our opinion that adoption of recommendation No. 2 is necessary if No. 1 is to be viable. And adoption of recommendation No. 1 will make No. 2 less Draconian.

We also recognize that formal or implied commitments to current Cornell undergraduates should be maintained. Policies concerning financial aid that will govern admission of the class entering September 1992 are already in place. Thus achievement of the long-range goal set in recommen-

dation No. 2 may either require several years to achieve or the temporary injection of funds from other sources.

**3. The endowed faculty salary pool be set so that continuing faculty will receive salary increases that average 8.5 percent for the 1992-1993 academic year, in comparison with 1991-1992 salaries.**

This recommendation is a modification of a recommendation passed by the FCR in December 1990 that specified an 8.5 percent salary pool. The current recommendation puts forth salary increases for continuing faculty as the more relevant measure. In the Oct. 30, 1991, report sent to FCR members, we noted that Cornell-endowed faculty salaries have made some small progress in comparison to peer institutions over the period 1989-1991, even though the increases were smaller than recommended by our committee and the FCR. Significant further progress is needed. It is our judgment that the target set in this recommendation will achieve some further progress.

(For continuing endowed faculty, the average increase for 1990-1991 compared to 1989-1990 was 7.5 percent and for statutory faculty about 7 percent. For statutory faculty, that was the one decent year in the midst of a number of disastrous ones.)

The Financial Policies Committee, which is itself composed of both endowed and statutory college members, is very conscious of the unhappy state of statutory college finances and the consequent deterioration of the faculty salary structure in the statutory colleges. We do not consider ourselves wise enough to make any specific recommenda-

Continued on page 8

## BRIEFS

■ **Holiday bus:** Because of the Thanksgiving holiday, there will be no Blue Light bus service from Nov. 27 through Nov. 30; Blue Light will resume Dec. 1. There will be no TOMTRAN service on Thanksgiving Day; TOMTRAN will resume service on Friday, Nov. 29, but not on campus. Full campus bus service will resume Monday, Dec. 2.

■ **Film festival:** Cornell Cinema will present five feature films and one collection of short films culled from the 1991 Asian American International Film Festival tonight through Saturday, Nov. 23. Tonight at 9 in Willard Straight Theatre, film-maker Roddy Bogawa will introduce "Some Divine Wind," an expressionistic film about a young man of mixed parentage whose American father unknowingly bombed his Japanese mother's village during World War II, killing her entire family. For details about films and show times, check the Chronicle Calendar or Cornell Cinema's Flicksheet. The festival is being co-sponsored by the Asian American Studies Department, Asian American Coalition and CAPSU.

■ **Nominations sought:** Nominations are invited for three A.D. White Professor-at-Large positions to be filled in 1992. Professors-at-large are individuals who have achieved outstanding international distinction in the humanities, the natural or social sciences or the learned professions, or who have achieved such distinction and have demonstrated broad intellectual interests through their activities in such fields as public affairs, literature or the creative arts. For more information, call 255-0832.

■ **Adopt-a-family:** Donate to local needy families by leaving toys, gifts, clothes and food items at collection points staffed by the Johnson Graduate School of Manage-

ment Community Volunteers. Collection points are at Malott Hall, Willard Straight Hall, Robert Purcell Union and Noyes Center. The volunteers will wrap gifts before giving them to needy families. For more information, call 257-7627 or 257-7314.

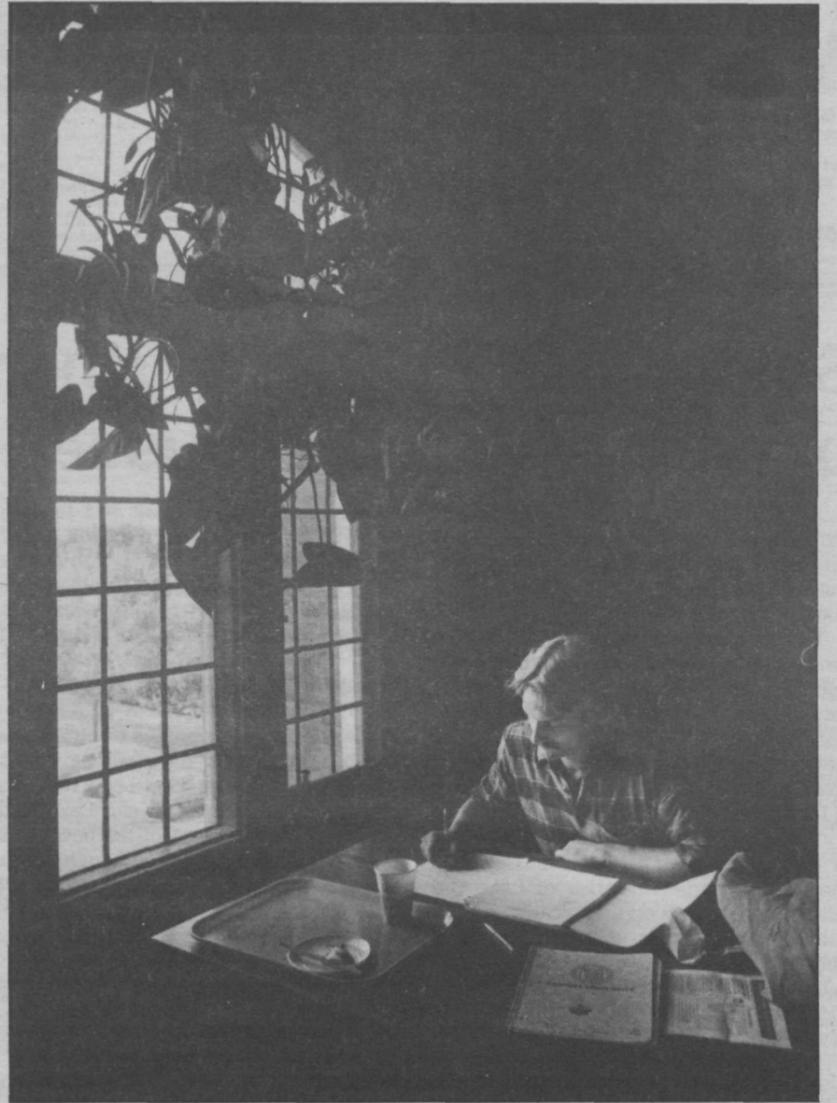
■ **Copyright:** Following a recent court ruling on copyright, University Libraries is requiring written permission to photocopy materials to be placed on reserve or used in an anthology, beginning in January. For more information about copyright, consult the booklet distributed by the Dean of Faculty titled "Questions and Answers on Copyright for the Campus Community." Additional copies are available at the Campus Store.

■ **Shoemobile:** Lehigh Safety Shoes will be on sale Friday, Nov. 22, at the shoemobile at the Life Safety Building, 201 Palm Road, east of the Orchards off Route 366, from 7:30 a.m. until noon and from 1 to 3 p.m. Employees eligible to receive department reimbursement should use an L-order when purchasing shoes, using Lehigh as the vendor. For more information, call Life Safety Services at 255-8200.

■ **Divorce:** Graduate student Gina Michele Bisagni is looking for women who have been divorced between six months and two years who work full time to participate in confidential one-hour interviews for her study on women's recovery from divorce and the role that work might play in the recovery process. For information call Bisagni at 272-9109.

■ **Correction:** An article in the Cornell International News, published last week by the Mario Einaudi Center for International Studies, carried an incorrect headline on a story about A.D. White. The headline should have been "A.D. White in Spain."

## A morning person



Peter Morenus

Mark Hofferbert studies over breakfast at the Ivy Room.

## NOTABLES

Susan Watkins, a professor of textiles and apparel in the College of Human Ecology, was named a fellow of the International Textiles and Apparel Association at its annual meeting in San Francisco. An announcement at the meeting said: "A perceptive, creative and thorough teacher and researcher, Susan Watkins has reshaped the field of functional clothing and her leadership has provided ITAA with a showcase for the creative work of both students and faculty. . . . Her ability to pose critical questions for research, to stimulate creative alternatives and to make linkages with associates in government and industry is her gift to our profession."

Barbara Cooper and Kurt Gottfried have received awards from the American Physical Society. Cooper, an associate professor of physics, won the 1992 Maria Goeppert-Mayer Award in recognition of outstanding achievement by a woman physicist in the early years of her career.

She was cited for innovative studies of ion-surface interactions in the hyperthermal energy range. Gottfried, chairman and professor of physics, received the 1992 Leo Szilard Award for Physics in the Public Interest in recognition of his efforts in promoting the use of physics for the benefit of society in areas such as the environment, arms control and science policy.

Paul Eberts and Stephen Hamilton have won Innovator Awards from the New York State Association of Counties. Eberts, an associate professor of rural sociology, was honored for organizing the 15-year-old Social Trends and Outlook Conference that has provided a forum to encourage dialogue among academics and practitioners on child abuse, racism, welfare policy and other topics. Hamilton, an associate professor of human development and family studies, was honored for his innovative research on youth development, particularly the transition from school to work.

## OBITUARIES

A memorial service for concert pianist and scholar John Kirkpatrick is scheduled for Saturday, Nov. 23, at 4 p.m. in Sage Chapel. A member of the Cornell faculty from 1946 to 1968, Kirkpatrick died at his home in Ithaca on Nov. 8. He was 86.

World-renowned as performer and editor of the music of Charles Ives, Kirkpatrick left Cornell for Yale University in 1968. He served as curator of the Charles Ives Archives at Yale until 1973, when he was named professor emeritus.

At Cornell he was chairman of the Department of Music from 1946 to 1953, director of the Sage Chapel Choir from 1953 to 1957 and a member of the Cornell Trio from 1961 to 1968. He was a founder of the Cornell Music Review, which was published from 1958 until 1968.

Born in New York City, Kirkpatrick graduated from Princeton University in 1926 and studied in France five years under Nadia Boulanger and others before returning to this country to pursue his dual career as concert pianist and scholar. He soon gained a reputation as a champion of the music of American composers, the music of Ives and Carl Ruggles in particular. He taught at Monticello College and Mount Holyoke College before coming to Cornell.

In 1990, Kirkpatrick, whose health was then failing, returned to Ithaca with his wife to be near their family. Survivors include his wife, Hope Miller Kirkpatrick, two

daughters, Daisy and Mary, all of Ithaca; a son David, of Rochester; and nine grandchildren.

■ ■ ■

Evelyn E. Stout, an international authority on textiles and a member of the faculty of the College of Human Ecology from 1953 until her retirement in 1973, died Nov. 6 in Overbrook, Kan. She was 83.

Her book "Introduction to Textiles" was published in three editions and was a best seller in its field.

At the time of her retirement she was acting chairwoman of the Department of Design and Environmental Analysis. A graduate fellowship was established in her name at Cornell in 1983.

Born in Fort Scott, Kan., she earned a bachelor's degree in 1938 and a master's degree in 1941 at Kansas State University. She was a rural school teacher in Kansas during the 1920s and 1930s. She taught chemistry, physics and home economics in high schools and junior colleges in Kansas and textile and clothing at Washington State College, Louisiana State University and Oregon State College during the 1940s and 1950s, before earning a Ph.D. in 1953 at the University of Illinois.

A memorial service for Professor Stout, who lived in Ithaca until 1989, is scheduled for Tuesday, Dec. 10, at 2 p.m. at St. Paul's United Methodist Church, 402 Aurora St.

## 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.

## GRADUATE BULLETIN

**Thesis/Dissertation:** The thesis/dissertation submission deadline for a January 1992 degree is Jan. 10. Students should see the thesis adviser (walk-in office hours are 8:30 a.m. to noon and 1:30 to 4 p.m. weekdays) for approval of the format of their thesis/dissertation before submitting the final copies to the Graduate School. Professional master's degree candidates should check with their field offices regarding the deadline, as that deadline may be earlier than the Graduate School's.

**Registration:** Spring 1992 registration

will be conducted on Thursday and Friday, Jan. 16 and 17, from 8:30 a.m. to 4 p.m. in The Henry, Sage Hall.

**Student council:** There will be a Graduate Student Council meeting on Monday, Dec. 2, at 5:15 p.m. in The Henry, Sage Hall.

**T.A. workshop:** A teaching assistant workshop will be held on Jan. 14 and 15 for T.A.s in the College of Agriculture and Life Sciences. Sessions are six hours each day. For information and enrollment, phone 255-2419 before Dec. 1.

## Johnson gift will help plan new home for graduate school of management

A gift to begin planning a new home for the Johnson Graduate School of Management has been given to the university by Samuel Curtis Johnson.

"Once again, the Johnson family's generosity has come at a critically important time for Cornell," President Frank H.T. Rhodes said in announcing the gift of up to \$2 million from the chairman of S.C. Johnson and Son Inc.

"Their superb generosity in 1984 had a transforming effect on the quality of the programs and people at our management school, while also inspiring the generosity of others," Rhodes added.

"This gift gives new impetus to our efforts to provide adequate quarters for the school, which in turn will enable us to realize the full potential of our outstanding faculty and programs."

The gift lets the university proceed with the concept design and preliminary planning for a building expected to cost about \$40 million. The preferred site, subject to approval by the Board of Trustees, is on Tower Road, east of Rice Hall.

"We're deeply grateful, and we're excited at the prospect of having more adequate facilities," said Alan G. Merten, the Johnson School's dean.

"Anyone who walks around Malott Hall knows we're tightly packed," Merten continued. "We need more small and medium-sized classrooms, more office space for permanent and visiting faculty, more library and computer space, and space for student services and for offices that support them."

Malott Hall will continue to be used for academic purposes, but the exact uses have not yet been determined.

The school, founded in 1946 as the Cornell Graduate School of Business and Public Administration, embarked in 1981 on a strategic review that produced a task-force report in 1983.

That report said the school should increase the faculty from 31 to 45 without substantially increasing student enrollment, provide more endowed positions, encourage a

more global outlook in the overall curriculum, enhance the Ph.D. program and increase financial aid funds.

Most of those task-force goals were accomplished through a \$46.5 million campaign that was initiated in 1984 with the Johnson family's gift of \$20 million, then the largest ever given by individuals to a management school. At that time the school was renamed in honor of Johnson's great-grandfather, who in 1886 founded S.C. Johnson and Son in Racine, Wis.

"The only major task-force goal we have not yet achieved is providing appropriate space for the school," Merten said.

"The new building is undoubtedly the top priority for the Johnson School's portion of the campaign that the university began a year ago," said Nelson Schaeen Jr., chairman of the Executive Committee of Cornell's Board of Trustees and of the Johnson School's campaign committee. The \$1.25 billion campaign has targeted about half its goal for increasing endowment and about a quarter for facility restoration and construction.

"The school has changed dramatically since I was a student 40 years ago," Schaeen said, "but the global economy and the needs of management education dictate further major changes right now. The right facility will give us the flexibility to adapt and lead."

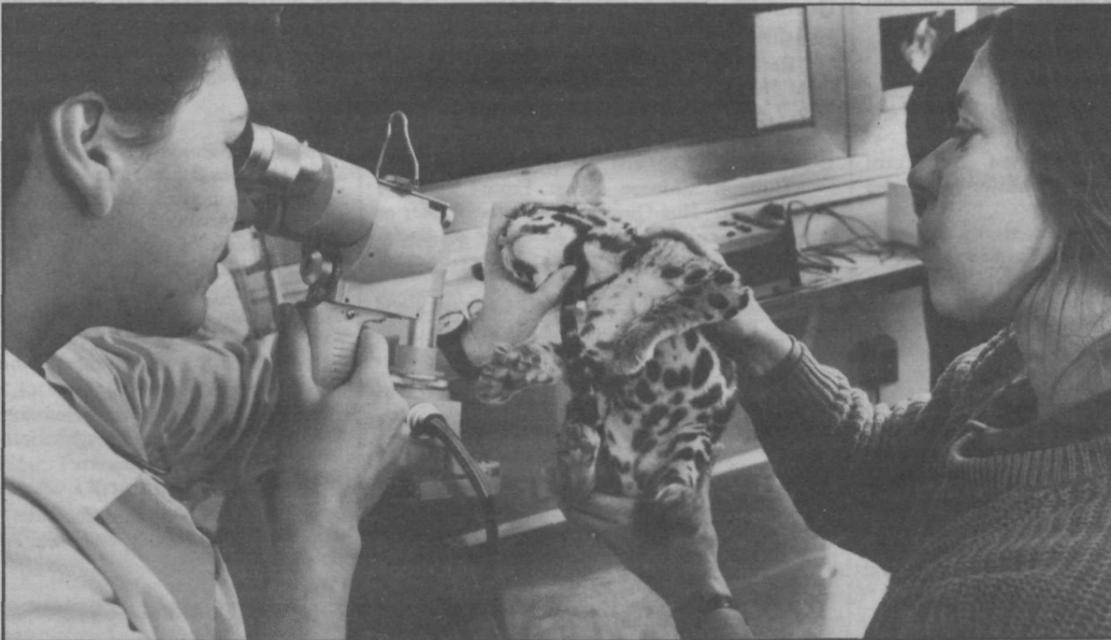
Johnson, a 1950 graduate of Cornell's College of Arts and Sciences, is a trustee emeritus, a Presidential Councilor and the chairman of the Johnson School's advisory committee.

"America's future business leaders need to know ever more about world markets and cultures, about capturing and applying technology and, at the same time, about the entrepreneurial spirit," Johnson said, adding:

"Cornell is just the kind of eclectic campus for such education, and I hope alumni and friends will help make the school an even more effective place for producing those future leaders."

— Sam Segal

### Seeing spots



Peter Morenus

Dr. Michelle Taylor (left) examines the eyes of a 3-month-old clouded leopard at the Small Animal Clinic in the College of Veterinary Medicine. At right is Chris Keiber, lead feline keeper at the Buffalo Zoo. The zoo keeps several of these leopards, which are indigenous to Southeast Asia.

## Turkey is not just for Thanksgiving

Turkey and Thanksgiving go together like mom and apple pie, but thanks to a quiet revolution in the turkey industry, Americans gobble down nearly three-quarters of their share of this low-fat meat at other times of the year.

This revolution has come about, according to poultry specialist Paul Aho, because technological improvements have made turkey unbeatable as a low-cost, low-fat food.

Just 30 years ago, turkey was a relatively rare holiday food in this country, said Aho, an assistant professor of animal science. The average American ate only 6 pounds of it annually; beef was the favorite, at 80 pounds per year.

Today chicken is the champion at 70 pounds per year. Americans are down to eating 67 pounds of beef, and that rate is falling, while pork is holding steady at 60 pounds.

Meanwhile, the ungainly turkey has been sprinting toward our plates: Consumption increased by 50 percent between 1985 and 1990, from 12 to 18 pounds per year.

Much of that increase is due to turkey hams, bolognas and ground meat, products that food producers are now able to process at competitive prices because of technological advances and turkey's low cost, according to Aho.

On an inflation adjusted basis, turkey costs less than half as much per pound as it did in 1960. The cost of red meats, in contrast, has risen with inflation.

Lower prices have come about, he said, largely as the

result of increased productivity gained from better technology. This includes improved control of diseases, better understanding of optimal growing conditions and feeds, larger processing plants that benefit from economies of scale, as well as more efficient distribution and sales.

Agricultural research carried out by universities, the federal government and growers has produced a genetically superior turkey — bred for a maximum of the desirable, low-fat white meat. Birds are raised more efficiently and marketed more effectively.

For those individuals who pay attention to calories or consumption of fat, turkey can't be beat, he added.

Supplying 20 percent or fewer of its calories from fat, white turkey meat compares favorably to chicken, at 25 percent, and is leagues ahead of lean ground beef, which contains 60 percent of calories from fat.

These statistics are especially favorable for turkey, because the federal government now advises Americans to consume no more than 30 percent of calories from fat.

Turkeys do have at least one imperfection. Females don't lay as many eggs as do chickens: 70 per year versus 140. Attempts to breed turkeys for better egg production haven't been particularly successful, said Aho, adding: "You can't have everything."

— William Holder

## CORNELL Life

### Freud in Ithaca

I noticed a flier on the wall in Uris Hall announcing that psychology Professor Ronald Mack plans to offer a new seminar in the spring titled "The Redemption of Sigmund Freud."

In the last five to 10 years there has been an exciting re-evaluation of Freud's work by both neuroscientists and feminist theorists, and this suggests it's time to take a fresh look at psychoanalytic theory, according to Mack, who has taught psychopathology and psychotherapy here for the last 20 years.

"Brain and Psyche," a book by a Rockefeller University neuropsychologist who attempts to explain the neurological underpinnings of dreams and the unconscious, is on the syllabus.

So is a book by a mainstream experimental psychologist that looks at learning, memory and cognition and concludes that much of contemporary cognitive psychology supports Freud's map of the mind.

Highly speculative, no doubt, but what could be more interesting to a well-rounded psychologist than an almost interdisciplinary approach to the mind, bringing together the biology of human psychology and Freudian theory?

Mack doesn't consider himself an expert in neurological psychology or in Freud either, for that matter, but that's part of the fun of an exploratory seminar. It should be an interesting learning experience, he said.

Exciting stuff? Not to everyone.

The impression I have is that Freud doesn't generate much excitement around here. And never has.

Granted, the Psychiatry Department at the Medical College in New York City teaches psychoanalytic theory (along with drug therapies, to be sure), and the interim department chairman happens to be a psychoanalyst, a rarity among American medical schools in 1991.

But the Psychology Department doesn't mess much with Freud. Few academic psychology departments do. And the ones that do are usually ones that offer clinical psychology programs that teach psychological counseling. Cornell does not. Perceptual, cognitive and biological studies are dominant here.

Of course, textbooks on personality theory, here or anywhere else, incorporate parts of Freud's theories. Freudian concepts, such as ego defense mechanisms, are so well integrated into the material and into our vocabularies that few people even recognize their author.

But on the whole, Freud is more popular on the Arts Quadrangle than he is in Uris Hall.

His champions are Susan Buck-Morss, a professor of government, and Sander Gilman, the Goldwin Smith Professor of Humane Studies, who has been giving an introductory lecture course on Freud for the last 21 years.

Two years ago, after Gilman had been petitioning for years, the psychologists relented and cross-listed his course in their department.

Why the opposition to Freud?

Edward Bradford Titchener.

Titchener, who founded Cornell's Laboratory of Psychology in 1892, was a major figure in American experimental psychology in the first quarter of the century.

He was a student of Wilhelm Wundt, the founder of the world's first experimental psychology studies at the University of Leipzig in 1875. Psychology, they believed, was a laboratory science, devoted to investigating experience, or consciousness — its sensations, images and affections — through introspection.

And Titchener was an autocrat, according to Cornell historian Morris Bishop. He would not allow into the curriculum any other psychology than his own. (Who can say if he was worse than Freud in this respect?)

Titchener cast a very long shadow at Cornell and in American academic psychology in general. Among the people he influenced was John B. Watson, the founder of behaviorism.

All this makes Cornell's Psychology Department an unlikely place for the redemption of Freud.

And it makes it worth keeping in mind that curriculum often has as much to do with who founded a department as it does with Ezra Cornell's hope to found an institution where anyone could find instruction in any study.

— Carole Stone

# 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 information, call 257-7711.

Ballroom and International Couple Dances with David Nulle, Nov. 24, from 7:30 to 11:30 p.m., Memorial Room, Willard Straight Hall.

Advanced Balkan dancing with Ed Ableson, 6:30 to 7:30 p.m.; regular dancing, 7:30 to 10:30 p.m., Dec. 1, North Room, Willard Straight Hall.

### Israeli Folkdancing

Israeli folkdancing, teaching and open dancing, Thursdays, 8 p.m., Edwards Room, Anabel Taylor Hall. For information call, 255-4227.

### Jitterbug

Level two, Wednesdays at 7:15 p.m. in the Edwards Room, Anabel Taylor Hall. No registration required. For more information call, 273-0126.

## EXHIBITS

### Johnson Art Museum

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

"The Art of the Book," an Eye Opener workshop for children ages 7 to 10. The children will explore American as well as European and Japanese style artist's books. Workshops for ages 7 and 8 will be held from 10 a.m. to noon on both Saturdays; workshops for ages 9 and 10 will be held from 1 p.m. to 3 p.m. both days. Registration deadline is Nov. 29. A fee of \$14 for members and \$15 for non-members will be charged in advance. For more information and to register, call 255-6464.

Paintings by Israel J. Rosefsky will be on exhibit Nov. 26 through Dec. 22. The eleven paintings in this exhibition were selected to show how the artist has focused on problems inherent in the modernist tradition. Rosefsky's work reveals a fascination with pattern and color. In line with the approach of many 20th-century artists, he has likened his canvases to musical compositions, exploring color relationships as a composer might explore tonal harmonies. To better define this relationship, he has entitled some of his works "Sonata" and "Composition."

"The Art of Paul Manship," through Nov. 24.

"Power and Prestige: African Adornment," through Dec. 22.

### Center for Jewish Living

"Little Old New York," and "Heroes of Israel," on display at the Center for Jewish Living, 106 West Ave., through Dec. 20. Hours are Sunday through Thursday, 11:30 a.m. to 6:30 p.m.; Friday, 11:30 a.m. to 2 p.m.; closed Saturdays.

### Cooperative Extension

Six display cases in the Mann Library lobby feature areas of Cooperative Extension's theme "Helping you put knowledge to work." From production agriculture and health and nutrition to efforts to enhance the quality of Earth, the display links Cooperative Extension programs with references available at Cornell Libraries.

### Hartell Gallery

B.F.A. sculpture thesis presentation by Charles Camacho, through Nov. 23. The Hartell Gallery, located in Sibley Dome, is open 8:30 a.m. to 5 p.m., Monday through Friday.

### John M. Olin Library

"Educating Women: The Unique Role of Cornell's College of Home Economics," through Dec. 31.

### Sibley Fine Arts Library

An exhibit of artist's books by Ithaca artist Kumi Korf will be on display in the Sibley Fine Arts Library through Nov. 25.

### Willard Straight Hall Art Gallery

"Mixed Media Sculpture" by Tom Burns, through Nov. 29.

## 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, 11/21

"Vantage Points," as part of the series Privileged Views: Landscape Exposed in Experimental Films, 7:30 p.m., Film Forum, Center for Theatre Arts.

Asian American Shorts, (1989-91), the Asian American Film Festival, 7:30 p.m.

"Some Divine Wind" (1991), with guest filmmaker Roddy Bogawa, 9 p.m.

### Friday, 11/22

"Rough Sketch of a Spiral" (1990), directed by Yasuchi Kojima, co-sponsored by Asian American Studies, Asian American Coalition and CAPSU, 7:15 p.m.

"Mystic Pizza" (1988), directed by Donald Petrie, with Julia Roberts, Annabeth Gish and Lili Taylor, 7:15 p.m., Uris.

"Delusion" (1991), directed by Carol Colpaert, with Jim Metzler, Jennifer Rubin and Kyle Secor, 9:40 p.m.

"Soapdish" (1991), directed by Michael Hoffman, with Sally Field, Kevin Kline, Whoopi Goldberg, Robert Downey Jr. and Cathy Moriarty, 9:40 p.m., Uris.

"The Naked Gun" (1988), directed by David Zucker, with Leslie Nielsen and Priscilla Presley, midnight, Uris.

### Saturday, 11/23

"Pete & Pete Shorts," with guest director Katherine Dieckmann, with Pete, Pete, REM, Michael Stipe and Kate Pierson, 2 p.m.

"Lonely In America," shown with "Stages of Integration," co-sponsored by the Asian American Studies, Asian American Coalition and CAPSU, 7:15 p.m.

"The Naked Gun," 7:30 p.m., Uris.

"Dying Young" (1991), directed by Joel Schumacher, with Julia Roberts, Campbell Scott and Colleen Dewhurst, 9:35 p.m., Uris.

"Delusion," 9:45 p.m.

"Desperate," directed by Rico Martinez, co-sponsored by Asian American Studies, Asian American Coalition and CAPSU, midnight.

### Sunday, 11/24

Whitney Biennial Program 8: "Tales of the Forgotten Future, Part 2," 2 p.m., Johnson Museum. (Free)

"Dying Young," 4:30 p.m.

"Pierrot Le Fou" (1965), directed by Jean-Luc Godard, with Jean-Paul Belmondo and Anna Karina, 7:30 p.m., Uris. (Free)

"Soapdish," 8 p.m.

### Monday, 11/25

"Mystic Pizza," 7 p.m.

"Sweet Smell of Success" (1957), directed by Alexander Mackendrick, with Burt Lancaster and Tony Curtis, 9:30 p.m.

### Tuesday, 11/26

Film-maker Larry Gottheim, will introduce his films, as part of the series Privileged Views: Landscape Exposed in Experimental Films, sponsored by Landscape Architecture Program and the Council for the Creative and Performing Arts, 7:30 p.m., Film Forum, Center for Theatre Arts.

"The Naked Gun," 8 p.m.

"Dying Young," 10 p.m.

### Sunday, 12/1

"Lonesome Cowboys" (1967), directed by

Andy Warhol, with Taylor Mead, Louis Waldron, Viva and Eric Emerson, 7:30 p.m., Uris. (Free)

"Hot Shots" (1991), directed by Jim Abrahams, with Charlie Sheen, Kevin Dunn, Cary Elwes, Jon Cryer and Lloyd Bridges, 8 p.m.

### Monday, 12/2

"Tong Tana: A Journey to the Heart of Borneo," sponsored by the Southeast Asia Film Series, 4 p.m.

"On the Waterfront" (1954), directed by Elia Kazan, with Marlon Brando, Karl Malden, Eva-Marie Saint and Lee J. Cobb, 7:35 p.m.

"Hot Shots," 10 p.m.

### Tuesday, 12/3

"Singin' in the Rain" (1952), directed by Gene Kelly and Stanley Donen, with Gene Kelly, Debbie Reynolds and Donald O'Connor, 7:40 p.m.

"L.A. Story" (1991), directed by Mick Jackson, with Steve Martin, Victoria Tennant and Marilu Henner, 10 p.m.

### Wednesday, 12/4

"Hour of the Wolf" (1968), directed by Ingmar Bergman, with Liv Ullmann, Max von Sydow and Erland Josephson, 7:50 p.m.

"Vampires in Havana" (1985), directed by Juan Padrón, co-sponsored by CUSLAR, 8 p.m., Uris. (Free)

"L.A. Story," 10 p.m.

### Thursday, 12/5

"Tibet: Survival of the Spirit" (1991), directed by Clemens Kuby, Tibetan Film Festival: Program I, 7:50 p.m.

"Hot Shots," 10 p.m.

## LECTURES

### Africana Studies & Research Center

"Seeing America Through the Eyes of African Folktales," Mary Kolawole, visiting scholar, African Cultural Studies Program, Dec. 3, noon, Hoyt Fuller Room, 310 Triphammer Road.

### Committee on Arabic & Islamic Studies

"Reflections on the Babri Masjid Affair," Syed Shahabuddin, member of parliament, India, Dec. 2, 4:30 p.m., 374 Rockefeller Hall.

### East Asia Program

"Through Chinese Eyes: From Yalta to Panmunjom," Hua Qingzhao, director, Center of American Studies, Tianjin Academy of Social Sciences, PRC, and diplomatic history, Nankai University, Nov. 21, noon, 153 Uris Hall.

"Chinese Village Landscapes: Constancy and Change," Ronald G. Knapp, SUNY New Paltz, Nov. 21, 4:30 p.m., 374 Rockefeller Hall.

"Current Political and Economic Trends in Japan and Asia," Saburo Okita, chancellor, International University of Japan, chairman, Institute for Domestic and International Policy Studies, and former foreign minister of Japan, Nov. 22, noon, G08 Uris Hall.

### Modern Languages & Linguistics

"On the Morphological Nature of Liaison in Preposed Adjectives," co-sponsored by romance studies and the linguistics circle, Yves-Charles Morin, Université de Montreal, Nov. 22, 3:30 p.m., 106 Morrill Hall.

### Program of Jewish Studies

"South African Jewry: Past, Present and Future," Milton Shain, University of Capetown, Nov. 25, 4 p.m., 374 Rockefeller Hall.

### Southeast Asia Program

Title to be announced, Leonard Blussé, Leiden University, Nov. 21, 12:20 p.m., 102 West Ave. Ext.

### Soviet & East European Studies

"Albania After Communism - Land Redistribution in Albania," a video presentation and lecture, Antonia Young, Colgate University, Nov. 21, 4:30 p.m., Media Classroom B, Uris Library.

"To Dam the Danube - Big Technology and the Environment in Hungary," Imre Hronszky, Sociologist of Science, Technical University, Budapest, Nov. 26, 12:15 p.m., 153 Uris Hall.

### Western Societies Program

"When is a Writer of History a Historian? Academic Professionalization in 19th-Century Germany," Jeremy Telman, history, Nov. 22, 12:15 p.m., 153 Uris Hall.

## MUSIC

### Department of Music

Baritone Randall Schloss and pianist Eric Pe-

ters will give a student recital Nov. 21 at 8:15 p.m. in Barnes Hall. Performed will be Spanische Liederbuch and Moricke Lieder by Hugo Wolf and Songs of Travel by Vaughan-Williams.

Pianist Daniel Velicer will give a student recital Nov. 22, 8:15 p.m., Barnes Hall. Featured will be Kabalevsky's Preludes, Op. 38; Haydn's Sonata in D Major; Ginastera's Danzas Argentinas; Beethoven's Sonata in A-flat Major, Op. 110; and Rachmaninov's Etudes-Tableaux, Op. 39.

The Cornell Symphony Orchestra, under the direction of Edward Murray, will perform Nov. 23 at 8:15 p.m. in Bailey Hall. Tchaikovsky's Symphony No. 5 and Rachmaninov's Rhapsody will be performed. Stephanie Leon, guest pianist, has performed with the Detroit Symphony, Detroit Metropolitan Orchestra, among others.

The Cornell Contemporary Chamber Players, with soprano Judith Kelock and oboist John Lathwell, will perform on Nov. 24 at 4 p.m. in Barnes Hall. Performed will be Varese's "Octandre"; Feldman's "The Viola in my Life"; Ives' "Over the Pavements" and "Remembrance"; Sessions' "On the Beach at Fontana"; Cage's "The Flower" and "The Wonderful Widow of Eighteen Springs"; and Carter's "Elegy and Pastoraale" and "Canon for Three."

### Bound for Glory

Peggy Haine and the Lowdown Alligator Jass Band will perform in three live sets Nov. 24 at 8:30, 9:30 and 10:30 p.m. in the Commons Coffeehouse in Anabel Taylor Hall; Albums from the studio, Dec. 1, requests, 273-2121. Bound for Glory can be heard Sundays from 8 to 11 p.m. on WVBR-FM, 93.5.

## RELIGION

### Sage Chapel

Robert Linders, St. Paul's Lutheran Church, Doylestown, Pa., will deliver the sermon Nov. 24. 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 and exploration with and among the major faith traditions. There will be no service on Dec. 1 due to Thanksgiving recess.

### 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 Hall. Sacrament of Reconciliation by appointment, G-22 Anabel Taylor Hall. Thanksgiving Day Mass: Nov. 28, 10 a.m., Anabel Taylor Hall Chapel. Thanksgiving Weekend Masses: Nov. 30, 5 p.m.; Dec. 1, 10 a.m.

### Christian Science

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

### Episcopal (Anglican)

Sundays, worship and Eucharist, 9:30 a.m., Rev. Gurdon Brewster, chaplain, Anabel Taylor Chapel.

### Friends (Quakers)

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

### Korean Church

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

### Muslim

Friday prayers, 1 p.m., Founders and Edwards Rooms, Anabel Taylor Hall. Zuhri prayer, 1 p.m., 218 Anabel Taylor Hall. Weekly group discussion/classes, 11:30 a.m. and 12:30 p.m., 218 Anabel Taylor Hall.

### Protestant Cooperative Ministry

Sundays, worship at 11 a.m., Anabel Taylor Chapel, Rev. Barbara Heck. Tuesdays, Taize Prayer, 5:30 p.m., Anabel Taylor Chapel. Thursdays, Bible study, 4:30 p.m., G7 Anabel Taylor Hall. Fridays, celebration, 5:30 to 8 p.m., 401 Thurston Ave.

### Satya Sai Baba

Group meets Sundays. For information on time and place, call 273-4261 or 533-7172.

**Seventh-Day Adventist**  
Worship, Saturday, 9:30 a.m., Seventh Day Adventist Church, 1219 Trumansburg Road.

**Southern Baptist**  
Richard Foster's "Celebration of Discipline: Path to Spiritual Growth," Thursday evenings at 8:30 p.m., 316 Anabel Taylor Hall.

**Buddhism**  
Zen meditation every Thursday at 5 p.m., Anabel Taylor Chapel.

## SEMINARS

**Anthropology**  
Accounting for Amniocentesis," Reyna P. New School for Social Research, co-sponsored by science and technology, Dec. 6, 4 p.m., 165 McGraw Hall.

**Applied Mathematics**  
The Geometry of Numbers Meets Integer Programming," David Shallcross, operations research and industrial engineering, Nov. 22, 4 p.m., 322 Sage Hall.

**Chemistry**  
From the Golgi Complex to Lysosomes: Insights into Mechanisms of Organelle Biogenesis and Membrane Transport," William Brown, Nov. 22, 4 p.m., Large Conference Room, Biotechnology Building.

**Physics**  
NMR Microscopy: The Magic, The Mystery and The Muddle," Paul Lauterbur, University of Illinois, Dec. 4, 4:30 p.m., 700 Clark Hall.

**Boyd Thompson Institute**  
Glucocorticoid Receptor: Action and Interactions," Keith R. Yamamoto, University of California, San Francisco, Dec. 4, 4 p.m., Large Conference Room, Biotechnology Building.

**Chemical Engineering**  
Mechanistic Studies in Heterogeneous Catalysis," Charles T. Campbell, University of Washington, Dec. 3, 4:15 p.m., 165 Olin Hall.

**Chemistry**  
To be announced, Steven Boxer, Stanford University, Nov. 21, 4:40 p.m., 119 Baker Lab.  
Bond Selective Chemistry and Understanding Reaction Dynamics Outside the Born-Oppenheimer Approximation," Laurie Butler, University of Chicago, Dec. 5, 4:40 p.m., 119 Baker Lab.

**Ecology & Systematics**  
Effects of Climatic Warming on Boreal Forests, Wetlands and Forests," David Schimel, University of Alberta, Dec. 4, 4:30 p.m., Morison Seminar Room, Corson/Mudd Hall.  
Factors Affecting Paternal Care in Red-Headed Blackbirds," Linda Whittingham, Queen's University, Kingston, Ontario, Dec. 6, 5 p.m., Morison Seminar Room, Corson/Mudd Hall.

**Systems Research Center**  
Artificial Neural Networks for Land Cover Classification and Mapping," D. Civco, University of Connecticut, Nov. 22, 2:30 p.m., G01 Technology Building.

**EcoVillage**  
EcoVillage Architecture," Malcolm Wells, Architect, Dec. 4, 4 p.m., 115 Tjaden Hall.

**Ecology**  
Function and Expression of the Baculovirus Major Envelope Protein," Gary Bliss, Boyd Thompson Institute, Nov. 21, 4 p.m., Morison Seminar Room, Corson/Mudd Hall.

**Ecology**  
The Ecology and Evolution of Viviparity in Insects," Bernie Crespi, ecology and evolutionary biology, Dec. 5, 4 p.m., Morison Seminar Room, Corson/Mudd Hall.

**Entomology**  
To be announced, Lauren Warnick, veterinary clinical sciences, Nov. 25, 12:20 p.m., Martha Van Rensselaer Hall.  
To be announced, Jan Scarlett, veterinary clinical sciences, Dec. 2, 12:20 p.m., 216 Martha Van Rensselaer Hall.

**Plant Culture & Ornamental Horticulture**  
Managing the Greenhouse Root Zone to Minimize Environmental Impact," Tom Ober, Greenhouse Crop Production, Nov. 21, 5 p.m., 404 Plant Science Building.  
Chrysanthemum: Quality Improvement," Maria Schiappacasse, grad student, Dec. 5, 5 p.m., 404 Plant Science Building.

**Food Science & Technology**  
"Effects of Foaming on Structure of B-Lactoglobulin," Lance Phillips, food science, Nov. 26, 4:30 p.m., 204 Stocking Hall.  
"Consumer Megatrends," Alex Woo, Griffith Laboratories Inc., Dec. 3, 4 p.m. 204 Stocking Hall.

**Fruit & Vegetable Science**  
"The Effect of Varied Soil N Levels on Yield and Nutrient Uptake of Intercropped Beans and Maize," Michael Ugen, fruit and vegetable science, Dec. 5, 4:30 p.m., 404 Plant Science Building.

**Geological Sciences**  
"Non-Linear Imaging and Inversion for the Structure of the Garlock Fault, Mojave Desert," John Louie, Pennsylvania State University, Nov. 21, 4:30 p.m., 1120 Snee Hall.  
"Mountain Belts on Venus," John Suppe, Princeton University, Nov. 26, 4:30 p.m., 1120 Snee Hall.  
"Petrologic Problems in Precambrian Greenstone Belts," John Ludden, Universite de Montreal, Dec. 3, 4:30 p.m., 1120 Snee Hall.

**Immunology**  
"Rapid Expulsion Following a Phase Restricted Infection with Trichinella spiralis," Orit-setimeyin Otubu, veterinary medicine, Nov. 22, 12:25 p.m., auditorium, Boyce Thompson Institute.

**International Nutrition**  
"Nutritional Problems and Programs in Myanmar (formerly Burma)," Tin Maung Win, National Nutrition Centre, Yangon, Myanmar, and WHO fellow, Nov. 21, 12:40 p.m., 200 Savage Hall.

**Landscape Architecture**  
"Representation and Landscapes," James Corner, University of Pennsylvania, Nov. 22, 11:15 a.m., 101 West Sibley.

**Materials Science & Engineering**  
"Recent Materials Research at Corning," David Morse, Corning Inc., Nov. 21, 4:30 p.m., 140 Bard Hall.

**Mechanical & Aerospace Engineering**  
Manufacturing Seminar: "Manufacturing Concepts in Japan's Auto Industry," Masazumi Sone, Nissan Research & Development, Nov. 21, 4:30 p.m., 155 Olin Hall.  
"Creative Design (Issues Concerning the Development of 'Smart' Implants)," Wilson Greatbatch, Wilson Greatbatch Ltd., Nov. 26, 4:30 p.m., 111 Upton Hall.

**Microbiology**  
"Assessing Biogeochemical Activities of Microorganisms in Their Habitats," Gene Madsen, microbiology, Nov. 21, 4 p.m., Conference Room, Biotechnology Building.  
"Post-Transcriptional Regulation of Expression of the Non-Structural Genes of the Autonomous Parvovirus MVM," David Pintel, University of Missouri, Nov. 25, 12:15 p.m., G-3 Vet Research Tower.  
"A Genetic Light Switch: Molecular Dissection of the Vibrio fischeri LuxR Protein," E. Peter Greenberg, University of Iowa, Dec. 5, 4 p.m., Conference Room, Biotechnology Building.

**Natural Resources**  
"Predicting Climate Change with Models," Kerry Cook, soil, crop and atmospheric sciences, Nov. 26, 12:20 p.m., 304 Fernow Hall.  
"Is There a DNR 4-H Program Extending Your Research?" Marianne Krasny, natural resources, Dec. 3, 12:20 p.m., 304 Fernow Hall.  
Title to be announced, Michael Hamilton, James Reserve, Idyllwild, Calif., Dec. 5, 12:20 p.m., 304 Fernow Hall.

**Neurobiology & Behavior**  
"Development of Neuronal Types from Identified Precursors in the Grasshopper CNS," Melody Siegler, Emory University, Nov. 21, 12:30 p.m., Morison Seminar Room, Corson/Mudd Hall.  
"Chorus Tenure and its Determinants in the Barking Treefrog, Hyla gratiosa," Kit Murphy, neurobiology and behavior, Nov. 26, 12:30 p.m., Morison Seminar Room, Corson/Mudd Room.

**Ornithology**  
"Owl in a Day's Work," Kenn Kaufman, National Audubon Society, Nov. 25, 7:45 p.m., Laboratory of Ornithology, 159 Sapsucker Woods Road.  
"Partners in Flight: The Neotropical Migratory Bird Conservation Program," Peter Stangel, National Fish and Wildlife Foundation, Dec. 2, 7:45 p.m., Laboratory of Ornithology, 159 Sapsucker Woods Road.

**Peace Studies Program**  
"The New European Security Dilemma," Gebhardt Schweigler, Stiftung Wissenschaft und Politik, Nov. 21, 12:15 p.m., G-08 Uris Hall.

**Pharmacology**  
"Regulation of the Ah Receptor: Protein Subunit Composition and Ligand Dependent Alterations," Gary Perdue, Purdue University, Nov. 25, 4:30 p.m., G-3 Vet Research Tower.  
"Receptor-Mediated Alterations in Intracellular Calcium and Ion Transport Systems in Parotid Acinar Cells," Stephen Soltoff, Tufts University School of Medicine, Dec. 2, 4:30 p.m., G-3 Vet Research Tower.

**Physiology & Anatomy**  
"The Effect of Early Malnutrition on Maximum Aerobic Power in Adolescent Boys and Girls," Jere Haas, nutritional sciences, Nov. 26, 4:15 p.m., G-3 Vet Research Tower.  
Title to be announced, J. Andrew Wasserstrum, Northwestern Medical Center, Chicago, Ill., Dec. 3, 4:15 p.m., G-3 Vet Research Tower.

**Plant Biology**  
"Molecular Characterization of Sucrose and Amino Acid Symports in the Plant Plasma Membrane," Daniel Bush, USDA-ARS and University of Illinois, Nov. 22, 11:15 a.m., 404 Plant Science Building.

**Plant Breeding & Biometry**  
"An RFLP: Map of Pepper and Its Applications," Jim Prince, plant breeding, Nov. 26, 12:20 p.m., 135 Emerson Hall.  
"Genetic and Physical Mapping of a Bacterial Blight Resistance Gene in Rice," Pam Ronald, plant breeding, Dec. 3, 12:20 p.m., 135 Emerson Hall.

**Plant Pathology**  
"Assessment of Potato Leafroll Virus Field Resistance," Lyn Greenspan Gallo, Nov. 26, 4:30 p.m., 404 Plant Science Building.  
"Influence of Geographic Location on Bacterial Ring Rot Symptom Expression," Alan Westra, Nov. 26, 4:30 p.m., 404 Plant Science Building.  
"Signaling for Appressorium Formation: How Rust Germings Know When They Are at the Right Infection Site," H.C. Hoch, Dec. 3, 4:30 p.m., 404 Plant Science Building.  
"Etiology of Common and Acid Scab of Potato, and the Role of Phytotoxins in Disease," Rose Loria, plant pathology, Dec. 4, 3 p.m., A133 Barton Laboratory, Geneva.

**Psychology**  
"No Rat is an Island: Social Feeding and Social Foraging in Norway Rats," Bennett G. Galef, McMaster University, Nov. 22, 3:30 p.m., 202 Uris Hall.

**Reproductive Biology**  
"Applications of Flow Cytometry in Reproductive Studies," Elaine Kunze, Penn State University, Dec. 4, 4:15 p.m., 348 Morrison Hall.

**Science & Technology Studies**  
"Artificial Intelligence: Who's Imitating What?" Harry Collins, University of Bath, U.K., Nov. 25, 4:30 p.m., 609 Clark Hall.  
"Manners and Mechanism," Peter Dear, Dec. 2, 4:30 p.m., 609 Clark Hall.

**Southeast Asia Program**  
Title to be announced, Leonard Blusse, Leiden University, Nov. 21, 12:20 p.m., 102 West Avenue Ext.  
"Rice-Eating Rubber and People-Eating States," Michael Dove, East-West Center, and senior fellow, Yale University Program in agrarian studies, Dec. 5, 12:20 p.m., 102 West Avenue Ext.

**Stability, Transition & Turbulence**  
"Instabilities in Rapid Granular Flows," J.T. Jenkins, theoretical and applied mathematics, Dec. 3, 12:30 p.m., 178 Theory Center.

**Statistics**  
Environmental Statistics Seminar: Title to be announced, Mark Low, University of California, Berkeley, Nov. 21, 11:30 a.m., 250 Caldwell Hall.  
"Bayesian Bioassay Revisited," Alan Gelfand, University of Connecticut, Dec. 4, 3:30 p.m., 100 Caldwell Hall.

**Textiles & Apparel**  
"Electrochemical Treatment of Textile Wastewater," Suzanne McClung, textiles and apparel, Nov. 21, 12:20 p.m., 317 Martha Van Rensselaer Hall.  
"Surface Energetics Analysis of Carbon Fiber by Inverse Gas Chromatography," Sheldon Wessel, Textile Research Institute, Dec. 5, 12:20 p.m., 317 Martha Van Rensselaer Hall.

## SPORTS

(Home Games Only)  
Friday, 11/22  
Men's hockey, St. Lawrence, 7:30 p.m.

**Saturday, 11/23**  
Women's hockey, Northeastern, 11:30 a.m.  
Men's swimming, Pennsylvania, noon  
Women's swimming, Pennsylvania, 3:30 p.m.  
Men's hockey, Clarkson, 4 p.m.  
Men's basketball, Army, 7:30 p.m.

**Sunday, 11/24**  
Women's hockey, Alumnae Game (exhibition), 2 p.m.

**Monday, 11/25**  
Women's basketball, Marist, 7:30 p.m.

**Wednesday, 11/27**  
Men's JV hockey, North Country CC, 7:30 p.m.

**Friday-Saturday, 11/29-11/30**  
Women's basketball, Sheraton Classic

**Thursday, 12/5**  
Men's JV basketball, Ithaca College, 7:30 p.m.

## SYMPOSIUMS

**New York Conference on Asian Studies**  
The New York Conference on Asian Studies will take place Nov. 23, 8:50 a.m. to 5:30 p.m., and Nov. 24, 8:50 a.m. to 12:15 p.m. in Warren Hall. The conference features more than 80 papers on a variety of topics related to East, South and Southeast Asia. Registration is \$25. Registration forms may be obtained at Cornell Conference Services in Robert Purcell Union, or by calling 255-6290. For further information call Allen Riedy at 255-8889.

## THEATER

**Department of Theatre Arts**  
Black Box Theatre Series: "Beirut," Nov. 22 and 23, 8 p.m., Black Box Theatre, Center for Theatre Arts, 430 College Ave. "Beirut," written by Alan Benne is set in a possible future when the world is ravaged with a disease like AIDS which the playwright chooses to keep unnamed. Call 254-ARTS for tickets.

## MISC.

**Aerobics**  
Aerobics at noon with Amy Brill will be held Mondays, Tuesdays and Wednesdays, 12:15 to 1:15 p.m., Helen Newman gym. Cost is \$2 and may be paid before each class.

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

**CUSLAR**  
Business meeting and discussion of recent events in Latin America, Mondays, 5:15 p.m., Commons Coffee House, Anabel Taylor Hall. For more information call, 255-7293.

**Learning Skills Center**  
Exam preparation workshop, Dec. 2, 4:30 p.m.; exam strategies workshop, Dec. 4, 4:30 p.m., 237 Sage Hall. Study survival skills walk-in service: free help with study problems, Tuesday or Thursday from 3 to 4:30 p.m., 235 Sage Hall.

**Medieval Poetry Reading**  
The annual Medieval poetry reading will be held Nov. 21, 5 to 7 p.m., in the Temple of Zeus, Goldwin Smith Hall. Readers will include poetry and music from various medieval cultures.

**Writing Workshop**  
Writing workshop walk-in service: free tutorial instruction in writing. Monday through Thursday, 3:30 to 5:30 p.m. and 7 to 10 p.m., 178 Rockefeller Hall; Sunday through Thursday, 8 to 11 p.m., Clara Dickson Macintosh Computer Room; Sunday through Thursday, 8 to 11 p.m., Noyes Center Browsing Library.

**Chronicle schedule**  
The Chronicle will not be published Nov. 28. Have a Happy Thanksgiving!

# Rhodes: 'We all must become advocates for education'

In his State of the University Address to the annual joint meeting of the Cornell University Board of Trustees and the Cornell University Council Nov. 8, President Frank H.T. Rhodes thanked both groups for their devoted service during the past year, detailed the difficult challenges confronting higher education, as well as higher education's record of success, and urged the assembled Cornell leaders to work with him to achieve four goals that are important for Cornell and for higher education as a whole. The substance of his remarks, as prepared for presentation, follows:

I am indeed glad to see so many of you here. Each year you are more enthusiastic, more involved, more committed to Cornell. Yet for every person who is as loyal and devoted to higher education as you are, there seem to be thousands more who are bent on attacking the enterprise. These are turbulent times for research universities, and even the best institutions are sustaining barrages of criticism from both inside and outside the ivy-covered walls. The almanac issue of the Chronicle of Higher Education (Aug. 28, 1991) noted: "Buffeted by financial pressures and inundated by scandals ranging from athletics to research, American higher education is entering 1991-92 bruised and beleaguered." After a lengthy account of the challenges, financial and other, facing higher education, the article concludes by noting, "Optimism is in short supply."

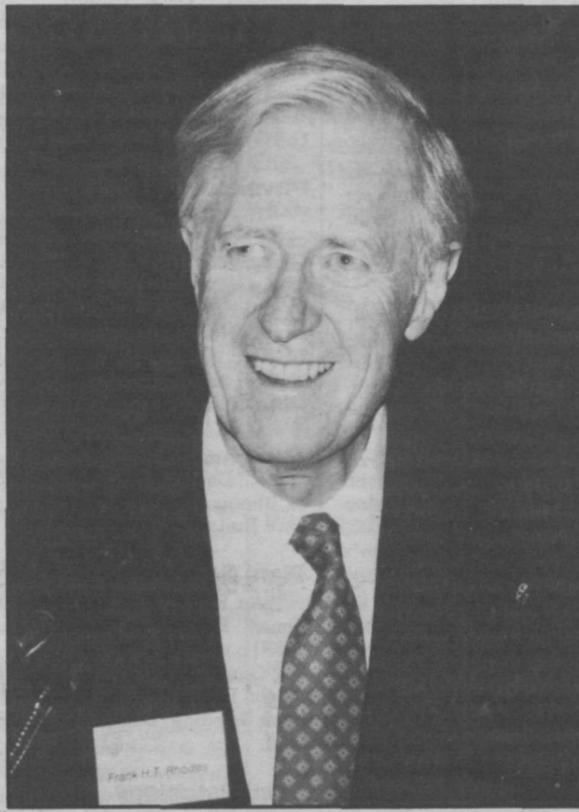
I think it is time for research universities to go on the offensive and to remind the nation of the role and priority of education. It is time to stop waiting for the next hyperbolic charge, to which we may mount a timid and half-hearted response. It is time to stop apologizing for the alleged sins of the academy. Instead, it is time to state firmly our continuing commitment to the highest standards of integrity and excellence in all spheres encompassed by our mission. Cornell's mission statement — "to serve society as a major university of the first rank" — is clear and unequivocal as are our core values — discovery, leadership through excellence, service and responsible stewardship. They are concise enough to fit on an index card. More important, they are clearly understood by all members of the community. They provide a standard against which we judge our actions, and against which we can be judged by others.

But, given the challenges we face, it is not sufficient to focus inward on our own institution. All of us must become advocates for the whole of education, and particularly for research universities, which are now under unprecedented strain.

In the face of strident criticism, it is easy to overlook the remarkable success of America's 3,300 colleges and universities. These institutions comprise perhaps two-thirds of the best universities in the world. They make the United States the country of choice for the world's students. There are more than 400,000 foreign students in U.S. colleges and universities this year, according to the Oct. 18 issue of Kiplinger Washington Letter. That figure is five percent more than a year ago and the highest number ever. Another large influx is expected soon from the U.S.S.R. That makes American higher education an export industry on a significant scale, with little competition from Germany or Japan.

It is, of course, not simply foreign students who benefit from America's colleges and universities; they provide remarkable opportunities for our own people. They enroll some 60 percent of the college-age population, including members of underrepresented groups, recent immigrants, and the economically disadvantaged. They provide professional training of remarkable quality in fields from agriculture to architecture, engineering to medicine. They have been largely responsible for the tremendous success of American research and scholarship. And through their extension and outreach activities, they have brought benefits, not only to people in this country, but to the people of the world. They provide a strong foundation for our national future. Indeed they may be the only foundation for success and progress.

It may be too brash to say that the world owes us a living, but it is fair to say that without a renewed commitment to higher education, many of the things the public now takes for granted — from high quality education for an in-



Chris Hildreth

President Frank H.T. Rhodes

creasingly diverse work force to research upon which technological innovation and economic competitiveness in world markets depend, to outreach activities that bring knowledge to bear upon pressing societal issues and needs — cannot be sustained at the level of recent years. Let me suggest four goals which those in the academy and those outside it must work on together if we are to restore our national leadership and renew the compact between universities and the larger society that was forged in the post-World War II years.

## Climate of discovery

Goal No. 1 is to maintain a climate of discovery that makes possible not only research but also distinguished teaching. The public is not always aware of the mutually supportive roles that teaching and research play. The late John Ciardi, whose critical commentaries were often heard on National Public Radio, once defined a university as "what a college becomes when it loses interest in its students." And journalist Charles Sykes, who has been one of the most vocal critics of higher education, has charged: "Almost singlehandedly, the professors — working steadily and systematically — have destroyed the university as a center of learning and have desolated higher education, which is no longer higher or much of an education."

Yet, despite its classification as a "research university," teaching is a priority at Cornell. Examples of that abound: Just a few weeks ago we honored 30 individuals for distinguished teaching, ranging from lecturers to holders of named chairs. At a reception for new faculty earlier this fall, a faculty member who had come here from a respected sister institution remarked on how impressed she was with the freshman seminars and the writing program, which she felt were far superior to anything she had previously known. Just last weekend, I spoke with many parents of new freshmen during a Parents' Weekend reception, and they were glowing in their praise for their sons' and daughters' experiences at Cornell.

Part of the reason Cornell is so successful in teaching is that the faculty's responsibilities to students do not end at the classroom door. Mark Van Doren once defined teaching as "the art of assisting discovery." That is the role that Cornell faculty members play in the lives of students day by day. The Faculty Fellows-in-Service Program, for example, involved students and professors in more than a dozen successful service projects last year — from improving literacy among families in Harlem and the South Bronx to an irrigation project in Mexico. This year, 15 to 20 more projects will get under way through the program.

Even more impressive is the fact that a quarter to a third of Cornell undergraduates participate in research and scholarship before they leave Cornell. Research experience provides solid grounding for abstract concepts covered in class. It provides an incentive to persist in science and engineering majors and careers, and it provides close ties to faculty mentors, which often continue long after students graduate from Cornell. We shall be working, during the coming year, to expand those kinds of opportunities and extend them to other areas of undergraduate life. Our aim is to ensure that students receive the full benefit — the direct, personal benefit — that can come from the atmosphere of discovery that pervades Cornell.

Teaching clearly matters here. Research clearly benefits teaching. But we need to ask, "How well do we teach? Are there standards and criteria we can use, given that teaching is one of the principal elements upon which tenure is based?" A committee chaired by Dean of the Faculty Walter Lynn and supported by the President's Fund for Educational Initiatives is studying how we can best evaluate teaching in the tenure process. Members of the committee, in addition to Dean Lynn, are John Clardy, chairman of

the Department of Chemistry; Jere Confrey, associate professor of education; George Hay, professor of law; Walter LaFeber, the Mary Underhill Noll Professor of American History; James Maas, professor of psychology; and Constance Shapiro, professor of human service studies. I look forward to receiving their report after the first of the year.

## Tuition and quality

Goal No. 2 is to keep tuition at the lowest level possible without sacrificing quality. I know that the public, including families of current and prospective students, is becoming increasingly concerned about tuition cost. The average undergraduate tuition at public institutions in 1991-92 is \$2,137; at private institutions, it is \$10,017.

At Cornell, undergraduate tuition and fees in the endowed units are \$16,214 this year. Estimated charges for room and board, books and personal expenses bring the total cost of a year at Cornell to \$23,015. Yet, figuring roughly 222 days in the academic year, the cost of attending Cornell is only about \$103 a day. That is only slightly higher than what one might expect to pay for the room alone at a modestly appointed hotel. And the hotel room charge would be without the meals, without the riches of the educational program, without the wealth of cultural opportunities such as concerts, plays, lectures and societies, without one of the world's great libraries, without the extraordinary athletic facilities, without comprehensive health care and personal counseling services that a university like Cornell provides. Moreover, for between 70 and 72 percent of Cornell undergraduates, the cost of their Cornell education is offset by financial aid. What a bargain!

Nonetheless, the cost of tuition has prompted some, including former U.S. Secretary of Education William Bennett, to ask whether we can think about "just the stripped-down model — without the stereo, without the rear window defroster, but that still has an engine and wheels and tires and still runs."

Universities like ours have to address, head on, the question of why one should pay the higher tuition that private universities charge. What makes them so expensive? There are at least three reasons.

First, students and their families are paying for a comprehensive curriculum of the highest quality. This includes, not only the courses themselves, but computing facilities, laboratories, and at Cornell, a library of more than 5 million volumes and nearly 60,000 current periodicals. That does not come cheaply, and it is fair to ask what benefit comprehensiveness really provides.

The experience of Cornell students is instructive. Take Mark Ferguson, who came to Cornell in order to combine an interest in wrestling with a demanding pre-med curriculum. In the College of Human Ecology, Mark has found a way to relate his academic and athletic interests by studying the physiology of weight control, something he is likely to pursue through collaborative research with a nutritional sciences professor next summer. He is also taking courses in

*'These are turbulent times for research universities, and even the best institutions are sustaining barrages of criticism from both inside and outside the ivy-covered walls.'*

human service studies, human development, and the sociology of minorities, which he feels will help him reach his long-term goal of working as a physician in a clinic for the disadvantaged, possibly with American Indians in his native Oklahoma.

A stripped-down curriculum could not begin to meet Mark Ferguson's goals, no matter how individually excellent its instruction might be in a more limited range of subjects. And we need Mark Ferguson, and committed, competent young men and women like him, if we are to rebuild the sagging infrastructure of the nation. Yet such academic opportunities do not come without substantial cost.

The second factor contributing to cost is the range of services that parents and students have come to expect from institutions such as ours. These range from a full plate of athletic programs to counseling, extracurricular and co-curricular opportunities and academic support services. Are those "extras" really worthwhile?

Consider Sara Litke, a Cornell Tradition Fellow from a small Minnesota farm town. She will graduate from Cornell, not only with a degree in Russian-Soviet studies, but also with Cornell-arranged work experience at the Czechoslovakian embassy in Washington, D.C., and a wealth of contacts in Czechoslovakia, where she plans to work after graduation. At Cornell, Sara has received far better preparation for her future career than at an institution where education is restricted to classroom and lab. But providing such an eclectic mix of academic and extracurricular opportunities is expensive, and it will continue to exert upward pressure on tuition, despite our best efforts to be responsible stewards of our resources and to moderate costs. Yet we need Sara Litke and others like her if we are to achieve harmony and greater international understanding in an ever-smaller world.

## Financial aid

The third major factor in high tuition charges, at Cornell and elsewhere, is the institution's own commitment to student financial aid. According to one study, a quarter of the



Charles Harrington

One-quarter to one-third of Cornell undergraduates participate in research and scholarship before they leave Cornell.

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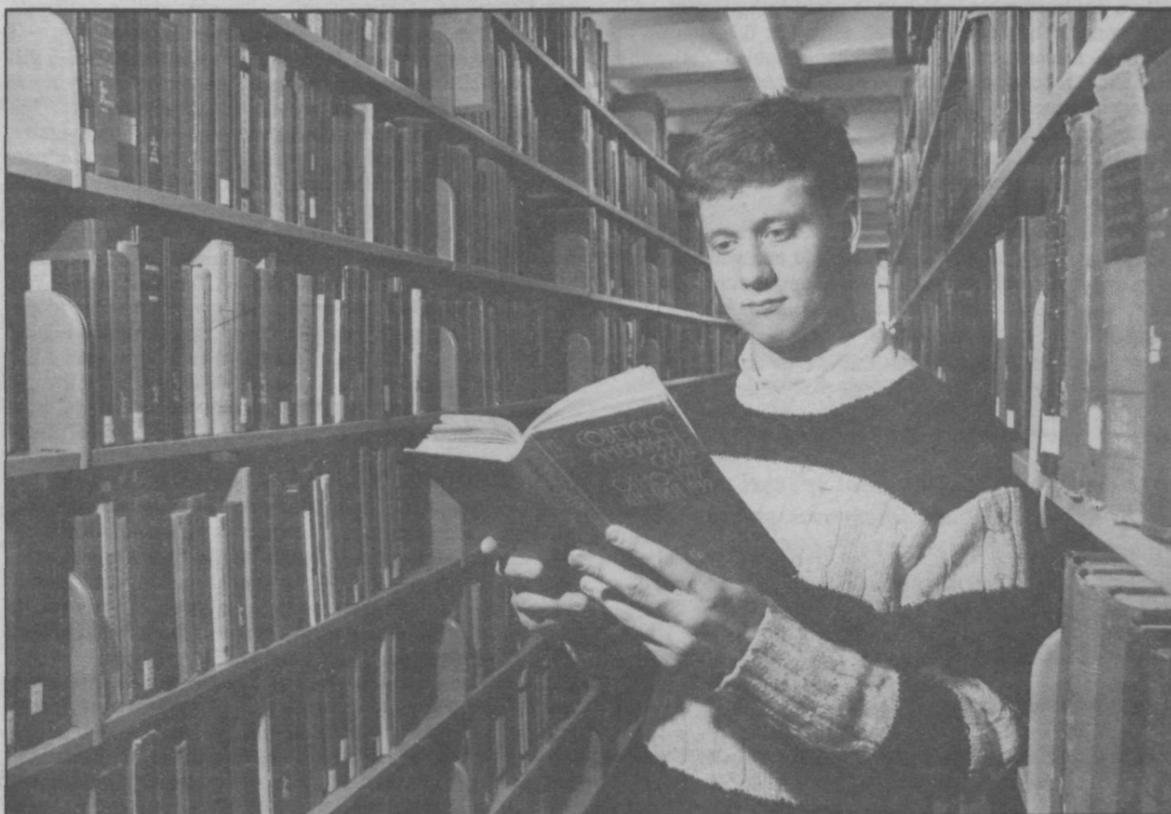
increase in private university tuition during the 1980s was due to increased institutional commitment to financial aid, which reached \$3 billion nationally last year. At Cornell for most of a decade, the rate of increase in financial aid has been twice the rate of the increase in tuition. This year (1991-92) we expect to spend \$24.9 million from the general purpose budget for undergraduate financial aid, some \$1.7 million more than we originally budgeted, to ensure that talented students from a wide range of backgrounds and economic circumstances can continue to benefit from the unique educational experiences available at Cornell.

One such student is Angelina Rodriguez, a senior in the College of Engineering and captain of the women's basketball team. Angelina is the daughter of a former migrant worker and a clothing factory stitcher from Mexico and is the first member of her family to be born in the United States. She has had to work harder than many students at Cornell, not only because of the combined demands of engineering and basketball, but also because of gaps in her preparation — in science, math and English — that resulted from attending high school in a low-income area of El Paso, Texas, where English was rarely spoken outside of class. Angelina has persevered at Cornell despite the obstacles she faced, and that has brought benefits, not only to her personally, but to others. She has been a mentor and friend to younger women on the basketball team, two of whom are also in engineering. Recently she received an undergraduate research grant from General Electric to design a device to help a local stroke victim who has lost the use of his right arm. That experience will provide a practical foundation in biomedical engineering, the field in which she hopes to build a career.

Cornell is a richer institution on many levels because of students like Angelina Rodriguez, and we need Angelina Rodriguez and thousands more like her — particularly women and members of underrepresented groups — if the nation is to avert an impending shortage of scientists and engineers. But no stripped-down, plain vanilla, generic education is going to provide Angelina Rodriguez with the encouragement, support and opportunities she needs to realize her dreams.

Yet situations like hers raise a more basic issue that New York and the nation must address: Despite the benefits to all students, and to the nation, of a diverse student body, private universities cannot continue to raise tuition to fund financial aid. That amounts to an increasingly burdensome tax on those who can afford to pay a larger share of the cost of their education. Financial aid is one of the priorities of the current Cornell Campaign, and it is an area in which we urgently need help. Yet the nation must also transfer more responsibility for student financial aid to state and federal government, where it rightly belongs. The nation must also confront the problem of artificially low tuition in public institutions, which still charge more than many of the lowest income students can afford, but which provide a perhaps unwarranted taxpayer subsidy for the third of all public sector students who come from families with incomes above \$60,000 a year.

Unfortunately, the situation in New York state is not encouraging. Cornell has sustained a net cut of \$6.3 million in state support since the beginning of last year, even before inflation is taken into account or the impact of cuts in state-funded financial aid to Cornell students is considered. This reduction in state support also impacts the endowed col-



Charles Harrington

Cornell provides a comprehensive curriculum of the highest quality. This includes not only the courses themselves but computing facilities, laboratories and a library of more than 5 million volumes and nearly 60,000 current periodicals.

leges, such as Arts and Sciences and Engineering, due to a reduction of \$2.2 million in Bundy Aid that was included in the \$6.3 million cut. We learned just two weeks ago that the state is facing an additional deficit of as much as \$700 million. It is not yet clear how that shortfall will affect Cornell, although it could mean another round of mid-year cuts. We do know, however, that if state support continues to be reduced by 4 to 5 percent a year (the level we have sustained for the past several years), the statutory colleges will have to admit more out-of-state students, continue to reduce course offerings, leave faculty posts unfilled and merge departments. We shall also have to reduce the level of research and extension activities that the state expects us to provide, and we shall have to raise tuition higher than might otherwise be the case.

Cornell is not alone in feeling financial pressures. I know many of you have faced similar challenges in your own businesses, and that you have had to deal with layoffs, down-sizing, and restructuring as a result of a recession that has proved more intractable than many of us originally thought. Other institutions are also struggling to make ends meet. Stanford, facing a \$90 million deficit, expects to cut \$43 million from its budget over two years — trimming administrative expenses by an average of 13 percent and academic expenses in six of its schools by an average of 7.6 percent. Yale is expecting a deficit in 1991-92 for the first time in 11 years. Syracuse University's woes were outlined in a recent New York Times article entitled "Let the Bad Times Roll."

Indeed, Cornell is in better financial condition than many of its sister institutions, and it has had a balanced budget for the past 15 years. But the university will be continuing its efforts to eliminate duplicate services, reduce paperwork, and coordinate central and departmental functions. We shall be de-layering and simplifying at every level, including the upper administrative ranks, where we have eliminated two executive staff positions in the past year. Our efforts are geared toward the larger goal of improving effectiveness and service, which in the end, I believe, will enable us to reduce costs. But maintaining the quality of Cornell and institutions like it will require, not simply effective management and service, but also a larger public investment than is currently the case.

### Campus life

Goal No. 3 is that we enhance the quality of campus life. To hear some critics talk, universities have lost many of the attributes that made them such productive places for advancing knowledge. They have become, so the theory goes, hotbeds for a particular ideology termed "politically correct," which in its most blatant forms has restricted First Amendment rights and diluted the intellectual content of courses in the name of sensitivity to "oppressed" groups.

Such characterizations, although perhaps accurate for some campuses, do a disservice to the vast majority of institutions, including Cornell. On our campus, we strive to create a multiethnic, multiracial environment open to competing points of view and marked by civility and trust, where all are encouraged to participate in the search for meaning and truth.

There is no better place than a university to share information, debate difficult issues, work toward the resolution, or at least an understanding, of the things that divide us as well as the things we hold in common. In an era when resurgent nationalism and ethnic hatreds seem to be dividing countries into smaller and smaller units, as has happened to such a remarkable degree in the Soviet Union and

Yugoslavia this year, the United States has a singular opportunity to demonstrate that the energies and ideas of many different people can forge an effective and productive democracy. Our nation has a singular opportunity to show that freedom works, but only if it is freedom with responsibility. In this, universities like Cornell have a singular opportunity to lead the way.

### Research strength

Goal No. 4 is to maintain the strength of university-based research even in a period of declining resources. Although I have stressed so far the importance of research to undergraduate teaching, all will know that university research is important in its own right, as a source of new knowledge to fuel the economy and improve human health and well-being, and as a tool for teaching the next generation of scientists, engineers and scholars who will carry on the task.

The compact between universities and the federal government forged in the years after World War II made universities the lead agencies for basic research. This year they will perform nearly half (47 percent) of all federally funded basic research. The achievements made possible by that compact are legion. They range from the first digital computer to today's supercomputers; from a host of medi-

*'I think it is time for research universities to go on the offensive and to remind the nation of the role and priority of education.'*

cal technologies that relieve suffering and improve health, including the Pap test and the Salk polio vaccine, to advances in rocketry that literally got the space program off the ground.

Cornell has played, and continues to play, a major role in that success. The university's total research expenditures (including funds from sponsored and budgeted sources) amounted to more than \$291 million in the last fiscal year, an increase of 2.1 percent over fiscal 1989-90. That is a reflection of the confidence the nation has in the quality of our faculty when judged on a national scale. The most recent comparable data rank Cornell second in terms of research (excluding Johns Hopkins University and its Applied Physics Lab). Within that almost unfathomably large expenditure are projects that touch lives around the globe. It includes, for example, a new method for monitoring toxic emissions from incinerators, developed by engineering physicist Terrill Cool and graduate student Bradley Williams, which could influence the process for licensing new municipal and hazardous waste incinerators. It includes the discovery, by nutritional science Professor Daphne Roe, that moderate doses of beta carotene, a substance found in carrots, can protect people from ultraviolet light's harmful effects on the immune system. And it includes a program developed by the School of Industrial and Labor Relations' Center for Advanced Human Resource Studies, at the urging of 54 major U.S. corporations, to train economics faculty and students in Czechoslovakia in the management of human resources.

Initiatives like those are important nationally and globally, but, ironically, they are also costly to Cornell. The increase the university received in research dollars was ac-



Charles Harrington

Despite its classification as a "research university," teaching is a priority at Cornell. Examples of that abound: Just a few weeks ago we honored 30 individuals for distinguished teaching, ranging from lecturers to holders of named chairs.

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tually a decrease when inflation is taken into account. All of us need to be concerned that, although the number of academic researchers has more than doubled nationally since 1968, federal funds for academic research (in constant dollars) increased by just 20 percent during that time. And, despite the current controversy over indirect research costs, the fact remains that Cornell loses money on every federal research dollar it accepts. Nationally, we must rethink those kinds of policies and find better ways for the nation to realize the full potential of the research enterprise it has worked for nearly a half-century to build and which is now the envy of the world. One productive option for doing that would be to redirect a part of the budget for defense-related research and development, which consumed 65 percent of total federal obligations for R&D in 1989, to non-defense purposes. That would be a real peace dividend.

*'The case for Cornell is not special pleading or featherbedding for some privileged industry. We are no single interest lobby. Ours is a call for investment in our nation's future and our people's well-being.'*

### The challenge ahead

In working toward all those goals, not only at Cornell, but for all of higher education, I am grateful for the continuing support of leaders like yourselves who are our most valued and stalwart friends. For, as dedicated as you have been to Cornell over the past year, the challenges ahead are daunting. The next four years will be among the most difficult we have faced. As I told some of you earlier this morning, our task, in the current campaign, is similar to running a 4-minute mile. It is achievable, but not easy. Our first lap has been a sound, strong beginning, and the gifts from those closest to us are in hand. Lap 2 will be harder. We must avoid the tendency to slow down as we approach the midpoint because we cannot rely on a final burst of speed to carry us to our goal.

To help us maintain our momentum, and particularly to highlight one of the most significant objectives of the Cor-

nell Campaign — strengthening the university's ability to attract and retain the best possible academic leadership — I am pleased to announce that Cornell has been offered a gift of up to \$30 million as a challenge to encourage giving in support of fully endowed positions at the university. The challenge will include positions throughout the university: deanships, professorships, directorships, department chairs and others. I am also pleased to announce that the first professorship to be established under this challenge program will be a gift made by Samuel C. and Imogene Johnson for a professorship in the Johnson Graduate School of Management in honor of Robert W. Purcell.

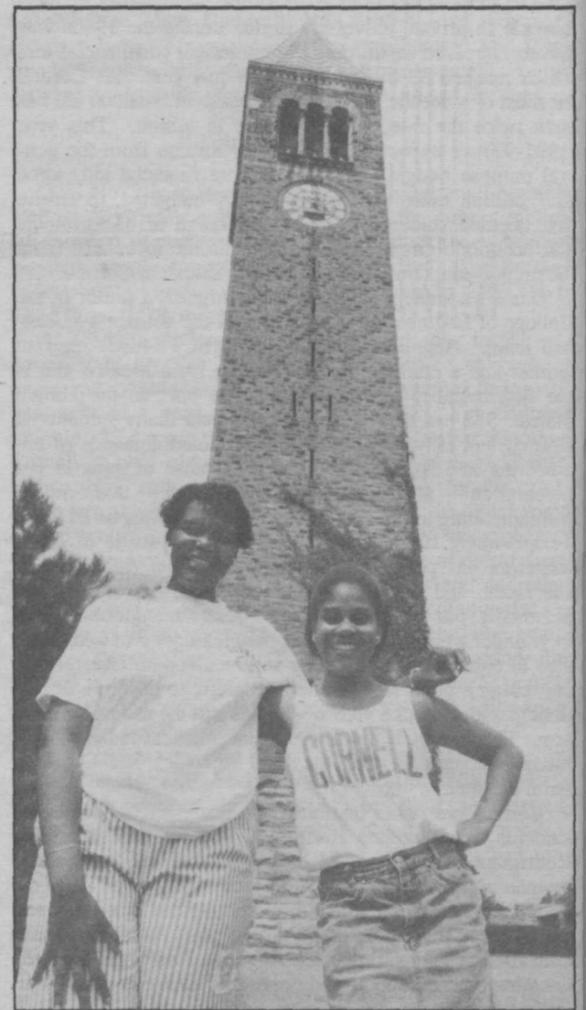
With that kind of enthusiasm and support, and the incentive they provide, I am confident that four years from now, Cornell will be better endowed and more focused. But what of the nation?

Education is crucial to the realization of society's dearest hopes, and it is also the remedy for its most urgent problems. There are, within America's 3,300 universities and colleges, plenty of plain vanilla institutions — some of them very plain indeed. But we need to preserve and strengthen a few flagship, worldclass institutions that provide leaders of unfettered vision, standards of scholarly excellence, benchmarks for professional practice and models for social outreach; that encourage all people to dream of great and worthy ventures and empower them to attain their loftiest human hopes and aspirations.

Cornell is such a flagship institution. It is a treasure of inestimable value. The case for Cornell is not special pleading or featherbedding for some privileged industry. We are no single interest lobby. Ours is a call for investment in our nation's future and our people's well-being, for as Thomas Jefferson noted so long ago, "If a nation expects to be ignorant and free, in a state of civilization, it expects what never was and never will be."

You are the products of this venerable institution. You are its personification. You are the pride of this beloved alma mater. You are her children. You are the embodiment of her hopes. You are the proof of her gentle nurture and her transforming influence. Now more than ever — in hard and troubled times, in days of criticism, pessimism and doubt — as you affirm your devotion yet again, it is you who are, and must continue to be, her patrons, her advocates, her champions.

Sons and daughters of Cornell, I am privileged to have you as partners in that worthy task.



Jill Peltzman

We need to ensure that talented students, particularly women and members of underrepresented groups, can continue to benefit from the unique educational experiences available at Cornell.

### PBS program features sounds recorded by CU

"Land of the Eagle," the British Broadcasting Corp.'s natural history series on North America that will be broadcast in this country by the Public Broadcasting Service Nov. 24 through 27, features recordings of birds and other wildlife collected by the Library of Natural Sounds at Cornell.

As a special presentation of "Nature," with George Page as host, the eight-hour series will be shown — two episodes at a time beginning at 8 p.m. — on four consecutive nights. Two local PBS affiliates, Binghamton's WSKG and Syracuse's WCNY, are scheduled to broadcast the series at that time. PBS will repeat the series in its entirety on Thanksgiving Day from 10 a.m. to 6 p.m., although the local affiliates will not.

Recordists from the Library of Natural Sounds, a unit of the Laboratory of Ornithology, began working with BBC film crews in 1988 to collect sounds for four episodes: "The Great Encounter," on the East Coast; "Conquering the Swamps," in Florida; "Across the Sea of Grass," the Plains; and "Searching for Paradise," in California.

The most harrowing expedition took the Cornell recordists to a rain-soaked 70-foot tower in Chesapeake Bay to eavesdrop on an eagle's nest, said Greg Budney, director of the Library of Natural Sounds. After several days, the recordists succeeded in capturing the sounds of an adult eagle feeding fish to its young.

The Library of Natural Sounds houses the world's largest collection of bird recordings and occasionally takes on special assignments with natural history film-makers because of its expertise for obtaining wildlife sound, Budney explained.

## International programs are on local cable

Cornell and Ithaca College have teamed up with American Community Cablevision (ACC) to provide international news and feature programs from more than 30 nations.

The service, known as SCOLA (Satellite Communications for Learning), is available on Cable Channel 55 for all subscribers, including schools.

Programs are in the native language of the originating nation, according to Barbara Lukens, ACC general manager, who noted that the cable company's service area in Tompkins and Tioga counties has a population drawn from about 100 nations.

"The presence of major educational institutions in our community gives us a richness in customs, history and language," Lukens said.

"The greater Ithaca community we serve wants an international perspective on news and information, and the partnership with Cornell and Ithaca College involving SCOLA helps ACC provide this service," she said.

Initially, SCOLA is available from 6 p.m. to 6 a.m. and intermittently at other times, thanks to a temporary connection involving the Tompkins-Seneca-Tioga BOCES cable link.

Eventually, the service will be available full time when ACC completes a direct connection to Cornell's satellite receiving dish, probably in early 1992.

Because of the number of satellite links involved around the globe, the quality of the signal may vary at times, cable company officials said.

Cornell and Ithaca College have subscribed to SCOLA and, in turn, secured the use of ACC's Channel 55 to provide SCOLA to cable subscribers.

John Kubiak, executive director of the Mario Einaudi Center for International Studies, said the broadcasts from other nations not only will provide international students with up-to-date information from their home countries but will benefit language students.

"Hearing native speakers is always help-

ful to students in articulation for language study," Kubiak said.

"The content of the programs also will prove useful in elementary, high school and college courses in international studies, political science, geography, social studies and global studies, as well as international commerce."

Thomas C. Longin, provost at Ithaca College, said: "Ithaca College is delighted to be part of this highly significant collaborative effort. Not only will SCOLA provide an invaluable resource to our modern language, international studies and area studies programs, but it is an exciting link to the global village for all areas of the interdependent world."

Channel 55 is available to all cable subscribers, not just those with convertors or cable-ready television sets, Lukens explained. Subscribers with non-cable-ready sets can obtain use of a free ACC channel selector to view SCOLA on channel 55. Questions about the service can be directed to ACC at 272-3456.

### FCR recommendations *continued from page 1*

tions to the FCR that could alleviate this situation. The Subcommittee on the Economic Status of the Statutory College Faculty may be able to give useful input at the Dec. 11 FCR meeting. But both endowed and statutory members of our committee see it in the long-range interests of all colleges and their faculties that the central administration and the trustees give full and unstinting support to maintenance of the high quality of the endowed faculty.

#### Faculty and Staff Numbers

Full implementation of the three recommendations we have presented would require balancing economies in other areas. The single most important variable in setting overall university expenses and the number that drives many other indirectly connected elements (building space, parking system, support personnel, computer budget, etc.) is the total number of faculty and staff employees.

Driven by a variety of factors, the count of non-faculty academic personnel and non-

academic personnel has increased over the past 10 years substantially more rapidly than the rather small growth in the student population and in the professorial faculty (about 5 percent for each).

Our committee is in the midst of an effort to try to get behind the raw statistical numbers and to provide useful advice to the provost and central administration as to how to stem and reverse the substantial increases in non-academic staff.

Laying aside the identification of clearly superfluous personnel (much more easily talked about than achieved), budgetary discipline will require a willingness to accept some diminution in the overall level of academic and non-academic services provided to students and provided by faculty and staff to one another.

Examples that seem to the FPC to be natural areas for thoughtful examination, with consolidation or streamlining in mind, are:

- Student services (e.g., non-faculty advising and counseling, career planning, un-

ions and activities).

- Various departmental, college and central university administrative functions.

- Computer services.

- Possibility of "sunset" or "zero sum" provisions in the area of special academic programs and centers.

There are undoubtedly others.

Our committee is not, at this time, able to present to the FCR for endorsement a proposal that has sufficient specificity to provide useful guidance to the provost. We may have found it possible to formulate such a proposal between now and the Dec. 11 meeting of the FCR.

The members of the Financial Policies Committee are: Donald J. Barr, human service studies; Harry M. Kaiser, agricultural economics; Robert F. Lucey, soil, crop and atmospheric sciences; Anil Nerode, mathematics; Meredith Small, anthropology; Charles Seyler, electrical engineering; Bernard F. Stanton, agricultural economics; David Wilson, biochemistry; and Chairman Holcomb.

# CORNELL Chronicle — SPECIAL REPORT

A Cornell Chronicle supplement on issues pertaining to financial aid.

November 21, 1991

## Growing financial aid creates budget pressures

*Editor's note: Between now and the end of January, Cornell faculty, administrators and trustees will be discussing financial plans, including where to set tuition levels and how much money the university can and should spend on financial aid to students.*

*The stories in this Cornell Chronicle Special Report outline the current issues and future options, and provide some historical perspective on the growing budgetary pressures of financial aid.*

### 17% of tuition goes toward student aid

If you look at it on a graph, the diverging lines tell it all.

From 1968 to 1980, they ran neck-and-neck, their points gradually ascending.

For the next nine years, one line continued the easy ascent; the other accelerated into an almost-vertical climb.

The cost of attending Cornell has pulled away from national calculations of disposable personal income. And the gap between them is widening.

But why should an examination of financial aid begin with the cost of education — which is mostly tuition? There are at least two strong reasons:

- An important factor in tuition's rise is the need to find dollars for financial aid grants. (About 25 percent of tuition increases in private universities in the 1980s can be traced to soaring financial aid costs, according to a report by a national educational association.)

- That need to find dollars for financial aid grants comes from a federal government reduction in support for grants after 1980. If Washington had continued its support for aid grants, less grant money would have had to come from institutions themselves, and tuition increases would have been more moderate. The two lines might still be running neck-and-neck.

The fact is, tuition and financial aid can't be separated. Most undergraduate aid grants at Cornell come not from the government but from the university's own general-purpose budget, whose main stream of in-

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*There is a crisis in the sense that Cornell's tradition of accessibility keeps claiming a greater chunk of the budget. Because that budget also pays for so much of what makes Cornell worth attending, a single-minded insistence on accessibility would eventually erode Cornell's quality.*

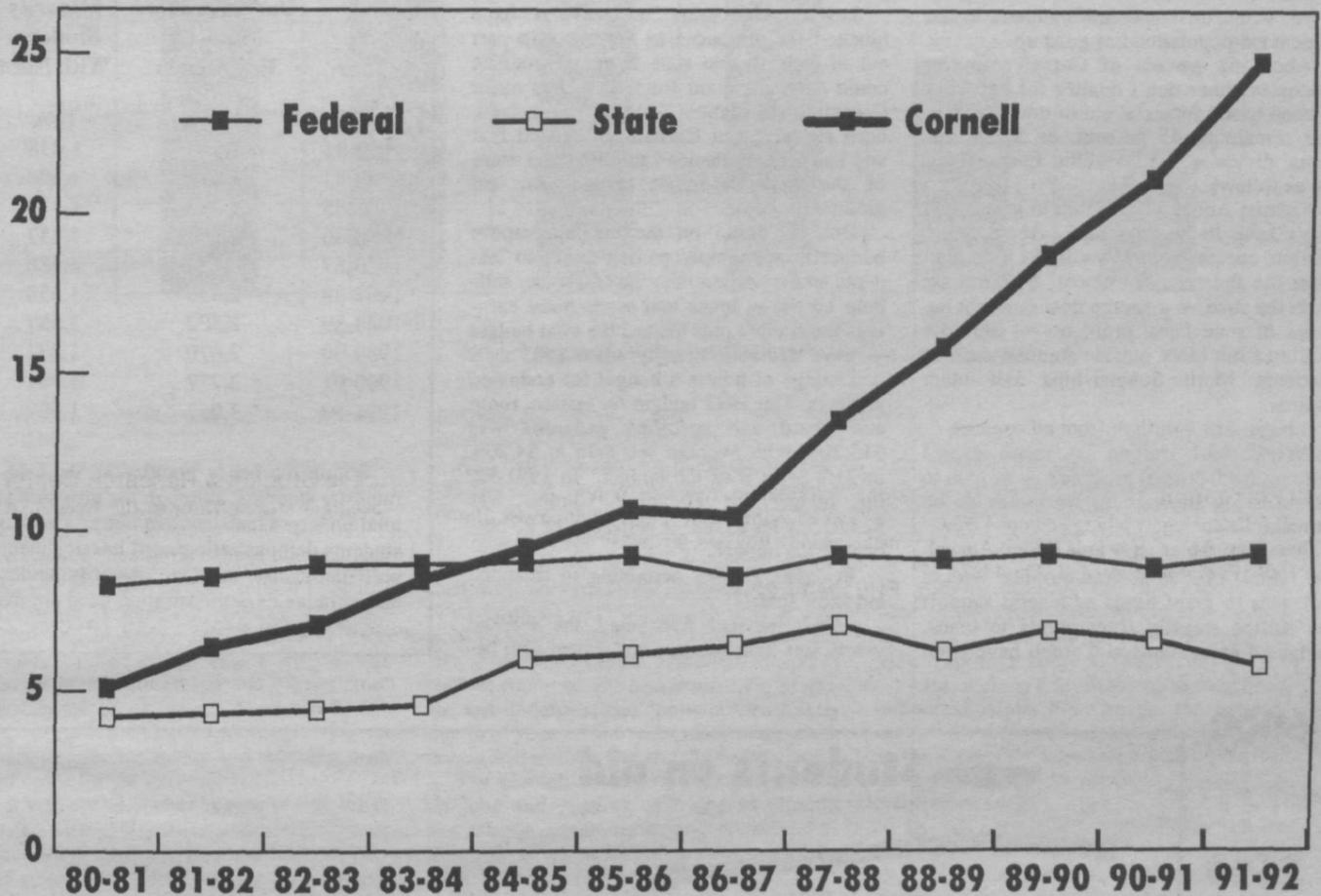
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come, by far, is tuition. Something like 17 percent of every endowed tuition dollar at Cornell goes back into financial aid, and the main reason financial aid needs are so high is tuition.

Cornell's dean of admissions and financial aid, Susan H. Murphy, puts it this way: "Financial aid and tuition become locked in an inflationary spiral — the increase in each drives the other. Among the questions we need to face are: How much should we increase tuition to support financial aid? At what point do tuition increases hurt us competitively against other institutions? What

*Continued on page 4a*

Federal, state and university expenditures for student aid at Cornell  
(In millions of dollars)



Note: Federal and state expenditures include some support for graduate students.

### Government funding is not likely to increase

State and federal government support of financial aid, which has diminished in recent years, appears even more uncertain in the future.

New York state's precarious economic position may preclude the restoration of old financial aid programs and the initiation of new ones, legislative leaders and university administrators agree. The reauthorization of the federal government's Higher Education Act could mean continued over-reliance on student loans — rather than financial aid grants — and a new way of distributing grant money that could hurt institutions such as Cornell.

"We don't doubt the state's commitment [to assisting students], and that commitment was maintained all during the 1980s," said Donald Saleh, Cornell's director of financial aid and student employment. State support of financial aid "at least kept pace" with the Consumer Price Index, if not with the faster-rising tuition rates, Saleh recalled, "and we learned to depend on that support. In the 1980s, New York state generated 30 percent of all state-funded student aid in the United States. In the past two years, all that has crumbled."

New York's budget woes resulted in a 13 percent cut in higher education appropriations for 1991-92, including a 5 percent statewide decrease in student aid, as Regents Scholarships were cut altogether and funding for the Tuition Assistance Program shrank in comparison to tuition increases. These developments cost Cornell students approximately \$2 million in state aid, most of which was made up by the university.

The state's contribution to financial aid could become even less generous as the economic picture becomes bleaker.

"None of the forecasts are good," said

Edward C. Sullivan, the Manhattan Democrat who is chairman of the Assembly's Higher Education Committee. "Having to make a deficit reduction in the current fiscal year will change the playing field for the next budget; we'll be starting from an even lower amount than we thought we had."

Sullivan vowed he would fight to restore Regents Scholarships and to maintain funding to TAP. "I recognize that aid to students in higher education is essential, but I have a tough time convincing my colleagues," the state assemblyman said. His committee has looked into state guaranteed student loans that would be bonded by

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*In the 1980s, New York state generated 30 percent of all state-funded student aid in the United States. In the past two years, all that has crumbled.*

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agencies such as the Urban Development Corp. or the Dormitory Authority, but, he observed, "This is not a good year for new programs."

Revised programs are likely at the federal level, where the Senate and House will have to reconcile differing versions of the 1991 Higher Education Reauthorization Act, which will take partial effect in 1992-93 and full effect in the 1993-94 academic year. The most hotly debated issue is whether to make government guaranteed loans, now given and administered by participating banks, direct loans from colleges and universities to students.

The proposed direct loan alternative to the current Stafford and Perkins loan programs would still charge 8 percent interest on money raised by selling government-backed securities, and supposedly would save hundreds of millions of dollars in processing costs by taking banks out of the profitable student loan business. The proposal faces opposition from the banking industry and the Bush administration, but is favored by many universities, including Cornell, which was one of the plan's original advocates.

U.S. Rep. Robert E. Andrews, the New Jersey Democrat and Cornell alumnus who sponsored the House version of the direct loan bill, said the program would benefit more students by saving the government money.

Some savings would be realized in paperwork costs, said Cornell financial aid director Saleh. Instead of processing bank checks from students, the university would make electronic transfers of funds. "If there is only so much federal money available, we would rather see it go to students than to banks," he said.

However, university administrators are more wary of proposed changes in the federal Pell Grant program which, although it could increase minimum and maximum grants to individual students, might result in a net loss to Cornell's financial aid budget.

Currently, Cornell students themselves receive about \$3 million in Pell Grant money from the federal government. In addition, the university receives about \$1.5 million in Supplemental Educational Opportunity Grant money that it allocates to needy students.

Washington is considering putting more

*Continued on page 4a*

# A record high 5,718 undergraduates are receiving aid this year

How Cornell funds financial aid has changed dramatically in the last decade — the general-purpose budget bearing an ever larger burden — but the impact on students and their families has changed more gradually.

The total number of undergraduates receiving some grant money has risen from about 29 percent to 33 percent since 1985. But, contrary to common misconceptions:

- The range of Cornell students' family income has been pretty steady.
- Increases in a year's costs have been matched by increased grants.
- The percentage of those costs that must come out of student earnings has actually gone down.
- The average four-year debt of undergraduates has been rising at less than 5 percent a year.
- The percentage of the minority student population receiving financial aid has gone down, while their absolute numbers in the student aid population has gone up.

About 52 percent of Cornell's undergraduates either don't qualify for any kind of need-based financial aid or don't seek it. The remaining 45 percent, or 5,718 students, divide a \$65.5 million financial-aid pie as follows:

**Grants:** About \$42 million in grants that don't have to be paid back. About \$26.5 million comes from Cornell, \$4.8 million from the federal government, \$6.2 million from the state — a source now in doubt because of state fiscal problems — and \$4.4 million from other outside sources, such as National Merit Scholarships and other awards.

**Loans:** \$18.4 million from all sources.  
**Work:** \$5.1 million — much passed through from federal programs — is paid to aid-receiving students for work they do on campus.

The dramatic change here is in the growing chunk of the general-purpose budget that goes to grant funds as federal support has shifted steadily from grants to loans. Budgeted grant funds at Cornell have risen

twice as fast as the university's tuition for a decade.

The recession seems to have added pressure this year, as the average income of financial-aid freshman families declined (in constant dollars) since last year — from \$46,400 to \$45,600.

There also was an unusual increase this year in freshmen from families with incomes between \$15,000 and \$30,000 and between \$40,000 and \$60,000. Over the past seven years, the \$15,000 to \$30,000 group has been dipping while those above \$60,000 has been rising steadily.

The number of undergraduates drawing aid grants from the general-purpose budget this year is up 8.7 percent from last year, to 3,814 students. The average freshman grant is \$8,123, which means that about \$15,000 a year must come from the combination of parents, outside fund sources, loans and work.

Last April, some minority students blocked the entrances to Day Hall in part out of concern that state financial troubles could cut their grant funds and thus make Cornell unaffordable. State aid has, indeed, been reduced; but Cornell anticipated that and had already decided to allot even more of the general-purpose budget for aid grants.

But the strain on the general-purpose budget is not simply passed along to students and their families. For instance, self-help levels — loans and work-study earnings the student puts toward the total budget — have declined steadily since 1983 as a percentage of a year's budget for endowed students. The 1983 budget for tuition, room and board and specified expenses was \$13,200, with average self-help at \$4,200, or 31.8 percent of the budget. In 1991-92, the budget for attending Cornell was \$23,015, with \$5,660 in self-help, or 25 percent of the budget.

In detail, figures pertaining to financial aid show that:

- Over the past five years, the average yearly self-help increase has stayed well be-

low 5 percent, and the average increase in required parent contributions has been about 7 percent. (During that time, budgeted grant funds from Cornell rose by 51 percent.)

• As minority students have increased steadily in number, they have gotten a slightly greater part of aid funds. Within the ranks of minority students, however, the percentage getting aid has declined. From 1983 to 1991, the number of minority students rose from 1,900 to 3,070; the percentage with need dropped from 78 to 64 percent.

• Of all undergraduates demonstrating financial need, the minority proportion rose,

between 1985 to 1991, from 28 to 34 percent, with non-minorities dropping by a corresponding proportion.

• Black and Hispanic students from families with incomes of between \$15,000 and \$35,000 may have their self-help levels reduced by \$1,760 from the standard level of \$5,600, but their debt level ends up about the same as that of whites.

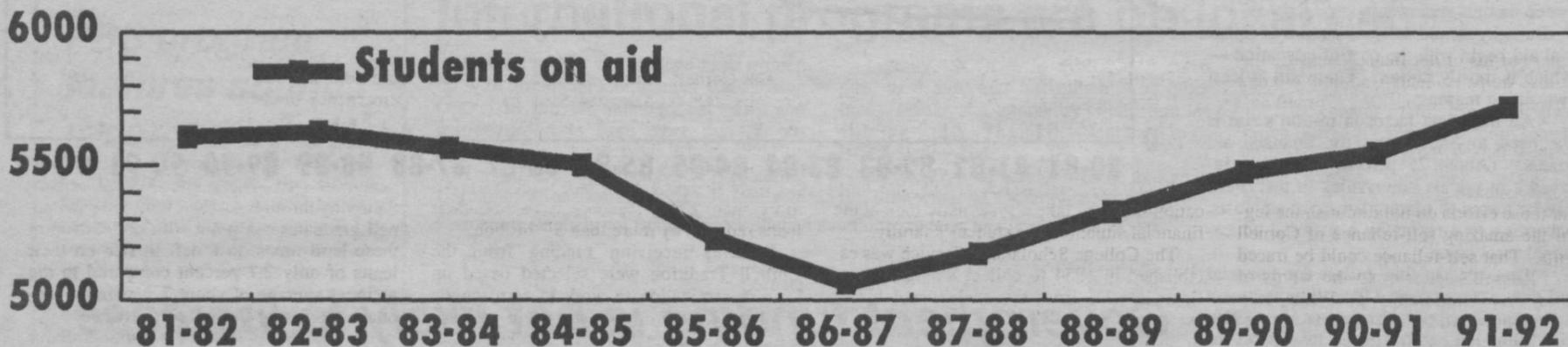
• The 1991 debt levels for four-year borrowing, compared to the same figure for 1987, were: blacks, \$12,588 and \$11,047; Hispanics, \$11,982 and \$10,709; Asian-Americans \$12,212 and \$10,353; and whites \$12,026 and \$10,780.

— Sam Segal

## Minority Students at Cornell

Year	Undergraduate Minority Enrollment	Minority Students With Need	Percent Minority With Need	Percent of Aid Population Who Are Minority
1981-82	1,760	N/A	N/A	N/A
1982-83	1,840	1,418	80.5	26.3
1983-84	1,899	1,398	78.3	25.1
1984-85	2,082	1,478	71.0	26.8
1985-86	2,129	1,457	68.4	27.9
1986-87	2,234	1,486	66.5	29.4
1987-88	2,436	1,558	64.0	30.1
1988-89	2,500	1,557	62.3	29.7
1989-90	2,670	1,671	62.6	30.5
1990-91	2,777	1,781	64.1	32.1
1991-92	3,067	1,952	63.6	34.1

Within the needy population, there has been a steady increase in the number of minority students, although the growth has been slower than their increase among the total undergraduate student body. Consequently, the proportion of enrolled minority students demonstrating need has declined to 64 percent. While the proportion of the need population who are minority students has increased, still about two-thirds of undergraduates demonstrating need are majority students.



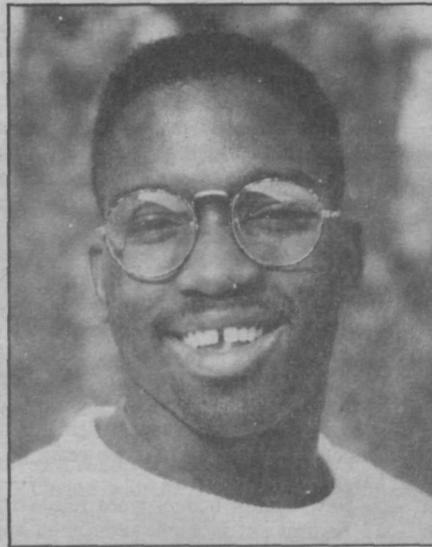
## Tomorrow's graduates and yesterday's students agree: Financial aid is essential



Jennifer Tomsen '92, a biological sciences major in the College of Agriculture and Life Sciences, is from a small town near Dayton, Ohio. She is a Cornell Ambassador and works as a tutor in the writing program. She is an Alan L. Gleitsman Cornell Tradition Fellow.

*'I wanted to come here more than anything, but I thought it wouldn't be possible. I know how much this aid has meant to me, and when I graduate, I will definitely contribute to the scholarship fund because it gives people the chance to come here who wouldn't be able to otherwise.'*

— Jennifer Tomsen '92



Ramon Watkins '92 is a student in the School of Hotel Administration. He is from Tulsa, Okla., and plays cornerback on the varsity football team. He is the recipient of a School of Hotel Administration grant and a Cornell Tradition Fellowship.

*'I come from a very large family with six sisters and one brother. My mother was a single parent supporting the eight of us, and it was pretty tough coming up as a youngster. I wouldn't have been able to attend Cornell without help.'*

— Ramon Watkins '92

## For 125 years, CU students have worked for their education

Access to education is an idea that has fired and troubled the American imagination almost from the beginning, as has the reality of how to pay for it.

In his inaugural address as president of Cornell in 1892, Jacob Gould Schurman lamented increases in tuition. "This fact seems to me the doom of private universities," he said. "To maintain their efficiency, the charge for instruction must be so high that the masses of the people cannot afford to pay for it." He argued that the future of Cornell depended on substantial funding from New York state.

Now, a century later, tuition increases and state funding are again on the minds of Cornell's leaders.

But if funding concerns have been a constant throughout Cornell's 125-year history, so has the inner fortitude of the Cornell student willing to work to pay his or her way through school.

That fortitude has been expressed through emptying faculty commodes in Cascadilla Hall (a kind of work-study in 1870), running a boarding house before the turn of the century, working four hours a day in faculty homes for room and board during the Depression and, as seems to be the necessity today, amassing loan commitments of \$12,500 and more before graduation.

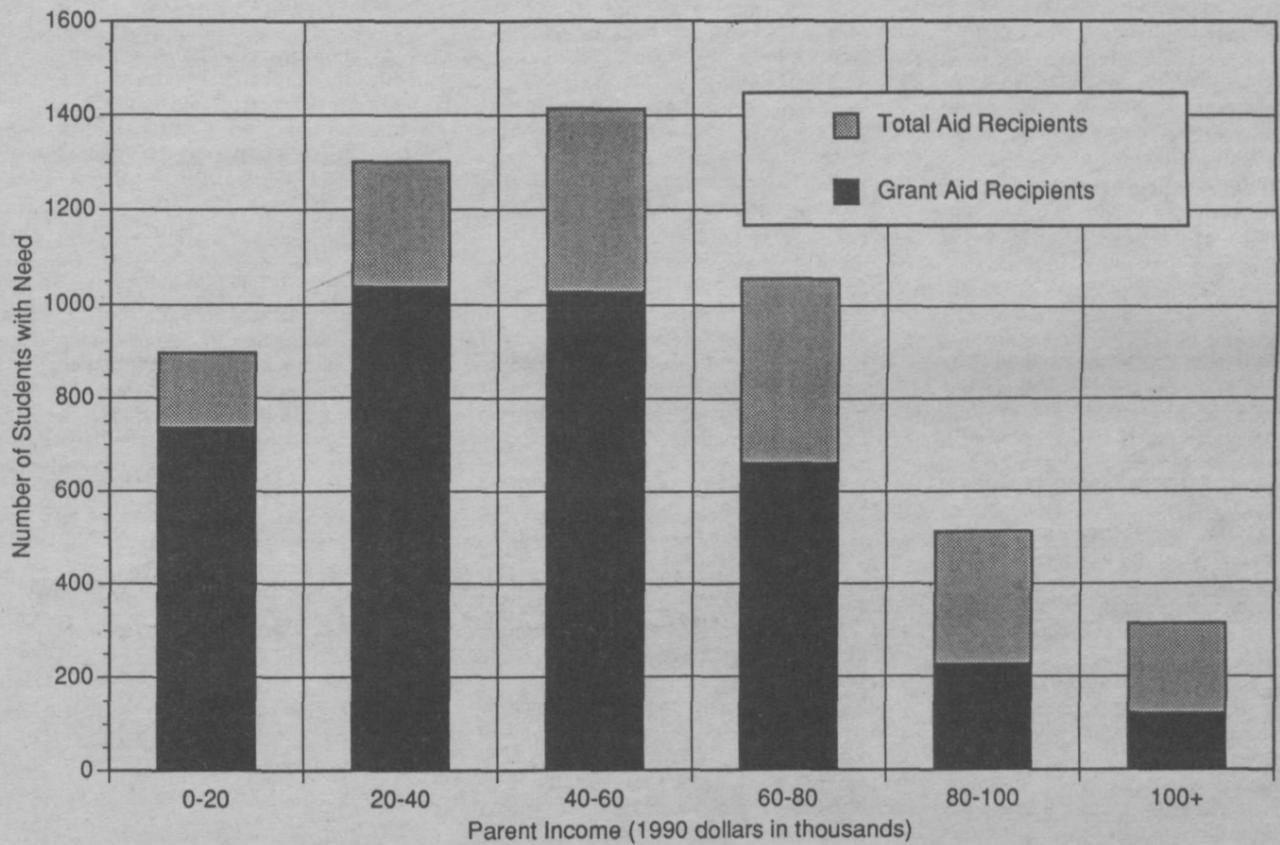
In an Aug. 2, 1872, letter to a prospective student, then Cornell Vice President William C. Russell pointed out that "though glad to see working students come here and feeling a special interest in their success," the trustees do not "undertake to furnish work nor do they promise that there is any work to be found here. . . . The trustees only undertake to furnish students with education, and they have nothing to do with their means of support. The terms are the same for those of limited and those of abundant means. All pass the same examination, all pay the same fee."

Of course, this is not the stance of the university today, particularly since establishment of the Office of Financial Aid in 1958.

That unit has grown from an initial staff of three to 37 persons now devoted to helping each student obtain a Cornell education, regardless of his or her financial need. The office also helps students find employment to help pay for their education. Cornell will spend \$24.8 million in 1991-92 to help meet the financial need of its undergraduates, 45 percent of whom receive some form of assistance.

But those efforts do not diminish the legacy of the amazing self-reliance of Cornell students. That self-reliance could be traced back to Russell's letter or to the words of founding President Andrew D. White, who in his inaugural address four years earlier told the university's first class: "You are

### Income distribution of undergraduates with financial need (Fall 1991)



not here to be made; you are here to make yourselves."

Each generation of Cornellians takes pride in how it met the challenges of getting an education under the rules and pressures of the day.

Robert S. Smith, the William I. Myers Professor Emeritus of Agricultural Economics, holds bachelor's (1942), master's (1950) and doctorate (1952) degrees from Cornell. "The only way I did it was through grades; no matter that I came from a family of 10 children," he recalled. He said he earned living expenses waiting on tables, refereeing sports and working with beef cattle for the university.

It was not until after World War II, when the G.I. Bill of Rights extended educational opportunities to more than the intellectually and athletically gifted and the socially and economically established, that higher education began to take a systematic look at the financial situation of a student's family.

The College Scholarship Service was established in 1954 to collect a single set of financial data from the student and his or her parents and distribute that information to all institutions at which the student was

applying for financial aid. Cornell was among the 97 original members of CSS.

And today, in the face of dwindling federal and state support, Cornell alumni and friends, many of whom once grappled with the same problem of paying for their education, are intensifying the financial aid efforts they have traditionally made on behalf of students.

A primary target of Cornell's current five-year, \$1.25 billion campaign is a \$175 million financial aid endowment for graduate and undergraduate students. With only the first year of the campaign completed, nearly \$50 million has already been raised.

The Cornell Tradition, a program based on jobs and funding provided by alumni and friends of the university, provides fellowships of up to \$2,500 a year to replace what would usually be a student loan.

Since the program's inception in 1982, more than 2,500 students have had their loans reduced by more than \$7 million.

Students receiving funding from the Cornell Tradition were selected based on their determination to work to earn money for their education, their service to community organizations and their academic suc-

cesses.

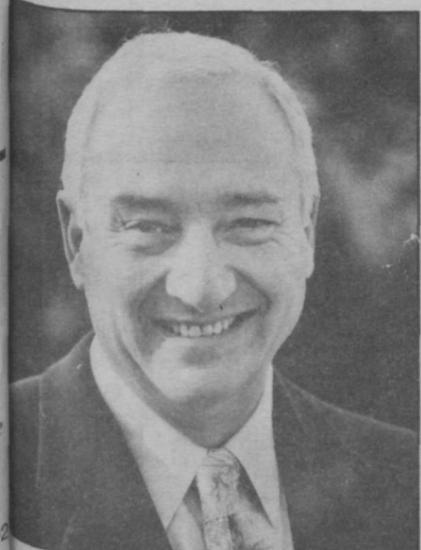
Cornell students also help each other. The Students Helping Students Fund receives a \$5 share of the current \$44 annual activity fund. The endowment has reached \$144,143; it is expected to grow to \$845,470 by the year 2000. Three-quarters of each \$5 goes to building the endowment; the other one-quarter goes to current awards. This year, 13 deeply indebted students received approximately \$1,000 each.

Also, there is a Student Emergency Fund supported by Alpha Phi Omega, the national service fraternity, through student donations to the Campus Chest Drive. The program provides money to students in need of emergency funds.

By last June, Cornell graduates had accumulated more than \$30 million in student loans from the institution. And while past generations can brag about having worked their way through college, more recent Cornell graduates can point with pride, even in these hard times, to a default rate on their loans of only 2.7 percent compared to the national average of about 7 percent — another measure of Cornell self-reliance.

—Martin B. Stiles

## Financial aid makes possible a distinctively Cornell education



*'Having a diverse student population enriches the lives of everyone on campus. It would have been a terrible thing if the student population was made up of only middle-class white kids from prep schools when I was at Cornell. Student aid is central to what Cornell is about.'*

—David Hirsch '57



*'I was a ward of the state of New York and lived in a foster home growing up. My personal financial contribution to my education at Cornell was practically zero, except for my work-study job on campus and the loans I was able to get. I probably got 80 to 90 percent financial aid.'*

—Ruby Saake '84

David Hirsch '57 is vice president and managing director of Wertheim, Schroder & Co. in New York City. He is a member of the University Council and a charter member of the Cornell Club of New York City. His gifts established the Family of David Hirsch Cornell Tradition Fellowships.

Ruby Saake '84 is co-chairwoman of the Cornell Black Alumni Association's Scholarship Committee. She lives in New York City, where she is a staff specialist with InRoads, a national career development organization that provides corporate internships for talented minority youth.

**Financial aid** *continued from page 1a*

ways are there, besides tuition increases, to enhance what we can award to students in financial aid?"

That is why physics Professor Donald F. Holcomb, when giving the Financial Policies Committee report to the Faculty Council of Representatives last week, intertwined the two problems. That committee proposed, and the FCR will discuss at its Dec. 11 meeting, that tuition increases be held to gains in disposable income and financial aid spending be kept at its current percentage of the general-purpose budget. (See Page 1 of this week's Chronicle.)

That is why need-blind admission — offering prospective students admission regardless of their financial resources and then agreeing to help them meet the costs of their education — is almost always intertwined with the question of financial aid.

And it is why the Board of Trustees must consider both as it ponders what strategy can keep Cornell accessible to all able students without overwhelming that general-purpose budget.

Admission and financial aid policies have already been set for the 1992-93 year. In that sense, there is not a crisis. But there is a crisis in the sense that Cornell's hallowed tradition of accessibility keeps claiming a greater chunk of the budget. Because that budget also pays for so much of what makes Cornell worth attending, a single-minded insistence on accessibility would eventually erode Cornell's quality.

Stressing the federal role in this crisis — as officials of Cornell and other universities have done — is based on some clear facts. Through the 1970s, federal (and state) grant funds increased steadily. In fact, the proportion of Cornell's general-purpose budget applied to aid actually declined in the late 1970s. It was in 1976 that Cornell began the policy of need-blind admission coupled with offering aid packages to meet demonstrated financial need.

The sizable tuition increases of the 1980s were burdensome to families, but financial aid helped reduce that burden. From 1980 to 1990, for instance, the cost of a year at Cornell increased by 116 percent, but a typical university grant increased by 177 percent. It was the source of that grant money that created the crisis.

In 1980, Cornell's general-purpose budget paid 28 percent of those grants, the federal government paid 23 percent and the state paid 18 percent. By 1990, Cornell's budget was paying 45 percent, Washington was paying only 12 and the state was paying 14 percent.

But while the current crisis would be de-

fused by a large increase in federal grant funds, the trustees know that they must chart Cornell's future without any guarantees about the federal budget.

For example, even with a 10 percent increase in budgeted financial aid for this year — to \$23 million — the funds were \$1.8 million short because the percentage of students qualifying for some kind of aid increased 3 percent to an all-time high of 5,718 students, or about 45 percent of undergraduates. Those getting grant funds from the general-purpose budget increased by 8.7 percent over the previous year, to 3,814 students.

While everyone involved with the problem would prefer to keep need-blind admission and offer every admitted student a package to help meet demonstrated financial need, discussions have begun among the administration, faculty and trustees to consider alternatives.

"Like a number of our peers, we are at a point where we must get hold of this problem," said Provost Malden C. Nesheim.

"If we can improve financial aid revenues while maintaining top-quality programs," he added, "then we can handle this

without changing either need-blind admissions or our current aid policy. At the same time, we can't rule out policy changes if the alternative is diminished quality. Our examination will be judicious."

Following are some of the options that the administration and trustees are examining.

**Increasing revenue**

In theory, the federal fund loss might be compensated for by other revenues. Higher tuition is one choice. Some have suggested making tuition high enough to reflect the real costs of an education, before the subsidy from alumni giving and other income that benefits everyone. Even with the deductions — chiefly for financial aid — that would come out of this higher tuition, about 60 cents on each dollar would go into the budget. But such an increase in tuition would be a disadvantage in competing for students with other universities and would exacerbate public dismay at the already high cost of tuition.

Another obvious but elusive source of

new revenue is the financial aid endowment that Cornell's capital campaign is seeking to raise — \$175 million for both graduate and undergraduate students. But those funds won't be in hand for some years. And, if \$100 million is raised for undergraduate grant funds, it would provide only about \$4.5 million a year in spendable funds.

Still another option is to increase budget revenue directed toward financial aid.

**Decreasing expenditures**

• **Aid-conscious admission.** This would bring financial need into the admission decision so as to limit the number of needy students. It would allow generous aid for those admitted as aid students but would end need-blind admission that is so important to trustees, alumni and administrators. Because of the new premium on ability to pay, this might change the proportions of the student body that come from upper-, middle- and lower-income families.

• **Admit/Deny.** In this option, the "deny" refers to grant aid, not admission. This option continues need-blind admission and generous aid for those granted aid; but, based on some hierarchy of merit, some students would be denied any grant aid in order to maintain the generosity for those approved for aid.

• **Gapping.** This policy would trim available aid to fit the available budget. If need exceeded that budget, every student receiving a grant would actually get less than his or her need justified — perhaps several hundred dollars a year. That is the gap. Gapping can be seen as equal to a raise in student self-help, the funds students themselves are expected to add to the aid package. But self-help levels are intended to be realistic components of the package; with gapping, the university acknowledges that it is leaving a gap in the package.

With both admit/deny and gapping policies, Cornell would run the risk of breeding a student underclass, said Donald Saleh, director of financial aid and student employment. He and some trustees maintain that the desire to get a Cornell degree might drive students to enroll despite inadequate funding provisions, and that such students could end up living under desperate physical and psychological conditions.

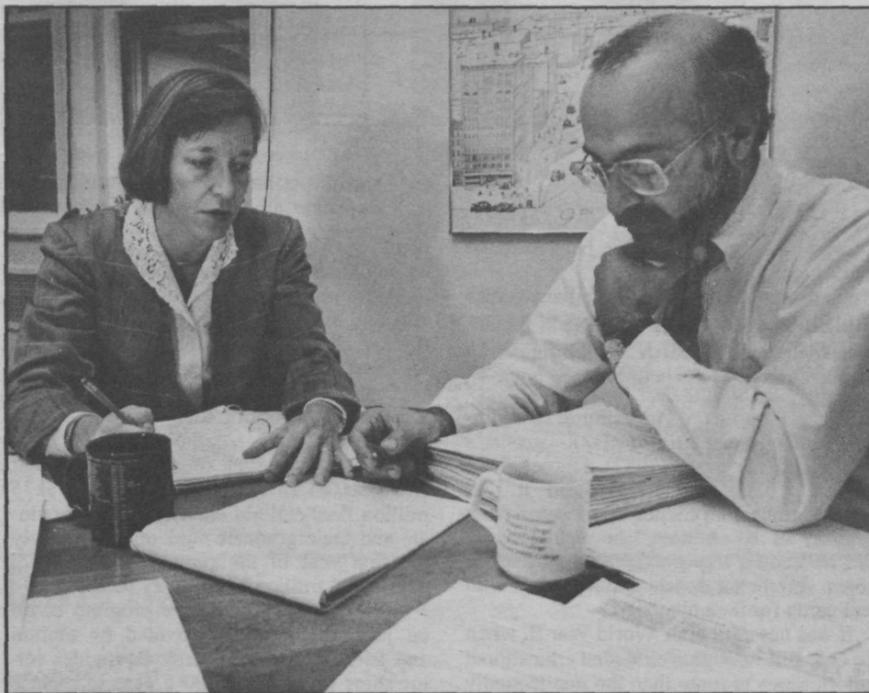
This problem could be mitigated if the policy protected certain groups within a system of admit/deny or gapping. Protection could be extended to certain minorities, to alumni children or to all below a certain family income, for instance.

• **Reduce special programs.** Expenditures could be cut by reducing or eliminating funds for students studying overseas or support for international students, or by treating Canadian students like American citizens, not as international students.

Another precaution might be careful and detailed explanations to admitted students about the implications of limited aid as well as assistance in finding loans — as distinct from grants.

In the end, however, the administrators and trustees who have begun the review of options are sure of only one thing: If they do decide on a change, they won't be entirely happy with it. To preserve the quality of the institution, they may have to revise some of its most cherished traditions.

— Sam Segal



Peter Morenus

Susan H. Murphy, dean of admissions and financial aid, and Donald Saleh, director of financial aid and student employment, study reports on the university's growing contributions to student financial aid and options for future aid funding.

**Government support** *continued from page 1a*

money into the Pell Grant program, but Cornell administrators are concerned that money will be removed from SEOG to pay for an enhanced Pell Grant effort.

Because Cornell and a few other universities have been "very successful in garnering a disproportionate amount" of SEOG support, Saleh said, Cornell and its students may not recoup in Pell Grant money what would be lost in SEOG cuts.

Such changes probably will not affect Cornell as much as other universities with large SEOG funding but with less "diversity in economic profile," Saleh said, referring

to universities that have fewer needy students than does Cornell.

The proposed increases to Pell Grant support, including larger amounts to individual students, would once again bring federal aid within reach of "hard-pressed middle-income families," according to the Rhode Island senator for whom the program is named, Claiborne Pell.

But it could leave universities such as Cornell, which have been counting on SEOG support for more than a decade, in a precarious financial aid situation, Saleh said.

In fact, nothing short of a total revision of federal government philosophy on financial aid would change what Saleh sees as a distressing trend.

A decade ago, federal aid consisted of about 70 percent grants and 30 percent loans, Saleh explained. "Now, the numbers are almost reversed," he said. That has added to student debt.

Because Cornell has kept student self-help levels at about 25 to 30 percent of the cost to attend the university for more than a decade, students here, while still amassing average debts of \$12,500 upon graduation, have not been as affected as students elsewhere by the federal shift toward loans. It is not known how much longer Cornell can insulate students and their families from that trend, however, Saleh said.

In the 1980s, Saleh said, federal support for financial aid grew only 12 percent; state aid kept pace with inflation, until recently, and grew 70 percent; but tuition increased by 140 percent, forcing Cornell's support of financial aid to increase 233 percent.

Ironically, the citizens most affected by changes in financial aid support — the college students — are doing practically nothing about it, said Assemblyman Sullivan.

"I don't hear anything from students on financial aid," he said. "I'm on the students' side, but when we were taking Regents Scholarships away from students who had already won them, I didn't hear any lobbying."

"If you go to the Capitol — in Albany or in Washington — you will see plenty of people with issues," Sullivan continued. "They [students] have to get politically active. That's the political process: No stimulus, no response. It's called Politics 101."

— Roger Segelken

**Rate of Growth  
in Tuition and Financial Aid**

Year	Percent Change in Endowed Tuition From Previous Year	Percent Change in CU Aid Spending From Previous Year
1980-81	12.8	18.60
1981-82	18.0	25.49
1982-83	13.6	10.90
1983-84	11.9	19.71
1984-85	7.9	11.76
1985-86	9.4	12.60
1986-87	9.5	-2.00
1987-88	7.0	12.70
1988-89	6.8	18.80
1989-90	6.8	18.40
1990-91	8.0	12.30
1991-92	6.9	9.95

**End of 'overlap'  
has little effect**

In a consent decree with the U.S. Justice Department, the Ivy League agreed last year to end an annual spring meeting commonly called "overlap." At that meeting, schools that had admitted the same prospective students exchanged application information to see if it was uniform.

Cornell continues to base aid on need only, and all schools offering need-based aid use a federal formula to provide guidelines on what families of specified incomes may be asked to contribute. Another factor discouraging dramatic changes in aid is the severely strained aid budget itself.

# CORNELL Employment News

Published  
by the  
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Human Resources

Volume 3 Number 45 November 21, 1991

## Announcing Customized Training for Your Department or Unit

? Do you think that your department or unit would benefit from getting a "jump start" this winter?

? Did you know that the Office of Human Resources offers a number of dynamic and motivational programs in addition to the workshops listed in the *Contact* calendar?

Many of you have enhanced your professional skills through the programs offered at the beginning of each semester through the *Contact* calendar. But you may not be aware that Staff Relations and Development, in the Office of Human Resources, also offers programs for groups of staff and supervisors by request. They would be glad to meet with you to conduct a "needs analysis" of your work group, to custom-design a program that specifically addresses your work group's concerns, and to come to your work site to implement a tailor-made "In-Unit" program for your work group.

The following are just a few examples of topics that can be offered through these "In-Unit" workshops:

• Understanding **DIVERSITY** in the Workplace and How It Affects Interpersonal Dynamics

• Setting and Achieving Personal and Organizational **GOALS** thru Effective **TIME MANAGEMENT**

• **MINIMIZING STRESS** and **MAXIMIZING PERFORMANCE**

- Coping with Change
- Relaxation Response Techniques
- Positive Self-talk
- Centering on the Inner Self
- Dealing with Anger Productively

• **BUILDING HARMONIOUS RELATIONSHIPS**  
-Nurturing Cooperation in the Workplace  
-Managing Conflict, Criticism, and Difficult Situations

• Motivating Staff with Successful **PERFORMANCE DIALOGUES**

• **SOLVING PROBLEMS** Creatively

• **TEAM BUILDING**

• Improving **INTERPERSONAL COMMUNICATIONS** Skills

- Empathetic Listening
- Direct and Honest Assertion
- Compassionate Criticism
- Discipline with Dignity

• **CONDUCTING PRODUCTIVE MEETINGS**

• **IMPROVING MORALE AND DEPARTMENTAL ESTEEM**

• **OUTSTANDING CUSTOMER SERVICE**

- Achieving Excellence
- Promoting Customer Satisfaction
- Fostering Pride in Your Services

The Office of Human Resources invites you to take advantage of the diverse background, talents, and skills of its staff members in Staff Relations and Development and of the external consultants that work with them. If you are interested in specialized, in-unit training programs, please contact Staff Relations and Development, 255-7170, to discuss your department or unit needs.



## The Sandwich Generation

Are you an adult child caught in the middle?

The adult children of aging parents have been referred to as the "sandwich generation" because of their peculiar position in their extended family. Approximately 45-65 years of age, these adult children find themselves now giving far more of their resources—emotionally, financially, and in terms of time—to their parents than they had in past years. At the same time, the parents are less and less able to be a resource for their children in return.

This shift occurs just as middle-aged adults are confronting major issues of their own, such as acknowledging the loss of their own youth and recognizing their own aging process, coping with the "empty nest" syndrome that is associated with children leaving home, and planning for retirement. Having reached their own stride financially and socially, these adult children are looking forward to carrying less responsibility, only to find that their grown children are not quite independent and their parents have become increasingly dependent.

Members of the sandwich generation experience stress for the following reasons:

1. Multiple crises of a physical and/or economic nature;
2. Constant need for negotiating space, finances, and assistance with care;
3. Pressing decision-making around the institutionalization of an aging parent;
4. Excessive strain on family finances and physical resources;
5. Role reversal between aging parents and adult children.

How much responsibility the adult child will want to or be able to accept, and the change in roles imposed by the increased dependence of the aging parent, can produce conflicting feelings as well as great emotional and finan-

cial stress. These feelings may include impatience with a parent who should be able to do certain things; frustration with the parent, with the situation, or with a lack of time; sorrow for the loss of the parents as they used to be; gratitude for past parental care; guilt at having such feelings; and love.

In the midst of this turmoil, it becomes increasingly important for individuals to look for outside support from friends, clergy, and professional services. Friends are especially important in helping to reduce stress through support and fun. Counseling can also provide an important outlet to reduce stress through support, a focus on personal needs, and help with problem-solving. Furthermore, counselors can provide information on community resources and options, as well as basic information about the physical, psychological, economic and social aspects of aging.

The Employee Assistance Program is available to provide information, counseling, and referral services to eligible employees. To contact the EAP, call 273-1129.

## Some Suggestions for Employed Caregivers

1. You may want to talk with your supervisor about your caregiving situation and try to arrange whatever flexibility you will need to handle your dual roles.
2. If you need to take time away from work, try to plan your schedule to get the most accomplished in the least amount of time.
3. The Tompkins County Office of the Aging (277-0148) has information on the services for the elderly available in your area and can advise you on arranging for the services needed by your elderly relative.
4. You may not have to take all the responsibility for your elderly relative yourself if you can discuss your situation with family and friends. Describe what needs to be done and tell them that you need their help.
5. If and when your feelings about caregiving become overwhelming, counselors in the Employee Assistance Program (273-1129) are available to help you cope with your situation.
6. You might want to share your experiences and learn from the experiences of others by joining a caregiver support group.
7. To give yourself a break from caregiving to take care of errands, spend time with friends or alone, or do something you enjoy, you might want to use the Respite Program which provides trained substitute care for a homebound person over the age of 60. For more information, call the Family and Children's Service (277-8081).
8. You may find it helpful to relax during your lunch hour by talking with a friend, taking a walk, swimming, or joining an aerobics class.

## Returning to the Classroom? Course Rescheduled

Due to instructor scheduling, *Returning to the Classroom?* has been rescheduled. It will be held December 18 from 12:15 - 4:15 p.m. Please feel free to bring your lunch.

For additional information, please contact Staff Relations and Development at 5-7170.



## Claims Schedule

The cut-off dates for remitting claims for reimbursement under the Select Benefits program are listed below. Your claim form with supporting information must be received by either the endowed or statutory Benefits Office no later than the dates shown below. Reimbursement will be delayed until the next two week cycle is completed if materials are not in our office by the cut-off date.

\*11/21                      12/6                      12/18

\*Early deadline due to Thanksgiving.

# JOB OPPORTUNITIES

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 resumé and cover letter, specifying the job title, department and job number, are 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 and job number. Employees should include an Employee Transfer Application.

### University Counsel and Secretary of the Corporation (PA9202)

University Counsel-Endowed  
Posting Date: 11/21/91

Responsible for legal advice and services to the entire University and reports to the Board of Trustees and President. Heads a staff of 7 lawyers and appoints and directs all outside counsel retained on behalf of the institution. Is an executive officer and participates, with the President's staff, in the consideration and resolution of many policy matters affecting the University.

**Requirements:** Admission to NYS Bar, or be qualified and prepared to apply for admission; 10+ yrs. experience regarding matters of substantive legal importance. Significant management experience and policy responsibility are essential as is an appreciation for the policy-making environment in an academic institution. Prior experience with educational institutions is desirable but not necessary. To apply, send cover letter, resume, and names of 3 references by December 12 to University Counsel Search Committee, 160 Day Hall.

### Physician (PA9104)

University Health Services-Endowed  
Posting Date: 11/14/91

Provide general medical care for a patient population comprised of students, faculty and staff.

**Requirements:** MD - must be Board eligible or certified in Internal Family Practice or Pediatrics (Adolescent Medicine). Send cover letter and resume to Cynthia Smithbower.

### Technical Specialist (PT9002) Level 36

CIT/Network Resources-Endowed  
Posting Date: 11/7/91

Provide technical support to the Network Management Center and its clients. Diagnose high level problems. Install and maintain network router software, tables, files and monitoring tools. Consult with clients on software interface issues. Act as liaison to national networks for operational software issues.

**Requirements:** BS in associated field or equivalent experience or other emphasis on TCP/IP and UNIX. Knowledge of several items in the following areas is highly desirable: DECNET, synchronous and asynchronous data streams, token ring, ethernet and AppleTalk. Send cover letter and 2 resumes to Sam Weeks.

### Computing Director (PT9005) Level 35

Division of Summer Session, Extramural Study, and Related Programs-Endowed  
Posting Date: 11/7/91

Oversee and manage a computer network system providing routine office automation for 50 division staff in 4 separate locations. Develop, install, modify, evaluate, and document complex administrative software programs. Ensure the continued effectiveness, viability and reliability of the hardware, Novell Network and other software. Integrate appropriate local systems.

**Requirements:** BS degree or equivalent. 3-4 yrs. experience with a variety of hardware and software. Broad knowledge of University information systems. Demonstrated programming ability. Clipper or C preferred. Novell experience preferred. Send cover letter and 2 resumes to Sam Weeks.

### Senior Systems Programmer/Analyst (PT8904) Level 35

Lab of Nuclear Studies-Endowed  
Posting Date: 10/31/91

Provide technical leadership in developing, modifying and maintaining large scale computer systems for high energy physics data analysis at the CLEO experiment. Assist in systems administration and provide systems support for a computer network facility composed of 150 UNIX and VAX/VMS work stations and server nodes. Adapt and support CERN lab's specialized system software components and methods for data analysis. Assist users with software and/or hardware problems.

**Requirements:** Advanced degree in experimental high energy physics or equivalent. 5 yrs. experience in programming working with UNIX, VMS, FORTRAN and C. An intimate knowledge of high energy physics computing and CERN software systems. Send cover letter and 2 resumes to Sam Weeks.

### Sr. Scientific Software Analyst Level 35 (PT8805)

Theory Center-Endowed  
Posting Date: 10/24/91

Provide technical leadership in the development,

implementation, documentation, and maintenance of highly specialized and complex scientific applications software on the Cornell National Supercomputer Facility (CNSF). Help in developing and enabling application software on parallel and other architectures. Facilitate the successful transfer of technology within and between CNSF programs including educational programs. Participate in the design and implementation of new mathematical software for distributed systems. Provide staff support and consulting in special areas of expertise.

**Requirements:** MS degree in computer science, a scientific discipline or equivalent. 5 plus years experience in a scientific computing environment programming in FORTRAN and C. Familiarity with UNIX operating system fundamentals. Parallel programming experience highly desirable. Background in supercomputing helpful. Send cover letter and 2 resumes to Sam Weeks.

### Programmer/Analyst II (PT9006) Level 33

CIT/IR-Endowed  
Posting Date: 11/7/91

Implement straight forward office support systems; install vendor packages, integrate vendor supplied products with the Cornell environment, and develop database applications based on commercial products and/or low level software development. Train, assist and advise products and basic conceptual and technical information. Evaluate software and hardware products. Diagnose straight forward problems and effect emergency repairs. Attend conferences and seminars.

**Requirements:** BS degree or equivalent with related computer courses. 2 yrs. relevant experience. Knowledge of at least 4 programming languages. Broad exposure to micro based office support software: HyperCard, DBase, FoxBase, 4th Dimension, MicroSoft Word, MicroSoft Excel, Lotus, PageMaker, WordPerfect, AppleShare, Novell, Aldus FreeHand, Adobe Illustrator and Norton Utilities are typical requirements. Send cover letter and 2 resumes to Sam Weeks.

### Associate Director of Summer Employment (PA9201) HRII

Career Center-Endowed  
Posting Date: 11/21/91

Oversee all aspects of the University Summer Job Network and related summer programs in conjunction with the college career offices and the Office of Financial Aid and Student Employment. Coordinate job development activities of alumni committees; implement a marketing program to employers; provide advice and job tutoring programs for students. Some travel is necessary.

**Requirements:** Bachelor's degree or equivalent; Master's preferred in student personnel, business or related area. 3-5 years in administrative and/or counseling role with preference given to candidates with career/employment experience with college students. Send cover letter and resume to Cynthia Smithbower. Application materials will be accepted until December 9 or until the position is filled.

### Editor I (PC8907) HRI

Engineering Dean's Office-Endowed  
Posting Date: 10/31/91

Responsible for all aspects of preparation and production of printed matter; includes writing, editing, obtaining cost estimates, developing production schedules, preparing layout, proofreading, making assignments to photographers, and working with clients. Prepares bibliography for Engineering Quarterly; writes and edits articles for Engineering News. Assists in general operation of the office.

**Requirements:** Bachelor's degree or equivalent. 2-3 yrs. related experience in writing and editing technical material; experience in desktop publishing; knowledge of printing production methods. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2

## Professional Part-time Temporary

### Statistical Computing Consultant (Casual) (PT9204)

CIT User Services-Endowed  
Posting Date: 11/21/91

Under supervision, provide direct support for university students, faculty, and staff using CIT supported statistical applications (e.g., SAS, SPSS) in room 124 CCC. Participate in staff training and meetings.

**Requirements:** Experience in computer programming and/or statistics. 1+ yrs. of experience with statistical packages (SAS, SPSSx, MiniTab, etc.), preferably SAS. General knowledge of computers (IBM 4381, VAX 8530, IBM-PC or compatible, and/or Macintosh). Familiarity with word processing, spreadsheet, database, and/or graphic software on Macintosh and/or IBM-PC and compatible. Experience in helping people (teaching, consulting, telephone support, customer service). Excellent communications and interpersonal skills. Send cover letter and resume to Sam Weeks.

### Technical Consultant I (PT9103)

CIT-Endowed  
Posting Date: 11/14/91

Provide support for faculty, staff, students, and po-

tential 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, etc. Irregular Hours, Monday-Friday 12:30am-4:30pm, occasional Saturday.

**Requirements:** BS degree or equivalent. Course work in computer science, business, education preferred. 1-3 yrs. 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.

## CURW

### Administrative Assistant-Part time

Protestant Cooperative Ministry  
Posting Date: 11/14/91

The Administrative assistant is responsible for maintaining the smooth functioning of the PCM office. This includes but is not limited to book-keeping, filing, typing, and being present to assist PCM community members and staff and the larger Cornell community. Reports to Chaplain.

**Requirements:** Good typing and proof-reading skills; word processing experience; knowledge of Macintosh computer essential; good oral and written communication skills; excellent organizational skills; enjoys and works well with students; familiarity with Cornell accounting preferred. Send cover letter and resume to Rev. Barbara A. Heck, G-7 Anabel Taylor Hall, Cornell University, Ithaca, NY 14853

## Technical

As a prominent research institution, Cornell 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. Send cover letter and resume 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 (T7206)

Veterinary Pathology-Statutory  
Minimum Biweekly Salary: \$566.28  
Posting Date: 6/27/91 - Repost

Provide technical support for activities in a flow cytometry lab including cell cultures and protein and nucleic acid analysis. Perform experiments on the effect of oncogenes and chromosomal alterations on cell differentiation. Order supplies, maintain lab order, keep records and perform library searches.

**Requirements:** Associate's in a biological or physical science or equivalent. Minimum 1 year related lab experience. Interest and ability learning new techniques. Send cover letter and resume to Sam Weeks.

### Technician GR19 (T9201)

Animal Science-Statutory  
Minimum Biweekly Salary: \$566.28  
Posting Date: 11/21/91

Assist with reproductive physiology research program by conducting experiments to evaluate in vitro culture conditions for mammalian oocytes maturation and fertilization. Develop and apply cytological procedures, utilize tissue culture techniques, develop and apply analytical techniques including chromatography, electrophoreses and radioimmunoassay to these studies.

**Requirements:** Associates degree or equivalent, Bachelor's preferred in Animal Science or Biological Sciences. 1-2 yrs. laboratory experience highly desirable. Drivers license desirable.

### Technician GR20 (T9203)

Clinical Sciences-Statutory  
Minimum Biweekly Salary: \$590.45  
Posting Date: 11/21/91

Perform tasks related to the research of sudden cardiac death in young German Shepherd dogs. Involves care of the dogs and electrocardiographic studies.

**Requirements:** Bachelor's or Veterinary Technician degree. 1-2 yrs. experience handling animals. Prefer experienced in electrocardiography, use of computer and breeding of dogs. Pre-employment physical required. Strong motivation to learn.

### Technician GR20 (T9202)

Animal Science-Statutory  
Minimum Biweekly Salary: \$590.45  
Posting Date: 11/21/91

Carry out studies establishing normal male animal reproductive parameters as a model for human risk assessment. Will care for animals, perform experiments, collect semen, perform computerized image analysis, insemination, superovulation, surgery, post-operative care, and embryo transfer.

**Requirements:** Bachelor's degree with advanced course work in animal science, physiology, microbiology and animal management experience. Animal handling surgical and ultrasound experience highly desirable. 1-2 yrs. research experience.

### Animal Health Technician GR20 (T9003)

Veterinary Medical Teaching Hospital-Statutory  
Minimum Biweekly Salary: \$590.45  
Posting Date: 11/7/91

Provide technical support for the Community Practice Service within the Small Animal Clinic. Provide emergency care and routine care including medications, grooming, bathing, and cage cleaning when necessary. Maintain supplies and equipment. Educate clients while admitting patients, taking histories, discharging patients, and explaining techniques for outpatient treatment. Supervise animal health technician externs. Assist in paper work. Assist and train veterinary students.

**Requirements:** AAS degree in Veterinary Technology with AHT NYS licensure (or eligible). 1-2 yrs. experience in clinical environment. Work with small animals preferred.

### Technician GR21 (T9205)

Veterinary Microbiology, Jabiah-Statutory  
Minimum Biweekly Salary: \$615.42  
Posting Date: 11/21/91

Technical support to a project designed to look for restriction fragment length polymorphisms.

**Requirements:** Bachelor's in chemistry, biochemistry, molecular biology, or microbiology. 1-2 yrs. experience in molecular biological techniques, tissue culture, ELISA assays.

### Technician GR21 (T9004)

Biotechnology Program-Endowed  
Minimum Biweekly Salary: \$615.42  
Posting Date: 11/7/91

Operate and assist in the operation of scientific instruments including a flow cytometer, spectrofluorometer, and confocal microscope in a research support facility. Duties include some computer work and general lab activities.

**Requirements:** B.S. or equivalent in physical or biological sciences. Minimum 2 yrs. lab experience involving use of instrumentation. Some programming experience desirable.

### Research Equipment Technician GR22 (T9102)

Plant Pathology-Statutory  
Minimum Biweekly Salary: \$641.92  
Posting Date: 11/14/91

Responsible for the operation, service and maintenance of several environmental growth chambers and their electrical/mechanical systems.

**Requirements:** Associate's degree or equivalent. 2-4 yrs. related experience in refrigeration/air conditioning or in electrical/electronics field and thorough understanding of both areas. excellent troubleshooting skills. NYS drivers license. Ability to lift 75 lbs.

### Research Aide GR22 (T8905)

Nutritional Sciences-Statutory  
Minimum Biweekly Salary: \$641.92  
Posting Date: 10/31/91

Assist in computer programming, data processing and analysis of a large hierarchical nutritional database. Assist and/or participate in research and literature review. Provide some office support with office activities including xeroxing, filing, or mailing.

**Requirements:** B.S. degree or equivalent. Course work in nutrition, computer science, and statistics preferred. Experience with the Cornell computing environment essential. Knowledge of IBM/CMS, SAS, SPSS-X, DBase, Lotus. Some experience with IBM/DOS and Macintosh preferred.

## Technical Temporary

### Temporary Computer Electronics Technician (T8907)

Human Ecology-Statutory  
Hiring Rate: \$10.00  
Posting Date: 10/31/91

Provide technical hardware and software support to the College of Human Ecology. Assist with the installation of a large microcomputer network. Provide support for IBM and Mac hardware and compatible software. Provide data recovery services using utilities such as Norton and Mace. Install peripherals. Provide user assistance with large LAN. 5 month position.

**Requirements:** AAS degree or equivalent in computer electronics. Minimum of 2 yrs. related experience. Knowledge of IBM/compatible, Mac hardware and a variety of peripherals. Excellent interpersonal skills and service orientation required.

# Networking

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



## Networking Proudly Presents: The Networking Editorial Board

by Kathee Shaff



Front Row, left to right: Bernadine Aldwinckle, George Peter, Judy Briggs, Janet Beebe, Vikki Gehring, Fran Jasper. Second Row, left to right: Clare Kalantar, Kathee Shaff, Harry Dutton, Deborah Grunder, Susan Hollern. Absent from photo: Nancy Flynn, Debby Earl, Angela Carroccia, John Bender, Sharon Marcus, Theresa Pollard, Dominic Versage, Wendy Barrett

Photo by Doug Hicks

Networking has great news! Wait a minute ... we are great news! (But you should know that already.) Yes, we think we are great news, but we also have some great news that we want to share with you. Our Editorial Board has more than doubled this year! We have ten new members, which brings the total of the Networking staff to eighteen! This is the largest Board we've had in our eleven years of existence. This is a 125% increase! Now we can truthfully say we are giving the Cornell community more than one hundred percent. We are very proud of this and hope we can continue to give you our all.

Networking is "an employee newspaper by employee volunteers for the Cornell community worldwide." At this time, we are proud to present to you, our readers, the people "behind the scenes" of Networking: the Editorial Board. We are a very dedicated group of volunteers. There's that 'V-word' again. Yes, volunteers. We all volunteer our time and efforts into making Networking a success. We would like to take this time to profile the members of our Board so you can see that we are just ordinary employees who hold a variety of positions around the Cornell campus. Although we have different jobs, backgrounds and interests, we do share a common goal. Our main purpose is to distribute news and information about events or topics that affect employees. We try to do this in an upbeat way and we are diligently working at promoting a positive atmosphere here at Cornell.

Networking has a new Editor this

year. Her name is **Susan Hollern**. She is an Administrative Aide in Institutional Planning and Research (IPR). She has been a member of the Board for two years. She got interested in Networking because of Judy VanDermark, who was the Editor then, and her superior positive attitude. Susan's "love of writing and being able to meet different people on campus was a big plus for joining the Board." If you see a baby blue Honda Aspencade motorcycle with a baby blue bunny on the back of it tooling on the campus roads, that most likely will be Susan! She is an avid motorcyclist who is very involved in promoting the positive imaging of motorcyclists and motorcycling around the country. She is working on a book about women in motorcycling which she hopes will be published in the very near future. Her other interests include her dogs, her horses, crafting, public speaking and traveling. She has this to say about the Board, "Since I love people and I love to write, these are the utmost of benefits for being on the Networking Board. The opportunities to meet and talk to so many super people are enormous and I wouldn't change it for anything." Susan currently writes articles for Employee Spotlight, Employee After Hours, and the new Cost Savings column.

The Board is very indebted to **George Peter**. We bestow our deepest gratitude to this person who is responsible for instilling the concept of Networking. George started it more than a decade ago when he was an Employee Elected Trustee. He saw the need and sug-

gested the idea. Hence, in 1980, Networking was born and George has followed it (like a mother hen) through the years. He has been an active member of the Board and to this day continues to advise the Board with all his worldly wisdom and ideas. George is happily retired now, after devoting more than 40 years of extremely dedicated service to Cornell. He still drives in to campus from Aurora every other Tuesday for our Board meetings. George's advice to people thinking about joining the Board is, "It's a great challenge, improves your potential as an employee and as a human being." When asked how he benefits from being on the Board, George replies, "Although I'm only 5' 3 1/8", I sense growth every day with each experience. It is also an opportunity to fulfill life's greatest reward - a chance to serve a need." George currently writes the Leadership Leads column for Networking.

We have a person on our staff who drives all the way down from Geneva every two weeks to attend the Board meetings. That's what you call dedication. Her name is **Bernadine Aldwinckle**. She is an Editorial Assistant for Communication Services in Geneva, and her job entails editing, graphic layout and design of catalogs, publications, bulletins, and annual reports. Her interests include travel, cats, and working with stained glass. She has been a Board member for two years. According to Bernadine, "Joining the Board! has given me a lot of insight into the workings of Cornell. And I've

met a lot of interesting and friendly people." She likes the satisfaction of seeing her articles in print. Hopefully, the Ithaca employees are getting to know some of the employees at Geneva, thanks to Bernadine's hard work and tremendous effort she puts into her articles in trying to bridge the gap between Ithaca and Geneva.

The person behind all those interesting tidbits about upcoming trips from the Cornell Recreation Club is **Janet Beebe**, a new Board member this year. Janet is an Administrative Aide for the Cornell Recreation Club (CRC), where she coordinates trips and events. Her interests outside of work include photography and crafts. One of the things that sparked her interest in Networking was the enthusiasm of the previous Editor (Judy VanDermark) and the current Editor (Susan Hollern). What advice would Janet give to anyone thinking about joining the Board? "Join the fun. Take a more active role at Cornell. Take a chance - you only have to give a little to receive so much." By being on the Board Janet says she enjoys feeling like "a contributing part to the Cornell community."

One of the people who has been a Board member since its conception is **John Bender**, who works for Facilities Inventory. As the Facilities Inventory Coordinator, he is responsible for assembling information supplied by the departments occupying the facilities for the operations of the University. He is also interested in graphic arts, designing and marketing. Some of John's sketches can be seen on the pages of Networking. As a Board member through the years, he has maintained an interest in "working with people across campus about common concerns." He likes the unique structure of the Board and feels that gratification comes through participation. What would John say he is learning from this experience? "One never stops learning when working and participating with others."

**Judy Briggs** is a new member of the Networking Board. She is an Administrative Aide for Cooperative Extension/ Human Ecology. Her job involves doing front-line consulting and providing training and maintenance of the Cornell Cooperative Extension computer reporting program. She is a mentor with a student in the Human Ecology School and she is presently taking a course extramurally. Her other interests include being an active member in the Caroline Valley Federated Church, singing in the choir, doing the monthly calendar, and assisting in the newsletter. The things Judy likes about the Board is "the dedication and commitment of putting together a good newspaper and having fun at the same time." She feels more in touch with Cornell and its large community.

Another new member this year is **Angela Carroccia**, an Administrative

continued on page 3

## UNCLASSIFIED ADS

1. Please send all unclassified ads through Campus Mail **ONLY** to *Networking* Unclassifieds, Susan Hollern, 440 Day Hall. *Hand delivered ads will be omitted. NO PHONE CALLS PLEASE!*
2. For our information your name and campus phone number **MUST** be submitted with ads, otherwise your ad will be omitted.
3. All unclassified ads are free of charge to Cornell faculty, staff and students and will be printed in the order received as space permits.
4. Please limit your ad to 30 words or less. Any ad longer than 30 words may be shortened by the *Networking* staff—depending on space available.
5. The deadline for the December 5 issue is November 26, 1991 at noon.
6. Please submit an ad for each issue that the ad should appear in. Thank you.

### For Sale:

English Springer Spaniels, AKC. Happy, healthy puppies from champion hip and eye normal bloodlines. Temperaments guaranteed. Eight weeks at Thanksgiving. Deposit will hold to Christmas. Please call 594-2000 evenings.

Health master exercise bicycle, \$25. Seasoned Firewood. Please call 273-0940 between 5pm & 9pm.

Very nice house in pretty, quiet downtown Ithaca neighborhood. Fireplace, beautiful oak floors, two bedrooms, two dens, breakfast nook, screened-in front porch, garage, fenced yard with garden, new roof, well maintained. Convenient to CU, IC, Commons.. \$79,900. Call day 255-5134/eves 277-0749 (Also available for lease, or lease with option.)

One single bed (box spring, mattress and frame), \$35. Computer desk, normal desk size with higher shelf and two shelves underneath to right side. \$45 firm. Please call Elaine at 5-1183 or 539-7291 evenings.

Epsom 400 portable computer, \$250. Please call

Margot Brinn either Tues, Thurs or Friday afternoons at 5-8198 or 272-3037.

Football card collection. 89-91 sets and singles. Please call 5-5826.

Portrait monitor, Mac and IBM compatible, \$200. Weights and bench, \$50. Wood/coal/electric kitchen range, make offer. Please call 5-9103 or 564-7635.

Pine Computer desk, best offer. Old Wicker Chair, best offer. Please call 273-5762.

Great winter car, 1984 Blue Subaru GL 4-wheel drive wagon, sunroof, am/fm cassette, roof rack, 70,000 miles, all maintenance records, \$2000. Please leave message at 277-2228.

1980 F150 4 x 4. Many good qualities. 351 Windsor engine, 4-speed transmission. \$2000 FIRM. 1979 Toyota pickup. Runs great. Pressure treated box, cap. Great dependable winter rat. Doors need major work due to rust. \$500 FIRM. Used cinder blocks, 8"10"x 16", 50¢ each. Beautiful new tanned lambskin. Washable. Long wool. \$65. Please call 564-9223

1990 Polaris 340 snowmobile. 350 miles. \$2,100 or best offer. Please call Debbie at 5-4123 or 387-5007 evenings.

Queen size water bed, \$430. Includes pine bookcase headboard and platform base with four drawers, liner, heater, mattress with baffles, pads for 3 sides. Please call Andrea at 5-5237.

Cider press and fruit crusher. Girls 10-speed bike, like new. Boys bike in fair condition. Please call Maryanne at 5-5172 or 838-3567 evenings.

Canon AE-1 35MM SLR Camera with lenses. 24 MM Wide Angle, 50 MM, 90 MM Macro focus, 200 MM Telephoto, close up lenses, 2x converter. \$300. Please call Jerry at 5-2329.

New horse cart, 48" wooden wheels with bearings on rubber, upholstered seat. Maroon finish with black pin stripe. Sharp. Also sleighs, bobsled and wagons. Please call 589-4252.

1986 Mercury Topaz. 5-speed, 4-door, white 67,000 miles. Asking \$3,000. Please call 5-7814 or 347-4720 evenings.

Two cycle helmets, \$7 & \$10. Ladies rabbit coat, size medium, mixed colors, hip-length, good condition. \$20. Please call Jackie at 5-4547 or 533-4576 evenings.

Fender Stratocaster (Squire) electric guitar. Red with rosewood neck, includes case. Mint condition. \$300. Please call Mark at 533-4576.

Black leather chair, \$25, pine captain's chair, \$15, bookshelves and brackets, \$1.50 per shelf, walnut octagonal cabinet end table with doors, \$25. All excellent condition. Please call 5-6122.

1985 Dodge, 350, 1-Ton, 8' Body, 5th Wheel hook-up and tow bumper. Power steering, power brakes, automatic transmission, lighted visor, running boards, new tires, helper springs, air shocks, sliding rear window, plus much more! Also, a 1981 28' W.W. 3-horse, 5th wheel trailer with living quarters. Refrigerator, oven, etc. Ideal for hauling horses, cargo, motorcycles, etc. \$12,500 for the pair or \$6,500 for the trailer only. For inspection and more information on this sharp unit, please call 607-844-9278 in the evening.

DP dual trac 20 weight lifting machine. Butterfly attachment. Extra weight package. Used twice. \$500. Please call 5-2317 or 257-5493 evenings.

TV stand, \$15. Traverse rods (various lengths), \$10 each. L.C. Smith manual typewriter \$20. Occasional chairs, \$10-\$15 each. Please call 273-1024.

Lee jeans in like-new condition. Waist from 32 to 38, 34 inch inseam. Excellent condition. Price very negotiable. Please call 844-9278 evenings.

Attention Cat Owners: New electromagnetic cat door for sale. Features weather proof, transparent flap and 4-way lock. Fits all doors. Never been used. Please call Kathy at 5-9630 or 533-8650 evenings.

1981 Buick Grand Prix: Automatic, air, tilt, runs well, \$900 or best offer. Please call Lisa at 5-3654 or 277-7114 evenings.

Propane water heater. Carrier window air conditioner, brown/gold pull out sleeper sofa, Danish style sofa, stereo-record cabinet, upright

freezer, large refrigerator, Hammond organ. Please call 539-7078.

Portable dishwasher. Maytag. Excellent condition. \$75. Please call 257-7322.

1983 Sentra Diesel, new tires and exhaust, 40-45 mpg. am/fm cassette. \$700. Please call Betty at 5-3834 or 347-4870 evenings.

Complete pine bunk bed set. Good condition. \$100. Please call Lorrie at 5-2265 or 315-497-3743 evenings.

### Free:

Two female gray kittens. Please call Susan at 5-3651 or 539-7774.

### Wanted:

50 gallon or larger fish tank. Do not need accessories—just the tank. Please call 844-9278 evenings.

Bunkbeds needed for single parent. Must be in good condition. Reasonably priced. Please call Elaine at 5-1183 or 539 7291 evenings.

House-sitting position starting January 1st for sabbatical home near Cornell. 57-year old Male, non-smoker, will maintain house, plants, grounds, in exchange for reduction in rent. Please call 4-1231 or 272-4961 evenings.

Going on sabbatical or leave? Sober, non-smoking, clean and responsible 35 year old male will gladly pay your utilities, maintain your property and do minor repairs as needed in exchange for housing. Will be relocating to Ithaca as of 01/01/92. Excellent references available. Please call 315-446-6834. Leave message if answering machine is on. Will return all calls.

### For Rent:

12 x 60 two-bedroom, unfurnished trailer on private lot. 5 1/2 miles from Ithaca—\$300 per month plus utilities. Please call Pat at 5-5202 mornings or 277-0838 afternoons and evenings.

## EMPLOYEE ASSEMBLY COMMUNICATIONS COMMITTEE

Dear Colleagues:

On behalf of the Employee Assembly's Communications Committee, we would like to introduce The Employee Assembly's Personnel Policy Committee. The Committee consists of 20 members of the Cornell community who dedicate their time as volunteers to represent the views of employees concerning personnel policies.

The Personnel Policy Committee serves as a valuable resource for all employees to voice their concerns, and acts as a conduit to the Employee

Assembly and the University Administration concerning personnel policy issues. The committee meetings are open to all employees and take place every 1st and 3rd Wednesday of each month in the Third Floor Conference Room - Day Hall at 2:00pm. The members welcome your attendance at the meetings and want you to feel free to contact either Rick Guardiola, Chair (255-0853) or Thomas Nicholas, Co-Chair (255-1725), or any members of The Committee if you have specific questions, concerns or suggestions regarding personnel policies that you would like to have reviewed and presented to the Administration.

It is important for all Cornell employees to realize that they have open access through this committee for continuous involvement in the personnel policy decision-making process at Cornell. Feel free to contact us so that we can work with you to present your views in a manner in which they will be heard, reviewed and acted upon. Don't let the decisions be made for you!

If anyone feels they would like to serve on the Personnel Policy Committee for the 1993 term, please contact The Office of Assemblies in 165 Day Hall.

### Personnel Policy Committee Members

Paula Aiken	255-3210
Paul Aucoin	255-5824
Lynn Brown	255-3389
Richard Buckingham	255-5047
Nancy Dailey	255-7754
Doris Drake	255-8198
Bridget Foster	255-5145
William Genter	255-5274
Dianne Geohring	255-6109
Rick Guardiola, Chair	255-0853
Janet Howe	255-3447
Colleen McClenahan	255-1723
Thomas Nicholas, Co-Chair	255-1725
Marlene Reitz	255-0999
Deborah Shigley	255-7021
Marion Stallings	255-4305
Randy Norman	255-5174

There is a Non-Exempt Endowed seat available on the  
**Employee Assembly.**

There are also openings on the  
**Communication Committee**  
and the  
**Employee Education Committee.**

If you are interested, please contact the Employee Assembly Office at 5-3715 for more information.



Front Row L to R: Bill Genter, Marlene Reitz, Nancy Dailey, Marion Stallings, Lynn Brown, Bridget Foster, Colleen McClenahan, Dianne Geohring.  
Second Row: Dick Buckingham, Rick Guardiola, Paula Aiken, Randy Norman, Doris Drake, Deborah Shigley, Paul Aucoin. Absent from picture: Thomas Nichols, Janet Howe

Photo by Doug Hicks

### Clip & Return

Question(s): \_\_\_\_\_

(If additional space is needed, please attach extra sheet and return.)

Name and Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Return to: Office of the Assemblies, Communications Committee, 165 Day Hall

## The Networking Editorial Board

continued from page 1

Aide in the Financial Management Department of the Hotel School. Her job consists of being an aide to four professors, including the area coordinator, and also working with and supervising teaching assistants. Her interests include writing, editing, reading, aerobics and nautilus, and music. She has this to say about joining the Board, "It's a great idea, and the Board members are really helpful." She likes meeting different people from all areas of the school. Her first article, the Employee Spotlight on Ann Hales, dealing with homelessness, made the front page of the October 10th issue of *Networking*. This was an impressive way to start her writing career and get some exposure.

**Harry Dutton** is among the ten new Board members, and he is the only male member to join in several years. He works as a Faculty Secretary in the Law School, doing word processing, typing, photocopying, FAXing, mailing, and telephone answering. His interests are aviation history, military history, writing, photography, music and art. His desire to repay Cornell for its loyalty to him is what got him interested in *Networking*. His advice to potential members is, "Listen much, ask when in doubt, and by all means volunteer - the rewards are worth more than the time taken or work done." Harry will be covering Meals with Morley in future issues of *Networking*.

**Debra (Debby) Earl** is new to the Editorial Board, but not to *Networking*, itself. She is the creative person responsible for doing the computer layout of *Networking* during the past year. She is a Copy Preparation Specialist for the Electronics Composition Services (ECS). In addition to doing the Pagemaker layout for *Networking*, Debby does the typeset, layout, design and output of various brochures, letterheads, business cards, newsletters, and posters. Her interests will soon be expanding as her family is expanding in the near future. She and her husband are looking forward to their first baby due to arrive in February. Debby has this to say about *Networking*, "There is a personal satisfaction and reward when you are involved with something that

shows results on paper, but remember, it takes a lot of work." The Board is grateful to Debby for all of the hard work she has done to give us our "new look for the nineties."

One of our newest Board members is **Nancy Flynn**, the Outreach Coordinator for Cornell Information Technologies - Services Division. In this position, Nancy works as an ambassador and advocate of CIT's services and products to clients throughout the University. She is a volunteer committee member of the Ithaca Neighborhood Housing Services, and also a member of the Cornell University Advisory Committee for Working Families. She enjoys swimming. Nancy joined the Board because of "a desire to start a new column that would get information about CIT out to the Cornell community and employees." And she is doing just that. InCITes, a new column in *Networking*, debuted on October 24th and features news on a variety of topics relating to information technologies and the many services available to Cornell employees.

**Victoria (Vikki) Gehring** is another one of our ten new members. She is a Data Entry Operator for Acquisitions in Olin Library. Her duties include entering books and orders into the computer. She co-owns Ithaca Drum Supply with her husband, and has a four-year-old son who just started school. She loves auto racing. Vikki joined *Networking* because she "wanted to meet new people and to try something new and exciting." She feels she is benefitting from this experience by "working with a team and coming out with a great project." Vikki has written the first article for our new feature series, about spotlighting a department - the Acquisitions Department appeared on November 7th.

Another new Board member is **Deborah Grunder**, an Administrative Aide in Government. Her job is to monitor and maintain all administrative aspects of accounting, payroll, and personnel for her department. She also provides executive staff support for the Department Chair. Deborah's interests include being a Cornell Wellness member, gardening, crafts, and

### NETWORKING EDITORIAL BOARD MEMBERS FOR 1991-92

Name	Department	Campus Address	Phone No.
Bernadine Aldwinkle	Communications Services	Jordan Hall-Geneva	122-251
Wendy Barrett	Agricultural Economics	314 Warren Hall	5-1581
Janet Beebe	Cornell Recreation Club	165 Day Hall	5-7565
John Bender	Facilities Inventory	Humphreys Svc Bldg	5-6657
Judy Briggs	Coop Ext/Human Ecology	N126A MVR	5-2247
Angela Carroccia	Hotel School, Fin Mgt Dept	435 Statler Hall	5-9815
Harry Dutton	Law School	115 Myron Taylor Hall	5-5883
Debby Earl	ECS	695 Dryden Road	5-6456
Nancy Flynn	CIT - Services Division	424 CCC	5-8842
Victoria Gehring	Acquisitions	110 Olin Library	5-3930
Deborah Grunder	Government	134 McGraw Hall	5-4123
Susan Hollern *	Institutional Planning	440 Day Hall	5-7540
Fran Jasper	Summer College	B12 Ives Hall	5-6203
Sharon Marcus	CIT	220 CCC	5-8965
George Peter	Happily Retired at Home	Aurora, NY	315-364-8455
Theresa Pollard	Physiology	725 VRT	3-3429
Kathee Shaff	CIT/Information Resources	33 Thornwood Dr	4-6479
Dominic Versage	Environmental Health	118 Maple Ave	5-7397

\* Editor

snowmobiling. She became interested in *Networking* when she heard Judy VanDermark's speech at the Symposium for Office Professionals in April 1991. Judy (then Editor of *Networking*) talked about getting involved at Cornell. Deborah "enjoyed reading *Networking* and wanted to be a part of it." She attended her first meeting and says, "The Board members are a great group of people and make you feel really welcomed." As a benefit, Deborah feels she will "have a chance to work with and get to know some very interesting people."

Another one of our newest Editorial Board members is **Sharon Marcus**. She is a Senior Technical Writer for Publication Services in Cornell Information Technologies and is responsible for gathering, coordinating, editing, writing, designing, and producing news for CIT. Her interests include science fiction, video production, photography, and tennis. Sharon says this about being on the Board, "Being a part of *Networking* gives me the opportunity to reach a very important audience - Cornell employees, with news they need about technology." She is co-author of the new CIT column in *Networking*, InCITes. She hopes that this column will meet the need for up-to-date, user-friendly information about

technology and those ever familiar computers that are becoming more common in the workplace.

**Theresa Pollard** has been a member of the Board for two years. She is an Accounts Coordinator in Physiology, where she works in the Business Office monitoring accounts and managing the accounting portion of the department. Theresa became interested in *Networking* when she was a new employee because she "thought it would be a great way to meet people and get to know what was happening around campus and the Cornell community." What does Theresa like about being on the Board? "I enjoy the Board meetings and discussing current campus events with some very fun and interesting people." She feels she is benefitting from this experience by meeting people from many different areas of Cornell.

**Kathee Shaff** has been a Board member for one year. She attended her first Board meeting and got hooked on the enthusiasm and encouragement of the members. What advice would Kathee have for people who are thinking about joining the Board? "If you have the time to do it, and the interest, then do it. You will be glad you did. Even if you

continued on page 4

## PARENT'S CORNER

### Open Your Child's Eyes . . . A Look At a Special Kind of Nursery School

by Kathee Shaff

Would you like to expose your children to cultures from around the world? Would you like your child to play with children from other lands? Would you like to be able to leave your children in the very capable hands of experienced teachers in a structured environment, devoted to learning through play and social interaction? Would you like to spend time with your child in such a diversified environment and help nurture his or her growth? If so, the University Cooperative Nursery School at Robert Purcell Union is for you. This nursery school is subsidized by Cornell.

This multi-cultural nursery school, on Cornell's north campus, has openings in 1991-92 for children who are three to five years of age.

This school offers a very unique environment in which your children would learn to play with children from around the world. At the present time, children from twelve countries are represented in this program. Your children would be exposed to various customs and native costumes from these different lands. This nursery school is a preschool program open to members of the Cornell community. However, no Cornell affiliation is required. The school is open from September to May, during Cornell's academic year, and it also offers a three

week summer session. There is a sliding tuition fee, based on a three-tier scale, which depends on income. Scholarships are also available.

A cooperative nursery school, like a regular nursery school, provides social and educational programs for three to five-year-olds, but it also relies on parents to participate and to assist professional teachers with classroom activities. This is one of the things that makes this type of nursery school unique. Parents can spend time with their children and be involved in their learning activities.

The nursery school offers a flexible schedule of 2, 3, or 5 days per week. The morning session is 8:45-11:45am for 3-5 year olds. The afternoon session is 1:00-4:00pm for 4-5 year olds. There is a new program for 4-5 year olds with combined sessions: 8:45-11:45am and 1:00-4:00pm.

The University Co-op Nursery School is a parent co-op and is completely parent run. Parents can either serve on the Board of Directors or on a committee and devote a certain number of hours per month to the school. Depending on how many days a week their child attends this school, parents come into the school to help teachers once, twice, or three times a month. They act as helpers to the teachers during the daily

activities in the classroom. They also participate by bringing in and setting up snacks and drinks, and providing an activity to do with the children. Because of parent involvement and student helpers from Cornell, the ratio of children to adults is very low, perhaps 4:1 or 3:1.

This school provides a safe, nurturing and relaxed environment where children learn through group and individual play. The daily activities include free play, circle, snack, and outside play time. The free play time allows children to do what they want. They are free to play with toys or read books or play with other children. During this time, parent helpers have an opportunity to lead an activity such as: baking, computer play, planting seeds, etc. The circle time is when the children gather in a circle and sing songs, do finger plays, or have a story time. The parent helpers can use this time for a cultural presentation, such as doing origami, the Japanese art of paper folding, or showing the costumes which are native to their country. The snack time involves the children having nutritious snacks, such as fruit or crackers, and juice, which is provided by the parent helpers. The outside play time, weather-permitting, enables the children to play outside in a fenced-in playground, consisting of a large wooden

structure and a slide, that was built by the parents.

The teachers are highly qualified and very experienced. This nursery school is proud and grateful to have a teacher who has been there for 11 1/2 years. This school is also very proud to be the first nursery school in Tompkins County to be accredited by the National Association for the Education of Young Children. These are two more reasons that make this nursery school unique.

This school holds true to the ideals of Cornell and strengthens the concept of what Cornell is all about....people from different countries and cultures, coming together, studying side by side, learning from one another, working together, sharing their experiences and knowledge. What better place to start this process than with young children, our future scholars? The families who participate in this program represent the diversity of the Cornell and Ithaca communities.

For further information or to register your child/children in this truly unique multi-cultural nursery school, please call Carol at the school at 255-6342 or at home at 257-8310 and leave a message. There is no time like the present to open your child's eyes into the future of this multi-cultural world.

## Thanksgiving - A Time To Give Thanks

by *Kathee Shaff*

Thanksgiving is a time,  
For being thankful for  
All the things that we have,  
Not wanting any more.

As we sit around the table  
Eating turkey and pumpkin pie,  
We should be thinking of others  
Less fortunate than us, and sigh.

We should think of the homeless,  
And others who are needy.  
Then we should think of ourselves  
And not be so greedy.

We have a home  
When some people don't.  
We eat hot food  
While others won't.

We give thanks for the roof  
Over our heads.  
We give thanks for sleeping  
In our own beds.

We give thanks not only  
For material things,  
Like big, fancy cars  
Or diamond rings.

We should be grateful  
For having our health.  
That, after all,  
Is the greatest wealth.

We give thanks  
For our family and friends.  
And hope that  
The love we share never ends.

We give thanks  
For a peace of mind,  
Which in this world  
Is hard to find.

We should give thanks  
On every day,  
Counting our blessings  
In every way.

We think of those dear to us,  
Our loved ones far and near.  
We think of those who passed away  
And for them we shed a tear.

We should be spreading love  
With feelings and smiles.  
Not only close to home  
But across the miles.

We should be reaching out  
To a stranger in need.  
And be willing to help  
To do a kind deed.

That is what Thanksgiving  
Is all about.  
Everyone giving thanks  
Without a doubt.

## The Networking Editorial Board

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don't think you have the time, if it's something you enjoy doing, you can always make time." If you see someone at Cornell's Business and Technology Park, all dressed in purple from her head to her toes, that would probably be Kathee. She loves purple and anyone who knows her can attest to that fact. Her closet at home is filled with purple clothes, in every shade imaginable, not to mention a dozen pair of purple shoes, no two exactly the same hue, and three pair of purple boots. Her mouse pad for her computer at work is even purple. Kathee works as a Programmer/Analyst for Information Resources in Cornell Information Technologies. Her other interests include writing poetry, interior design, silk flower crafts, and for the past three years, parenting and toddlerhood. Kathee currently writes the Parent's Corner column for *Networking*.

Another long-timer, who has been a member of the Networking Board since its beginning is **Dominic Versage**, a Radiation Safety Specialist in Environ-

mental Health. Dominic is responsible for all of the work that is involved with the Dedicated Employee Service Awards and presentations. The Board is very appreciative of the effort Dominic puts into researching the validity of each nomination, working with each department in setting up a reception and awards ceremony, participating in the actual presentation of the awards, and doing all this without the recipient's knowledge.

So there you have it folks, a little bit of information about us, the *Networking* Board. Like Cornell, we are committed to providing legendary service. We are proud to be a part of *Networking*. We hope you are getting to know us a little better and we would like to get to know you a little better. If you have something you would like to share with us, please feel free to contact any of the Board members listed below. We welcome your comments and we are open to new people, new ideas, and new suggestions. We hope to hear from you soon!

## LEADERSHIP LEADS

### "A Rose By Any Other Name Is Still A Rose"

by *George Peter*

Why are people afraid to call things as they are? American industry and organizations are lagging behind because we refuse to face the reality that we do a lousy job of training LEADERS.

W. E. Deming had to export his concepts to Japan because he couldn't find people interested in this country. Now America is importing, along with Honda cars and electronics technology, what has become known as the Japanese concept of leadership. How sad! And yet, so called experts are still side stepping the real reason why we have not been competitive.

The Oct. 25 *Business Week* magazine featured a bonus issue which dealt with what their editors call, "The Quality

Imperative". They talk about the leadership factor but, like others, they couch their message in buzz words and acronyms. No one seems to want to call leadership what it is—leadership is leadership. The lack thereof results in less than mediocrity. Poor leadership causes chaos, reduced productivity and poor quality.

American industry is talking about Total Quality Management (TQM), Total Quality Control (TQC) and a variety of other concepts which are designed to improve quality and productivity. Why not call a rose a rose and get down to basics? Properly trained leaders can lead people to be productive deliverers of quality products.

RIDESHARE CLASSIFIEDS

Commuter



Connection

CORNELL UNIVERSITY OFFICE OF TRANSPORTATION SERVICES • 255-4600

PLACE	NAME	PHONE	OPTION	DAYS	HOURS	SMOKE	COMMENTS
Auburn	Tina	5-6251	Share	M-F	8:00-4:30	No	
Aurora	Jean	5-3136	Share	M-F	8:00-4:30	No	Union Springs
Binghamton	John	5-6527	Share	M-F	8:00-5:00		
Binghamton	Hong	5-0738	Share	M-F	9:00-4:00		
Brooktondale	Deborah	5-2115	Drive	M-F	9:00-4:00		
Brooktondale	Veronica	5-5613	Drive	M-Th	9:15-3:00		
Burdett	Lisa	4-2588	Share	M-F	9:30-6:00		
Candor	Ruth	5-5174	Share	M-F	6:00-2:30		
Caroline	Resa	5-5476	Drive	M-F	7:30-11:30		
Caroline	Cheryl	3-3010	Share	M-F	7:00-3:30	No	
Cayuta	Mary	5-2029	Share	M-F	7:30-4:30		Alpine Junction
Cortland	Donna	5-3245	Share	M-F	8:00-4:30	No	8-4 Fri
Cortland	Tim	5-5973	Ride	F-M	12:00-12:00	OK	works 12PM-12AM
Cortland	Donna	5-9431	Drive	M-F	8:30-5:00	No	near High School
Cortland	Robin	3-3772	Ride	M-F	8:00-5:00	OK	Lake Como Road
Danby	Maureen	5-6381	Ride	M-F	8:00-4:30	OK	
Dryden	Suzanne	5-8127	Share	M-F	8:00-5:00		Ellis Hollow
Dryden	Linda	3-3209	Drive	M-F	Flexible		
Enfield	Shirley	5-6310	Share	M-F	8:00-4:00		
Enfield	Diane	5-6050	Share	M-F	8:00-4:30	No	near Hospital
Etna	Felicity	5-4004	Share	M-F	8:00-4:30	No	Routes 13/366
Freeville	Paula	5-6839	Share	M-F	8:00-4:30		
Genoa	Dave	3-3100	Share	Su-Th	6:00-3:00	OK	
Groton	Michael	5-6239	Ride	M-W	9:00-5:30	No	Sat & Sun too
Groton	Cathy	5-6637	Drive	M-F	8:00-4:30		
Hammndsprt	Gerald	5-6927	Ride	M-F	8:00-4:30		
Interlaken	Marca	5-7148	Share	Th,F	8:00-4:00	No	
Ithaca	Jan	3-3365	Share	M-F			7-9AM, 4:30-6:30PM
Ithaca	Adria	5-7471	Share	M-F	8:30-5:00	No	Downtown
Ithaca	Doris	5-8198	Share	M-F	10:00-9:00		Parkwood Village
Ithaca	Mark	5-1665	Drive	M-F	8:30-5:30		
Ithaca	John	5-4165	Share	M-F	Flexible	No	East Hill
Ithaca	Jane	5-2291	Share	M-F	8:00-5:00		
Ithaca	Lois	3-3323	Drive	M-F	8:00-5:00		Snyder Hill Road
Ithaca	Joe	5-1687	Share	M-F	10:00-5:00	No	Route 89
Ithaca	Gail	5-4050	Share	M-F	8:00-4:30		
Ithaca	Tom	5-4882	Drive	M-F	9:00-5:00	OK	
Jacksonville	Timis	5-5174	Share	M-F	6:00-2:30	No	
Lansing	Susan	5-4139	Share	M-F	8:30-5:00	No	
Lansing	Betsy	4-1210	Share	M-F	8:00-5:00		
Lansing	Bill	5-9134	Drive	M-F	9:00-6:00	No	Meyers Point
Marathon	Judi	5-3745	Share	M-F	8:00-4:30	OK	
McLean	Deena	5-6506	Drive	M-F	8:00-3:30	No	
Moravia	Jim	5-3272	Share	M-F	6:30-3:00		via Rt. 34 or 38
Newark Valley	Amy	5-2215	Share	M-F	8:00-5:00	No	8-4 Fri
Newfield	Elaine	5-3806	Share	M-F	7:30-4:00		
Newfield	Linda	5-1866	Share	M-F	8:00-4:30		
Odessa	Susan	5-5338	Drive	Su-Th	10:00-8:00	No	
Odessa	Rose		Share	M-F	5:00-2:30	No	Home # 594-3352
Owego	RaeAnn	5-6224	Share	M-F	8:00-4:30	No	
Owego	Carol	5-2306	Ride	M-F	5:00-1:30	OK	
Owego	Criss	3-3010	Share	M-F	8:00-1:00		
Spencer	Barry	5-2423	Ride	M-F	8:00-5:00	NS	8 miles N of Spencer
Trumansburg	Tim	5-1381	Ride	M-F	8:00-5:00	No	
Varna	Annabelle	5-3818	Share	M-F	8:30-5:00		
Varna	Betty Ann	4-1234	Share	M-F	8:00-5:00		Trailer Park
Virgil	Suzanne	3-3946	Share	M-F	8:00-5:00		
Virgil	Jean	3-3100	Share	M-F	8:00-5:00		
Watkins Glen	Barb	5-1790	Share	M-F	8:00-4:30	No	8-4 Fri
Waverly	Robin	3-3011	Share	M-F	8:30-5:30	No	
Waverly	Linda	5-4284	Drive	M-F	8:00-4:30	No	
West Danby	Pat	5-2889	Share	M-F	Flexible	No	Route 96
Willseyville	Ramona	5-2262	Share	M-F	8:00-4:30	No	
Willseyville	Sharon	5-9731	Drive	M-F	8:00-4:30		

THE NEXT COMMUTER CONNECTION: December 19

## Second Annual "The Significance of Safe, Positive Touch"

Presented by

**Frank Bosler**

**Certified Massage Therapist**

Stevens Point, Wisconsin

## Seminar Schedule

Thursday, December 5

12:00-1:00 pm

Hall of Fame Room, Schoellkopf Hall

7:00-8:30 pm

Helen Newman Hall Lounge

Families Welcome

Friday, December 6

8:00-9:00 am

Helen Newman Hall Lounge

12:00-1:00 pm

Helen Newman Hall Lounge

For more information call 255-3886

Ability to solve problems. Knowledge of application software and experience with LAN helpful. Send cover letter and 2 resumes to Sam Weeks.

**Temporary Technician (T8708)**  
**Clinical Pathology/Diagnostic Lab-Statutory**  
**Hiring Rate: \$8.50**

**Posting Date: 10/17/91**  
Perform diagnostic tests in hematology, cytology, urinalysis, coprology, chemistry and immunology. Operate, maintain and trouble shoot equipment. Prepare reagents. Use computer for specimen accession, data entry and information retrieval. Hours 3-11pm, some weekends and call rotation.  
**Requirements:** AAS degree or equivalent in medical technology, BS and ASCP certification preferred. 1-2 yrs. current experience in all areas of lab testing. send cover letter and 2 resumes to Sam Weeks.

### Office Professionals

Approximately half of all University openings are for Office Professionals. Individuals with secretarial, word processing (IBM PC, Macintosh, Wang, Micom), 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.

**Cashier GR15 (C9208)**  
**Dining-Endowed**  
**Minimum Biweekly Salary: \$499.20**

**Posting Date: 11/21/91**  
Transact cash and credit sales; tabulate daily figures and prepare deposits.  
**Requirements:** High School diploma or equivalent. 1-2 yrs. related experience. Basic reading and computation skills. Good interpersonal and communication skills required. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Assistant GR17 (C9105)**  
**Undergraduate Admissions-Endowed**  
**Minimum Biweekly Salary: \$530.38**

**Posting Date: 11/21/91**  
Process applications for 7 undergraduate college. Duties: enter all admissions inquiries for a particular section of the alphabet, and the applications and records for the section. This position requires efficiency and accuracy of a large volume in a short period of time using on-line computer. Monday-Friday, 8:00am-4:30pm, 10 month a year.  
**Requirements:** High School diploma or equivalent. 1 yr. related experience. Good clerical and organizational skills; particular attention to detail essential. Interpersonal skills a must. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR18 (C9209)**  
**CISER-Endowed**  
**Minimum Biweekly Salary: \$542.89**

**Posting Date: 11/21/91**  
Oversee day-to-day activities of the facility including typing, filing, keeping staff schedules, and temporary personnel administration/orientation. In addition, this individual will be responsible for maintaining and updating the office inventory, client database, and financial reports.  
**Requirements:** High School diploma or equivalent required. Some college coursework preferred. 1-2 yrs. related experience. Knowledge of Cornell desirable; knowledge of IBM PC and WordPerfect essential. Good communication and organizational skills necessary. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2.

**Secretary GR18 (C9110)**  
**Human Development and Family Studies-Statutory**

**Minimum Biweekly Salary: \$542.89**  
**Posting Date: 11/14/91**  
Responsible for word processing; telephone receptionist; travel arrangements; assembling training materials. Other duties as assigned. Monday-Friday, 8:30am-5:00pm, until 6/30/92, continuation contingent upon available funding.  
**Requirements:** High School diploma or equivalent. 1-2 yrs. related office experience. Some college coursework preferred. Knowledge of computers (Macintosh). Familiar with Cornell travel and voucher systems helpful. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR18 (C9111)**  
**Alumni Affairs-Endowed**  
**Minimum Biweekly Salary: \$542.89**

**Posting Date: 11/14/91**  
Provide secretarial/clerical support to the Assistant Director Minority Programs and the Business Manager, Alumni Affairs; assist with all aspects of Minority Programs and business operations.  
**Requirements:** High School diploma or equivalent. Business or Secretarial school desirable. 1-2 yrs. related experience. Skill in general office procedures. Excellent organizational and communication skills. Ability to work under pressure with heavy work volumes. Knowledge of Macintosh computer software preferred. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Accounts Assistant GR19 (C9210)**  
**Bursar-Endowed**  
**Minimum Biweekly Salary: \$566.28**

**Posting Date: 11/21/91**  
Responsible for monitoring and maintaining the Cornellcard system under the advisement of the Manager of the Systems Department. Administer billing program for non-university owned fraternities and sororities. Includes coordinating data processing, assisting outside departments with their use of systems, researching problems and errors, reconciling general ledger accounts.  
**Requirements:** A.A.S. or equivalent. Experience with Macintosh computers, mainframe systems, data analysis. Strong interpersonal communication and organizational skills. Ability to work in a busy environment while meeting strict deadlines and paying close attention to detail. Light typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2.

**Receptionist/Information Secretary GR19 (C9112)**  
**Graduate School, Records-Endowed**  
**Minimum Biweekly Salary: \$566.28**

**Posting Date: 11/14/91**  
Enter data on Macintosh Computer; process forms related to graduate students records; answer phones and basic inquiries from students, faculty and other offices; assist in course enrollment and at reception desk; process application requests, prepare labels on computer.  
**Requirements:** High School diploma or equivalent. Some college coursework preferred. 1-2 yrs. related experience. Knowledge of college structure. Ability to work/organize independently. Familiarity with Mac computers desired. Excellent communication skills and confidentiality are required. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Systems Specialist GR19 (C9012)**  
**JGSM-Endowed**  
**Minimum Biweekly Salary: \$566.28**

**Posting Date: 11/7/91**  
Manage user services help desk for computing services. Responsible for tracking calls on several in-house computer systems, record-keeping, and basic troubleshooting. Provides central location for faculty, staff, and students to call with computing questions, whether that be application-specific, procedural or general. Some administrative duties.  
**Requirements:** High School diploma or equivalent. Associate's degree preferred. Computer experience essential: VAX, DOX, or Macintosh. Experience with word processing required. Other computer package experience is a plus. Must have office and typing skills. Strong service orientation and good interpersonal skills. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR20 (C7710)**  
**Cornell University Council-Endowed**  
**Minimum Biweekly Salary: \$590.45**

**Posting Date: 11/21/91-Repeat**  
Provide secretarial/administrative support to Director and Assistant Director of Office of Councils for all activities and responsibilities resulting from the organization of Council's annual meeting, administrative board meetings, various committee meetings. Also, secretarial support for other special events and programs as assigned, to include President's Council for Cornell Women, Entrepreneur of the Year Program, etc.  
**Requirements:** Associate degree in secretarial or business school. 3 yrs. of experience. Excellent editorial/proofreading skills, spelling, grammar. Proficient in word processing (Macintosh preferred). Some experience with university accounting helpful. Ability to work independently and maintain quality work under pressure. Excellent interpersonal and organizational skills. Attention to detail. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR20 (C9007)**  
**Lab of Nuclear Studies-Endowed**  
**Minimum Biweekly Salary: \$590.45**

**Posting Date: 11/7/91**  
Act as receptionist; answer phones; operate paging system; make travel arrangements; schedule meetings; type technical papers using MASS-11 and MicroSoft Word; type purchase orders; distribute mail.  
**Requirements:** Minimum 2 yrs. responsible secretarial experience. Excellent organizational, interpersonal and communication (written and oral) skills. Must be able to work under pressure and handle continual interruptions. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR20 (C8417)**  
**Council of the Creative and Performing Arts and AAP Deans Office-Endowed**  
**Minimum Biweekly Salary: 590.45**

**Posting Date: 10/31/91**  
Provide administrative assistance equally distributed in two office: 1) Council for the Creative and Performing Arts-assist to expedite arts programs, handle inquiries, schedule meetings, gather information for arts project proposals, assist with publication of EVENTS in the arts and humanities, maintain budget and grant accounts. 2) AAP Dean's Office-Assist with college accounting and administration, including preparation of journal vouchers and scholarship awards. Continuing 11 month appointment from August-June.  
**Requirements:** Associate's degree or equivalent in office experience. Ability to work independently, manage multiple tasks with strong organizational and communication skills. Experience on the Macintosh with Knowledge of Microsoft Word, Excel, and Pagemaker needed. Familiarity with Cornell accounting procedures and knowledge of arts and humanities departments and programs at Cornell helpful. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR20 (C8906)**  
**Nutritional Sciences-Statutory**  
**Minimum Biweekly Salary: \$590.45**

**Posting Date: 10/31/91**  
Provide administrative and secretarial support for

the Division of Nutritional Sciences Extension nutrition education efforts, including the Expanded Food and Nutrition Education Program (EFNEP). Currently this includes 3 professionals (1 professor and 2 Extension Associates). The professional staff work with Cooperative Extension professionals and paraprofessionals in NY'S 57 counties, NYC, and the Cornell community. Specific duties include responding to inquiries, preparing correspondence, maintaining file system, arrange meetings and conferences, maintain accounts.

**Requirements:** AAS or equivalent required. 2-3 yrs. related work experience. Excellent organizational and interpersonal skills; proficiency w/current version of WordPerfect and basic desktop publishing techniques and appropriate electronic mail systems; familiarity w/food and nutrition subject matter, Cornell Cooperative Extension including EFNEP highly desirable; flexible; able to work under pressure, set priorities, work independently and use sound judgement. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2.

**Administrative Aide GR20 (C8703)**  
**JGSM-Endowed**  
**Minimum Biweekly Salary: \$590.45**

**Posting Date: 10/17/91**  
Coordinate and perform a broad set of accounting and administrative duties for the Director of Business Operations and the Business Manager and approximately 60 faculty members. This position combines two posts and the individual hired will need to work independently under the general supervision of the Business Manager in establishing priorities and overseeing the facilities, while working closely with Accounts Coordinator and others.  
**Requirements:** Associates degree in Secretarial Science. Minimum of 3 yrs. of general office and accounting experience preferred. Macintosh experience necessary. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Operations Coordinator GR21 (C9204)**  
**CISER-Endowed**  
**Minimum Biweekly Salary: \$615.42**

**Posting Date: 11/21/91**  
Primary responsibility is to manage operations for survey research projects, particularly mail surveys. These tasks include oversight and coordination of coders, data entry, and clerical personnel. Responsibilities include development and production of survey research requirements (including customized coding and data management schemes), management, scheduling, and accounting of survey research projects.

**Requirements:** Bachelor's degree in social science or equivalent. 1-2 yrs. related experience. Demonstrated ability and experience in project management experience in social research, knowledge of survey research methods, and knowledge or willingness to learn microcomputer and mainframe applications in project management and survey research. Experience and demonstrated skills in layout. Good organizational skills and attention to detail. Good interpersonal skills to promote staff morale and build teamwork. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2.

**Administrative Aide GR21 (C9205)**  
**Human Service Studies-Statutory**  
**Minimum Biweekly Salary: \$615.42**

**Posting Date: 11/21/91**  
Provide assistance to the Director and Senior Extension Associate in the implementation and coordination of projects for a Human Services Administration Program. This includes grant management and accounting for a budget of approximately \$300,000. Also responsible for maintaining schedule and coordination of projects and appointments.  
**Requirements:** Associate's degree or equivalent required. 3 yrs. experience; excellent organizational skills, ability to work independently, knowledge of IBM personal computers and Word Perfect, general knowledge of office systems. Medium typing. Cornell employees only. Send employee transfer application to Esther Smith, Staffing Services, East Hill Plaza #2.

### Office Professional Part-Time

**Receptionist/Office Assistant GR16 (C9005)**  
**Johnson Museum-Endowed**  
**Minimum Full-time equivalent: \$511.68**

**Posting Date: 11/7/91**  
Operate museum reception desk in lobby. Provide information to visitors; sell cards, catalogues, and posters; answer telephone; take accurate messages for staff members; relay accurate information to weekend supervisor; provide security of museum lobby; and be available to work special events during evening hours and for substituting for weekday receptionists. Saturday and Sunday, 9:45a.m.-5:15p.m., some evenings plus weekday substitution.

**Requirements:** High School diploma or equivalent. Up to 1 yr. related experience necessary. Interest and involvement in art or related areas preferred, as well as familiarity with the Ithaca area community. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Accounts Assistant GR18 (C9109)**  
**Human Ecology, Field and International Study Program-Statutory**  
**Minimum Full-time Equivalent: \$542.89**

**Posting Date: 11/14/91**  
Under direct supervision of Administrative Aide, is responsible for implementing approved program budget, processing and monitoring all Program expenditures, and reporting any discrepancies to supervisor. 20hrs., flexible.  
**Requirements:** High School diploma or equivalent. Some college coursework in accounting desirable. 1-2 yrs. related experience. Organizational skills required. Attention to detail. Knowledge of Cornell accounting system preferred. IBM PC computer experience, including WP 5.1, D-base. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Interlibrary Loan Specialist GR18 (C9106)**  
**Veterinary Library-Statutory**  
**Minimum Full-time Equivalent: \$542.89**

**Posting Date: 11/14/91**  
Responsible for all aspects of interlibrary borrowing services. Fill interlibrary lending and photoduplication requests; provide circulation, directional, informational and other public service assistance to patrons at the Public Service Desk. Other duties as assigned. 25-30 hrs/wk, between 8am-5pm, Monday-Friday.

**Requirements:** High School degree or equivalent. Some college work preferred. 1-2 yrs. related office and/or library experience desirable. Strong interpersonal and communications skills essential. Strong orientation to public service. Ability to organize and accurately perform detailed work. Experience with word processing or other computer applications helpful. Able to work independently. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Building Coordinator GR19 (C8605)**  
**Human Ecology Administration-Statutory**  
**Minimum Full-time equivalent: \$566.28**

**Posting Date: 11/7/91**  
Has the responsibility to identify routine and emergency building and utility problems. Responsibility for notifying departments of utility shutdowns. Assists Project Coordinator as needed. Serve as backup person for mailroom and building security. Monday-Friday a.m. or p.m.

**Requirements:** High School diploma or equivalent. Trade school or 2-3 yrs. of experience in construction or facilities related area to identify problems of that nature. Ability to read blueprints and specifications. Familiarity with building system terminology, construction operations, and Cornell M&SO operations and procedures desirable. Familiarity with Macintosh computers preferred. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Senior Night Supervisor GR20 (C9206)**  
**Hotel Administration-Endowed**  
**Minimum Full-time Equivalent: \$590.45**

**Posting Date: 11/21/91**  
Responsible for library operation during evening and Friday (day) hours; daily activities including circulation and reserve operations; supervision collection maintenance; provision of current awareness services; maintain corporate information files, and menu collection.

**Requirements:** Associates degree or equivalent preferred. 2-3 yrs. related experience. Strong interpersonal and communication skills. Previous library and/or supervisory experience. Able to work independently. Knowledge of computers required. Light typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR20 (C9107)**  
**Women's Programs in Engineering-Endowed**  
**Minimum Full-time Equivalent: \$590.45**

**Posting Date: 11/14/91**  
Assist Director in carrying out programs by providing administrative and clerical support. Financial management of operations. Negotiable 20 hrs/week

**Requirements:** AAS degree or equivalent. 2-3 yrs. experience. Organizational, editorial and writing skills. Knowledge of Macintosh word processing and database programs. Knowledge of Cornell's accounting system preferred. Ability to perform library research. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Research Aide GR20 (C8413)**  
**Classics-Endowed**  
**Minimum Full-time Equivalent: \$590.45**

**Posting Date: 9/26/91**  
Responsible for operating Kurzweil optical scanner which converts printed texts into computer files for the CCCG (1/2 time), and correcting tests of Greek inscriptions from publications converted into computer-readable form by the Kurzweil Optical scanner for inclusion in a database on the Ibycus computer system (1/2 time). Flexible Hours.

**Requirements:** B.A. in Classics, humanities, history or related field preferred. 1-2 years related experience. Proficiency in Ancient Greek, some knowledge of Latin, familiarity with word processing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application.

### 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 Macintosh word processing are in particular demand. Call Karen Raponi at (607) 255-2192 or 255-7422 for more information.

**Temporary Secretary, Part Time (S9104)**  
**Nutritional Sciences-Statutory**  
**Posting Date: 11/14/91**

Provide administrative and secretarial support for four faculty and their teaching, research and extension responsibilities in the Division or Nutritional Sciences. Duties include technical typing of scientific manuscripts and grant proposals; developing, maintaining and monitoring automated files for research, grant and class accounts; ordering lab supplies; providing support for committee activities; directing visitors, students. 3 to 4 months.

**Requirements:** AAS or equivalent. At least 3 yrs. previous secretarial/administrative experience. Proficiency in technical typing/word processing skills (MAC) and working knowledge of spreadsheet management. Detail-oriented. Ability to make independent decisions, particularly in the absence of faculty supervisors. Prefer experience with graphics software. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza #2.

**Temporay Secretary,Part-Time (S9201)**  
**Agricultural Economics-Statutory**  
**Posting Date: 11/21/91**

Provide administrative and secretarial support to a

professor, particularly in teaching and graduate research. Use personal computer, schedule calendar, and make travel arrangements. Faculty member is blind. Reading correspondence and transcribing from tapes, etc. are important.

**Requirements:** High school graduate with business/secretarial training or equivalent. B.S. or some college desirable. IBM personal computer (Word software), good interaction skills, dictation (ability to take dictation or good notes). Two to five years experience desirable. Mid-January -8/31/92. 20-30 hours a week, flexible. Benefits. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza #2.

**Extension Support Specialist (S9003)  
Cooperative Extension-Human Ecology  
Posting Date: 11/7/91**

Assist with the development and organization of a program evaluation handbook and with the assessment of the statewide program committee structure. Responsibilities include: Reviewing materials, writing drafts, developing case studies, gathering and compiling information. Researching and analyzing format. Arrange meetings, draft interview guides, arranging and conducting interviews, summarize findings, and draft summary report of results and recommendations.

**Qualifications required:** Knowledge and understanding of and practical experience with program evaluation and evaluative research processes, basic word processing skills, strong interpersonal skills. Direct experience in conducting individual and group interviews is desirable. Experience with informal education processes and programs is very helpful. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza #2.

**Extension Support Specialist (S9108)  
Cooperative Extension-Human Ecology  
Posting Date: 11/21/91**

Assist with the development and organization of a program marketing brochure emphasizing outcomes and results of Cornell Cooperative Extension programming. Review documents and relatives to the program development and marketing experience within Cornell Cooperative Extension. Gather and compile program results information from prepared material and from selected staff and other stakeholders. Develop new statements of impact. Develop draft sections of the marketing brochure for approval by supervisor and review by advisory group. Investigating and analyzing appropriate formats for marketing program results.

**Requirements:** Knowledge and understanding of and direct experience with writing for the public domain. Technical marketing and/or publications production knowledge. Basic wordprocessing skills. Strong interpersonal communication skills. Direct experience in gathering information, summarization and interpretation is desirable. Interest in and some experience with informal education processes and programs is helpful. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza, #2.

**Programming Coordinator (S8801)  
Residence Life  
Hourly Rate: \$6.25  
Posting Date: 10/24/91**

The programming Coordinator will work with the graduate and family residence staff to provide a well balanced programming effort to students and families living in graduate and family housing. Interest and/or experience working with families and/or graduate students preferred. Casual appointment, 19 hours per week, until 6/1/92. Mostly daytime hours with some weekend days likely. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza #2.

**Paraprofessional Part-Time**

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

**Physical Therapist Assistant GR20 (B9003)  
University Health Services-Endowed  
Minimum Full-time Equivalent: \$590.45  
Posting Date: 11/7/91**

Carry out treatments as directed and supervised by the departments Physical Therapists. **Requirements:** AS degree in Physical Therapy Assistantship or equivalent. Athletic training preferred. Experience in orthopedic/sports medicine setting desirable. 2-3 yrs. experience in related setting without advanced degree considered. Send cover letter and resume to Cynthia Smithbower.

**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 SO02 (G9201, G9202)  
Buildings Care-Endowed  
Hiring Rate: \$6.55  
Posting Date: 11/21/91**

Provide general custodial care of buildings and grounds in immediate vicinity of assigned area. **Requirements:** Basic reading and writing skills. Able to operate a variety of heavy power equipment, lift 50 pounds and climb a 6 foot ladder. Hours: Monday-Thursday 6:00 a.m. - 2:30 p.m. Friday 6:00 a.m. - 1:30 p.m. Regular Cornell Employees only. Send employee transfer application to Esther Smith, Staffing Services, East Hill Plaza #2.

**Head Custodian SO04 (G9101)  
Buildings Care-Endowed  
Hiring Rate: \$7.17  
Posting Date: 11/14/91**

This is a lead custodial position, responsible for overseeing the work of 3-10 custodians who perform custodial work in an assigned area. The head custodian assists with the development and training of each custodian in his/her complex. This lead function involves 25% to 50% of the head custodian's time. The remainder of time is utilized in performing the routine cleaning (up to 75%) of assigned campus buildings. Monday-Thursday, 5pm-1:30am, Friday, 5pm-12:30am. Periodically required to work other shifts.

**Requirements:** High School diploma or equivalent. 3-5 yrs. custodial experience required. Must be in good physical condition and have demonstrated good attendance. Able to lift 50 pounds and climb and 8 foot ladder. Must possess a valid NYS drivers license and have own vehicle for on campus use. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2, employees should include an employee transfer application.

**Academic**

**Research Associate III CA05  
Vet Pharmacology  
Posting Date: 11/14/91**

Research Associate position available to study the mechanism of chemical (dioxin) toxicity/carcinogenesis. Studies to involve the examination of the structure and function of dioxin receptor; the role of the receptor in controlling cell growth to different polycyclic aromatic hydrocarbons (PAH'S) and possible involvement of the receptor in the different signal transduction pathways. Applicant must have a Ph.D. in related field, 2-3 yrs. postdoctoral research experience, and have a strong background in tissue culture, receptor/ligand interaction, immunochemical methods and protein chemistry techniques. Send curriculum vitae, copy of Ph.D. Certificate, and names of three references to: Dr. John Babish/Marge McKinney, Department of Pharmacology, D120 College of Veterinary Medicine, Cornell University, Ithaca, NY 14853. Applications must be received on or before November 21, 1991.

**Research Associate II CA04  
Plant Pathology (Geneva)  
Posting Date: 11/14/91**

This position involves research on the development of transgenic plants expressing viral genes of tomato spotted wilt virus and squash mosaic virus. The goal of the research is the development of transgenic plants that are resistant to infection of tomato spotted or squash mosaic viruses. The research associate will be expected to do the complete spectrum of work required for developing and testing transgenic plants. The research will include virus purification, cDNA cloning, sequencing of cDNA, identification and engineering of viral genes into expression and transformation vectors, testing these gene constructs *in vivo* for activity, transforming plants via *Agrobacterium tumefaciens* or via the Biolistic process, characterizing transgenic plants for gene integration and expression, and testing of transgenic plants for resistance to tomato spotted wilt or squash mosaic viruses.

**Requirements:** Ph.D. degree in one of the plant sciences; such as, Horticulture, Plant Pathology, or Plant Molecular Biology. Experience with all techniques required for developing transgenic plants. Experience in identifying and engineering the capsid proteins of squash mosaic virus and the nucleoprotein gene of tomato spotted wilt virus highly desirable. Experience in the use of the particle gun for transformation of plants via the Biolistic process. Continuing of position is based on the availability of grant funds and satisfactory performance. The position is sufficiently funded for at least four years. To apply, send cover letter, transcripts, and 3 letters of reference to Dr. Dennis Gonsalves, Plant Pathology, NYS Agriculture Experiment Station, Geneva, NY 14456 by November 29, 1991.

**Research Associate III  
Mechanical & Aerospace Engineering  
Posting Date: 11/21/91**

Research Associate position in development of dynamical models of turbulent flows with application to turbulence control. Applicants should have 1) Ph. D. in Applied Mathematics or related area; 2) strong background in dynamical systems theory,

turbulence modeling, and computational fluid dynamics; and 3) proven experience in the management and coordination of interdisciplinary projects involving large software systems and sophisticated analytic models.

Salary range is \$26,000 to \$32,000 per year. Send resume and references to Professor J.L. Lumley, 256 Upson, CU, Ithaca, NY 14853.

**Associate Director (Farm Animals)  
Center for Research Animal Resources  
Posting Date: 11/14/91**

Cornell University seeks a Farm Animal Regulatory Veterinarian. The successful candidate will have University-wide responsibility for institutional compliance with University, State and Federal regulations regarding the care and use of farm animals in research and teaching. The position title is Associate Director, Center for Research Animal Resources and the successful candidate will have faculty responsibilities in an appropriate academic department of the College of Agriculture and Life Sciences and/or the College of Veterinary Medicine.

**Requirements:** Qualified candidates should possess a DVM/VMD degree and have advanced training in farm animal medicine. Since a significant portion of time will be allocated to academic endeavors, the successful candidate should demonstrate credentials and interest in biomedical/agricultural research or extension. Academic rank, departmental affiliation and track (tenure vs non-tenure) will be determined by credentials and experience in an academic discipline. While prior experience dealing with regulatory agencies is desirable, it is not mandatory. Candidates should possess excellent interpersonal communication skills, organizational abilities and the initiative necessary to perform in a large, complex multidisciplinary research setting. Candidates should submit an application package which includes: a resume, at least two references and a letter summarizing their career expectations and features of their past experience which are relevant to this position. This application package must be received by December 30, 1991 and should be sent to: Dr. Fred Quimby, Chairperson, Search Committee for the Associate Director, CRAR, 221 VRT, NYCVM, Cornell University, Ithaca, NY 14853-6401

**Statistician, Faculty Tenure Track  
Operations Research and Industrial Engineering  
Posting Date: 11/14/91**

Rank open but preference for Assistant Professor. Strong research potential/record essential. Applicant should have substantial interest in applications and is expected to teach grad and undergrad courses in experimental design and quality control. Current teaching load 2 courses/year and advanced graduate course every 2nd year. Ph.D. in Operations Research, Statistics or a related area required. AA/EOE. Women and underrepresented minorities are especially encouraged to apply. Send resume, graduate transcript (for recent PhDs), letter describing professional interests, and three reference letters by January 15, 1992 to David Ruppert, Head, Search Committee, School of Operations Research and Industrial Engineering, 225 E&T Building, Cornell University, Ithaca, NY 14853.

**Assistant Professor  
Art History  
Posting Date: 11/21/91**

One semester temporary position (January 15, 1992). \$16,000. Specialist in Baroque art to teach two courses in 17th/18th century. Ph. D., teaching experience required. Letter with CV and names of three references, A/D December 1, 1991. Andrew Ramage, Chair, History of Art Dept., Goldwin Smith Hall, Cornell University, Ithaca, NY 14853.

**Technical Services/Automation Librarian  
NYS Agricultural Experiment Station Library-Geneva  
Posting Date: 11/14/91**

Under the direction of the Station Librarian, is responsible for the technical services, database management and the new information technology systems, including: developing and maintaining the public access online catalog of the records for the Geneva Library's holdings and its integration into the Cornell library online catalog; coordinating and maintaining the new information technology systems and databases in concert with the other Cornell libraries; overseeing the retrospective conversion project of the Geneva Library records into MARC format for the online catalog; acquiring and cataloging library materials; and participating in the public services aspects of the library.

**Requirements:** MLS or equivalent graduate degree; excellent knowledge of AACR2, LC classification schedules, subject headings, personal computers, and software applications for library procedures required. Minimum 1-2 yrs. experience with automated cataloging systems, relational databases, and knowledge of one or more foreign languages preferred. Good interpersonal, oral and written communication skills. Demonstrated organization skills. Send cover letter, resume, and 3 references with addresses and telephone numbers to: Ann Dyckman, 235 Olin library, Cornell University, Ithaca, NY 14853

**Preservation Reformatting Librarian**

**John M. Olin Library  
Posting Date: 11/21/91**

Two Year Position. Responsibilities: Manage all aspects of the preservation microfilming operation, the brittle books program, and the conservation information clearinghouse. Assist in the training and education programs in preservation. Supervise, train, and evaluate preservation interns. Conduct one to two consultancies and offer one to two workshops per year.

Qualifications: MLS and specialized training/experience in library preservation. Thorough knowledge of preservation microfilm policies and technical procedures required. Two years relevant experience in a preservation program in a research library highly desired. Working knowledge of library technical services expected. Familiarity with on line searching, word processing, and database management highly desired. Demonstrated ability to plan projects, write reports, and communicate effectively. Demonstrated interest in professional development and services. Excellent interpersonal and written/oral communication skills. Send cover letter, resume and three references including addresses and telephone numbers to Ann Dyckman, 235 Olin Library, Cornell University, Ithaca, NY 14853.

**Professor, Tenure Track, Rank Open  
Modern Languages and Linguistics  
Posting Date: 11/14/91**

Position in Phonological Theory, to begin in August 1992. PhD required. To assure careful consideration, candidates should send letter of application, CV, representative publications (no more than three), and three letters of recommendation no later than November 22, 1991 to: Jay H. Jasonoff, Chair, Phonology Search Committee, Department of Modern Languages and Linguistics, Morrill Hall, Cornell University, Ithaca, NY 14853.

**Professor, Tenure Track, Rank Open  
Modern Languages and Linguistics  
Posting Date: 11/14/91**

Position in contemporary syntactic theory, to begin in August 1992. PhD required. To assure careful consideration, candidates should send letter of application, CV, representative publications (no more than three), and three letters of recommendation no later than November 22, 1991 to: Margarita Suner, Chair, Syntax Search Committee, Department of Modern Languages and Linguistics, Morrill Hall, Cornell University, Ithaca, NY 14853.

**Molecular Virologist  
Microbiology, Immunology and Parasitology  
Posting Date: 11/7/91**

Assistant Professor of Virology-tenure track position. Appointment at a higher level may be possible for an exceptional candidate. The successful applicant will teach a course in Pathogenic Virology to veterinary students and graduate students and will be provided with resources to initiate an independent research program.

**Requirements:** Applicants must have a PhD and demonstrated evidence of research productivity. Preference will be given to candidates who also have a DVM. Applications including a curriculum vitae, outline of research interests and the names of three referees should be sent to Dr. Roger J. Avery; Department of Microbiology, Immunology and Parasitology; College of Veterinary Medicine, 615 Veterinary Research Tower; Cornell University; Ithaca, NY 14853-6401. Screening of candidates will begin immediately and will continue until the position is filled.

**PA#38 Extension Specialist-Sea Grant/Great Lakes Environmental Quality (One-Year appointment) Location: Erie County, East Aurora, NY  
Posting Date: 11/7/91**

Implement and evaluate an Extension education program pertaining to the quality of Great Lakes coastal environments. Conduct educational activities that 1)enhance governmental, media, special interest, user group and general public awareness and understanding of coastal environments and associated problems; 2) assist such audiences in developing, implementing, or supporting activities that seek to remediate such problems; and 3) aid existing Cornell Cooperative Extension programs related to coastal resources and conservation in addressing environmental programs and issues. Minimum qualifications: Master's degree in environmental science, aquatic science, or coastal/natural resource management. 1-2 yrs. experience in environmental resource management, education or communications. Experience with public outreach efforts and familiarity with New York's Great Lakes desirable. Salary: \$21,400, commensurate with qualifications. Apply by November 21, 1991. Send letter of intent, resume and transcripts to: 365 Roberts Hall, Cornell University, Ithaca, NY 14853.

**CORNELL  
Employment News**

EDITOR: Nancy Doolittle

PAGE LAYOUT: Cheryl Seland  
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