

# CORNELL Chronicle

Volume 23 Number 25 March 12, 1992

## New leaders

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Professor Joel Silbey has been named director of the Cornell-in-Washington Program, and Beth I. Warren has been appointed associate vice president for human resources.

## Provocative speakers

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Ali Mazrui warned that the decline of communism has created a new global apartheid against blacks and Muslims. Maya Angelou advised her audience to meet adversity head-on.



Peter Morenus/University Photography

Members of the Board of Trustees take a tour of the still-to-be-opened underground Carl A. Kroch Library during their meetings on campus last week.

## Board extends need-blind admission policy

By Sam Segal

The Board of Trustees voted last week to continue need-blind admission at least through 1993-94 and to continue providing packages of grants, loans and work opportunities for admitted students with financial aid.

The action was taken despite the national recession, the state's funding cutbacks and required spending reductions throughout the university.

The board also approved replacing any cuts in state Tuition Assistance Program grants to current freshmen receiving Cornell grants. (Upperclassmen got the same assurance last spring.) And it agreed to borrow \$11 million from the State Dormitory Authority to provide loans to graduate and professional students and to the families of some undergraduates.

"We are doing everything possible, during difficult times, to keep Cornell accessible to all able students," said Provost Malden C. Nesheim.

During three days of meetings on cam-

pus, the board also set provisional tuition levels in the statutory colleges, approved military recruitment on campus, re-elected David L. Call to be dean of the College of Agriculture and Life Sciences for two years from July 1, 1993, and heard upbeat reports on student applications and on the \$1.25 billion capital campaign.

Earlier in the year, there had been discussion of possibly altering the admissions-and-aid policy because of the growing share that financial aid is taking out of the general-purpose budget. The discussions considered either denying admission to some students who required aid or continuing need-blind admission but denying aid to some admitted students.

Continuing the need-blind policy at least through 1993-94 was made possible, partly, by an anonymous gift of up to \$7.5 million over the next few years. It will be used to fill gaps between the financial aid funds needed under this policy and the funds otherwise available. With financial aid's current share of the budget at about 10 percent — or about \$24.6 million —

Cornell is seeking to limit annual increases to the percentage increase in tuition for the privately endowed colleges.

Another assumption made in reaffirming the policy was that aggressive efforts will be made to raise financial aid endowment, \$175 million of which is a goal of the five-year campaign. About a third of that had been raised after the 15 months ended Jan. 31.

While the state has not yet passed the budget for the fiscal year that begins April 1, the trustees tentatively approved 1992-93 tuitions for the statutory colleges that receive substantial state funding. The trustees hope to take final action in April.

For undergraduates who live in New York state, they tentatively approved an 8.5 percent increase, from \$6,450 to \$7,000; for non-residents, 11 percent, from \$11,950 to \$13,260.

The increases in graduate-student tuitions at the statutory colleges will vary from 8.5 to 12.2 percent. Basic stipends for nine-month graduate assistantships will

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## Students tell what financial aid made possible

By Sam Segal

With long, hectic days, a variety of money problems and the endless struggle to maintain campus harmony, Cornell's trustees can stand a little good news once in a while.

They got it in abundance Friday (March 6), when four scholarship students told of their educational adventures and triumphs.

The students were all impeccably dressed, good-humored, articulate and explicitly grateful for the financial aid that enables them to come to Cornell. Their testimony wrung long applause and a few tears from the trustees, many of whom were still smiling after the students had left the meeting room at the top of the Herbert F. Johnson Museum of Art.

The half-hour session was introduced by Susan H. Murphy, dean of admissions and financial aid, who said the purpose was to get beyond the numbers and the problems of financial aid and to remind the trustees of what all the agony is for — "to be able to enroll students who can take advantage of all that Cornell has to offer."

The students were individually introduced by Laura Clark, national leader of the Cornell Tradition Alumni Association. Clark, a 1985 engineering graduate who is a vice president with Morgan Guarantee Trust in New York, said financial aid meant she could come to Cornell instead of a state school in her native Wisconsin, a choice worth the struggle and sacrifice. She said that she volunteers in behalf of financial aid programs "because I want to be sure that people in my shoes feel they can come to Cornell."

Here are the students' stories:

**Beth Porter**, a senior from Poughkeepsie, is majoring in English and math and writing a thesis on geometry and poetry. She also likes teaching. So, though her major is in the College of Arts and Sciences, she is taking an extra year to get a master's degree in the art of teaching in the Education Department of the College of Agriculture and Life Sciences. Through a special teacher-education program, she is already teaching remedial eighth-grade math in the Lansing Middle School and will student-teach in Trumansburg during

the fall semester.

**Joe Jordan III**, a recruited cornerback from St. Louis, said he was raised by his sister and mother, "who always said, 'If you give it your all, son, there'll be a payoff.'" Jordan, who was also recruited by Wisconsin, Stanford and "other Ivies," said he chose Cornell because of a superior aid package and "the opportunity to be a student and an athlete and to succeed at both." A senior psychology major who is a Cornell Buddy Program mentor for an elementary school student and who works at the Robert Purcell Union, Jordan dropped football this year to be part of the Cornell-in-Washington Program, where his externship was with the Czechoslovakian Embassy. Besides thanking the university, Jordan exhorted the trustees: "Never forget about people like Joe Jordan. . . . They will give back something to Cornell later."

**Erik Sillardorf**, a senior natural resources major from Oregon, transferred from 550-student Harvey Mudd College and was worried about Cornell's size. But on the

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## Panel seeks new facilities, enhanced role for the arts

By Carole Stone

Although the creative and performing arts at Cornell are highly praised, they are frequently considered recreational, not educational, according to the report of a task force charged with assessing the status of the arts on campus.

To change that, the Task Force on Support for Cultural Activities has recommended upgrading facilities where the arts are created and performed, transforming the current Council of the Creative and Performing Arts into a universitywide center for the arts and requiring all undergraduates to receive instruction in the arts.

"The actual value [of the arts] in the education of students — in training their minds to think creatively, in encouraging them to develop their powers in making associations, in constantly reminding them of the need for connections that impose value and integrity

*The text of the task force's report is printed as an insert in today's Chronicle.*

upon their work, giving to it the fullest possible expression of beauty and truth — is neglected," the report states.

Perhaps the first and most important step in improving the status of the arts at Cornell, the task force argues, is for the university to change its attitude toward the arts.

Vice President for Academic Programs and Campus Affairs Larry I. Palmer appointed the nine-member task force in May 1990, in response to suggestions from members of the arts community on campus that the central administration was insufficiently attentive to the arts. Palmer named James McConkey, the Goldwin Smith Professor of English, chairman of the panel.

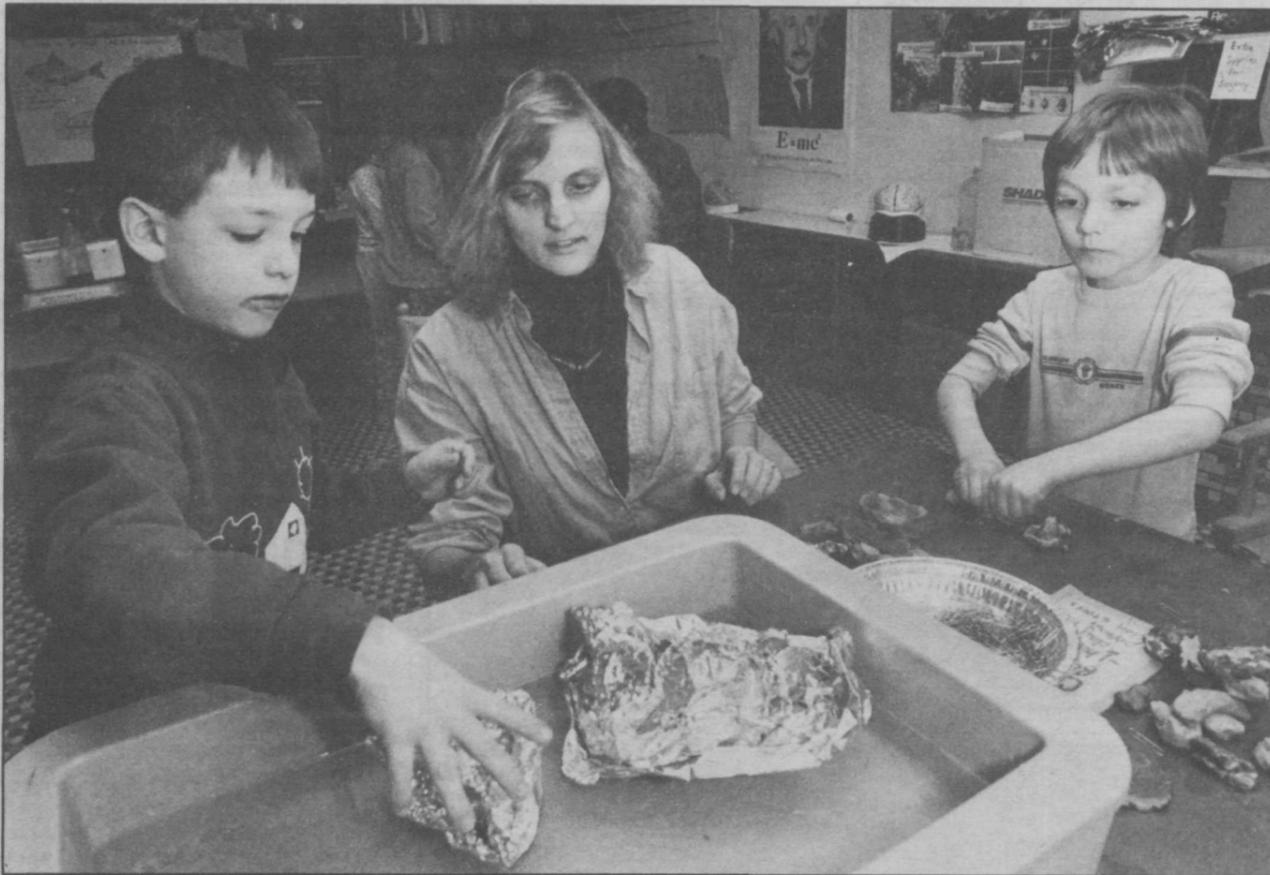
In addition to McConkey, members of the task force are: Roald Hoffman, the John A. Newman Professor of Physical Science; Charles McClintock, associate dean of the College of Human Ecology; Vincent

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Professor James McConkey, chairman of the task force.

## Sink or float?



Peter Morenus/University Photography

Undergraduate Christina Wortz works with students at Beverly J. Martin Elementary School on a lesson about buoyancy. The students experimented with different densities and shapes of clay and foil to determine what would and would not float. Twelve Cornell students have been giving the pupils lessons on magnetism, perception, aerodynamics and other topics as part of a Faculty-Fellow-in-Service Program effort organized by psychology Professor Barbara Finlay. The school's students are holding a science fair tonight.

## Fraternity may be cited for violations

Violations of several city safety and fire codes were expected to be charged against Phi Delta Theta fraternity in the wake of a party Saturday night that resulted in Ithaca Fire and Police departments responding to an emergency alarm at the fraternity house at 2 Ridgewood Road. Cornell Public Safety and Life Safety also were called to aid city emergency crews in the incident.

According to Deputy Fire Chief Brian Wilbur of the Ithaca Fire Department, smoke from bottle rockets set off on the second floor of the building touched off a fire alarm. When fire fighters arrived at the house, they found a medieval theme party under way. According to Wilbur, it was "an extremely hazardous situation," with dirty hay strewn on floors throughout the building, water dripping from the second floor, combustible articles such as banners hung in many rooms, hundreds of small candles lit and obstructed exits. Sparks from the fireworks could easily have set off a serious fire, he said.

Ithaca Police and Cornell Public Safety evacuated residents and guests, about 100 persons, from the residence. The Ithaca housing inspector refused to let residents re-enter the building until it was cleaned up.

Wilbur said he expected to file charges against Mark Dennis, president of the fraternity, and Brooks Nelson, an alumnus who allegedly tried to silence the fire alarm after it sounded.

Randy Stevens of the Dean of Students Office said that police reports will be reviewed and sent before the Judicial Committee for recommendations on possible disciplinary action by the university.

## BRIEFS

• **Bird course:** "Spring Field Ornithology," an eight-week, non-credit course in bird identification for college students and the public, is being offered by the Laboratory of Ornithology beginning April 1. The instructor is Stephen W. Kress, Ph.D., an associate of the Laboratory of Ornithology and biologist for the National Audubon Society. The course is designed for those with a beginning interest in birds and is scheduled during the spring migration through the Cayuga Lake area. Wednesday evening classes will cover the life histories and behavior of spring migrants with tape recordings, slides and lectures. Saturday field trips will visit a variety of local habitats, including Montezuma National Wildlife Refuge, Derby Hill and Arnot Forest, with an optional visit May 16-17 to Brigantine National Wildlife Refuge in southern New Jersey. The fee for enrollment, which is limited to ensure small field groups, is \$135. The fee to attend only Wednesday lectures or Saturday field trips is \$65. For more information and registration, contact the Cornell Laboratory of Ornithology, 159 Sapsucker Woods Road, or phone 257-7308.

• **Officers:** Two officers from Cornell Public Safety, Alexander W. Gair and Judy E. Kite, were honored March 9 as Officers of the Month by the Kiwanis Club of Ithaca. The two were honored in part for helping save the life of a 73-year-old man who suffered a heart attack at Cornell's Robert Trent Jones Golf Course last fall. The officers found the man in full cardiac arrest and administered cardiopulmonary resuscitation until the arrival of an ambulance crew.

• **Women's Studies:** The Women's Studies Program announces the availability of the Beatrice Brown Awards for graduate students working on some aspect of women and gender. The awards are small grants to be used for research and professional development. Applications are due at 391 Uris Hall by March 30. For more information, call 255-6480.

• **Cornell women:** Members of the President's Council of Cornell Women will meet on campus April 4 through 6 as advisers and advocates on women's issues. They will talk with students about career choices for

women, pay equity in academia and sexual harassment, among other topics. For more information, call Martha E. Eller at 255-6624.

• **Advisory committee:** Nominations are being sought for seven positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family and sexual harassment. A meeting for prospective members will be held March 31 from noon to 1 p.m. in the Dougherty Faculty Lounge, 280 Ives Hall. For an application, contact Carolyn McPherson, coordinator of women's services, at 234 Day Hall, 255-3976.

• **Bowling:** Helen Newman Lanes is holding a mixed-doubles, fun bowling tournament and chicken barbecue during the day Saturday, March 21. The cost for bowling and the barbecue is \$8; bowling only, \$5. Teams must consist of one woman and one man. To enter, visit the lanes and ask for an entry form.

## News Service names Lawrence Bernard senior science editor

Lawrence T. Bernard, 35, has been appointed senior science editor in the Cornell News Service.

Bernard coordinates news coverage of science and technology at the Ithaca campus. He also writes about the physical sciences and about faculty, students and staff for news releases and for News Service publications, including the campus newspaper, *The Cornell Chronicle*.

Bernard formerly was science editor at the University of Illinois at Urbana-Champaign, where he worked since 1988. Before that, he was the science writer for the Fort Lauderdale, Fla., *News/Sun-Sentinel* newspapers, where he won awards for his coverage of engineering issues and the nation's space program.

Originally from Brookline, Mass., Bernard earned a bachelor's degree in 1978 and a master's degree in 1979 from Northwestern University's Medill School of Journalism in Evanston, Ill.

He lives in Ithaca with his wife, Amy, a nurse educator, and two children, Joshua and Benjamin.

## 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

**Enrollment:** Pre-enrollment for fall 1992 courses takes place March 25 through April 8 at Sage Graduate Center.

**Degrees:** To receive a graduate degree, students must have their final undergraduate transcript on file with the Graduate School showing the conferral date of your undergraduate degree. If your graduate application for admission was made before the conferral of your undergraduate degree and you have not had a later transcript sent, check with the Graduate Records Office, Sage Graduate Center, to ensure that your final undergraduate transcript is in your file.

## CHRONICLE SCHEDULE

There will not be a Chronicle next week because of spring break. The next Chronicle will be published March 26; calendar notices for that issue must be received by March 16.

## OBITUARY

**Margaret Hutchins**, professor emerita of home economics education and a member of the faculty from 1943 until her retirement in 1957, died Feb. 24, in Rochester, N.Y., where she had lived since leaving the Ithaca area in 1975. She was 98.

In 1946 she was named chair of the newly formed Department of Home Economics Education in the College of Home Economics (now Human Ecology), a post she held until her retirement. She is credited with developing the department's graduate program, which under her tenure attracted students from across the United States and abroad.

Before coming to Cornell, she taught at Russell Sage College and subsequently supervised home economics programs for the city of Syracuse and the New York State Department of Education.

A memorial service is scheduled for Friday, March 13, at 10:30 a.m. at the Rochester Friendly Home Auditorium, 3156 East Ave., Rochester.

## Poverty expert to lecture here as Alpern Fellow

By Albert E. Kaff

William Julius Wilson, who was born into poverty in a Pennsylvania coal town and now is ranked as one of the nation's most influential social scientists, will visit Cornell in March to lecture on poverty and economic reform.

Wilson, an expert on urban poverty, is the Lucy Flower University Professor of Sociology and Public Policy at the University of Chicago and director of its Center for the Study of Urban Inequality.

Selected by the School of Industrial and Labor Relations as this year's Alpern Fellow, Wilson will give two lectures:

- "Poverty, Joblessness and Family Structure: A Comparative Perspective" on March 25 at 3 p.m. in Room 110 Ives Hall.

- "The Dilemmas of Public Agenda Research" on March 26 at 1:30 p.m. also in Room 110 Ives Hall.

A specialist on anti-poverty strategy, Wilson has argued that reliance on affirmative action and anti-discrimination measures does little for the black underclass and should be replaced by "race-neutral" remedies that appeal to a broad-based middle class.

"I want to see major economic reform in our society, and I want to see us bring groups together that have common interest," Wilson told *The Washington Post* last December. "Right now you have the whites, the working class, the poor whites sitting on the side, many of them supporting what I consider to be reactionary policies, because they don't think the liberals really have programs in their own interest. And therefore you keep electing politicians who are not committed to dealing with the problems that I write about."

The Alpern Fellowship that brings Wilson to Cornell was established through a grant from Jerome and Enid Alpern, both Cornell graduates, to integrate social issues and humanitarian values within the field of industrial and labor relations.

## Painting their colors



Peter Morenus/University Photography

Korean students paint their flag on a banner at the Holland International Living Center as part of International Week activities on campus. Other events included an African dinner and fashion show, a Brazilian carnival, international food tasting and an evening of dance performances.

## New human resources leader will begin her duties April 1

By Sam Segal

Beth I. Warren has been appointed associate vice president for human resources at Cornell, a position she holds at the University of Southern Maine.

Warren, chosen from among 405 applicants in a nationwide search, was confirmed by the Board of Trustees March 5 and will begin work April 1. She replaces Lee Snyder, who left last May to take a similar position at Georgetown University.

"Beth Warren is a dynamic leader recognized nationally for her innovative work," said Senior Vice President James E. Morley Jr. "She has also been a teacher, social worker and government official — experience that should serve her well in working both with our own colleges and with the off-campus community."

Of Allan Lentini, who has served as acting director of human resources since May, Morley said: "His dedication and results have been impressive. I am most appreciative. We look forward to having Allan's assistance in the transition to Beth Warren's leadership, especially his continuity on the classification review study."

Warren said she long admired Cornell as a world leader in education and was attracted to this job by "Cornell's developing commitment to apply the human-resources function to accomplishing its larger mission."

She said Morley and the university share her view that human resources must move beyond being a passive administrative process or a unit that reacts to crises.

"From my visits to campus, I'm aware of

many strengths and of areas I have yet to learn about," Warren said, "but I'm confident I can help design policies and programs to keep us pro-active and visionary and connected to the larger society."

At the University of Southern Maine, which has 10,000 students, Warren was recognized for transforming the personnel office from a passive to a pro-active operation of comprehensive services for employees. She has also been recognized for success with the university's Child and Family Institute, which, besides providing child care, devotes attention and university resources to practical, emotional, financial and educational needs of the involved adults, including employees.

From the College and University Personnel Association she received the Willers Award in 1988 for contributing, over many years, "to the cumulative knowledge and stature of the human resource profession within higher education." In 1990, she won a CUPA award honoring "innovation and creativity in human resource management." The child care program was honored by the Congressional Caucus for Women's Issues in 1988 as one of the best programs in the nation.

Among her former positions were executive director of human resources and director of the Office of Equal Opportunity at the university, consultant to the secretary of the Massachusetts Executive Office of Human Services and assistant commissioner for social services of the state's Department of Public Welfare, and an administrator of children's service programs for Boston and Roxbury.

A 1955 graduate of Abbot Academy (since merged with Phillips Andover Academy), she holds a B.A. degree in psychology from Wheaton College and an M.S.W. in social work from Simmons College. She has taught both psychology and human resources management and is certified by the Human Resource Certification Institute as a Senior Professional.

Among her numerous professional and service positions currently are the chairmanship of the Maine Human Rights Commission and membership on the national board of CUPA.

Warren was born in Atlanta, where her father — Gladstone Lewis Chandler — was a professor of English at Moorhouse College.

She is married to Theodore J. Warren, a Portland, Maine, high school teacher of history and social studies; she and her husband have one daughter.

## Joel Silbey is named director of Cornell-in-Washington

Joel H. Silbey, a historian of American politics who has taught at Cornell 26 years, will become director of the Cornell-in-Washington Program July 1, succeeding government Professor Benjamin Ginsberg.

Silbey, the President White Professor of History and a winner of Cornell's Clark Award for distinguished teaching, will spend three-quarters of his time in Ithaca, where, he says, "a major responsibility of the job is being a strong advocate for the program."

He will also teach in the Washington program, which he helped found in 1980. Along with Walter Lafeber, the Marie Underhill Noll Professor of American History, and Theodore Lowi, the John L. Senior Professor of American Institutions, he plans next fall to teach what has become a quadrennial tradition — "The History of the Presidential Election (of 1992)."

Silbey, whose appointment was announced by Larry I. Palmer, vice president for academic programs and campus affairs, says he has no strikingly new plans for the program, "which has a very good track record." He may look into changes such as more offerings for students interested in the humanities, offerings that could exploit Washington's museums and libraries.

The public-policy program enrolls about 55 juniors and seniors each semester from all undergraduate colleges. Most students come from the endowed units, especially the College of Arts and Sciences, says Linda J. Johnson, executive director of the program.

Most students, along with several teaching assistants, live in the four-story former apartment house that Cornell rents near Dupont Circle. Three days a week, they serve "externships" with a wide range of offices — from the White House to the Library of Congress, to think tanks of the left and right — and on two days, they take courses.

Courses are taught by commuting Cornell faculty or by such local adjuncts as Senate Historian Richard Baker, who teaches the history of the Senate. All regular faculty courses are limited to 18 students each.

There is an eight-credit core course, "Politics and Policy: Theory, Research and Practice," in which students do a major research paper related to their externship. A course is also offered regularly, says Johnson, in economics, history, natural resources and Washington architecture. Periodic electives cover ethics, social policy, international relations and aspects of American government.

"Through the seminars and the work," Silbey says, "students have the opportunity to get caught up in the elaborate processes for making public policy in this country."

"I've always been deeply committed to the program, and I'm happy to become more involved as its advocate."

Of 10 books he has written or edited, the most recent are *The American Political Nation, 1838-1893*; *The History of Congress, 1789-1989* and *The Partisan Imperative: Essays on the Dynamics of American Politics Before the Civil War*.

## Lectures to focus on improving teaching

Sociology Professor Bruce Hare, chairman of African-American Studies at Syracuse University, will launch the fifth annual College Teaching Lectures Series at Cornell with a discussion on the topic "Pluralism and Excellence: The Universal Mission of the University."

His lecture, which is free and open to the public, is scheduled for Wednesday, March 25, at 4 p.m. in Alumni Auditorium of Kennedy Hall. The other four lectures in the five-part series will be on successive Wednesdays starting at 4 p.m. in Alumni Auditorium, as follows:

- April 8: Bruce Ganem, professor of chemistry at Cornell, "Thoughts on Educating Non-Scientists about Sciences."

- April 15: Eduardo Marti, president of Tompkins-Cortland Community College, "Anticipated Relations of Community Col-

leges and Universities in the Decades Ahead: Implications for the Improvement of Teaching Transfer Students."

- April 22: Jerry Harvey, director of organizational behavior and development at The George Washington University, "Frog Farming and Swamp Draining in Academia: Will Our Current Management Techniques Serve Us Well in the Future — Or Do We Have A Management Paradox?"

- April 29: a panel discussion among several faculty members in the College of Agriculture and Life Sciences (CALs) on the topic "Possibilities For The Future: Or Should We Have A CALs Just Like The CALs That Taught My Dear Old Dad?"

The series, conducted annually through Cornell's Department of Education, is sponsored by Office of Academic Programs in the College of Agriculture and Life Sciences.



Beth I. Warren

# CALENDAR

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

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

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

## DANCE

### Cornell International Folkdancers

All events are open to the Cornell Community and general public. Admission is free, unless stated otherwise. For further information, call 257-7711.

Advanced Balkan dancing: intermediate Hungarian dancing with Kate Stuart — teaching, 7:30 p.m.; request dancing, 8:30 p.m.; March 15 and 22, North Room, Willard Straight Hall.

Global Dancing, co-sponsored by the Cornell Wellness Program, Schottische, March 17; teaching, 7:30 to 9 p.m.; open dancing, 9 to 10 p.m., Dance Studio, Helen Newman Hall. No dancing March 24 due to spring break.

### Israeli Folkdancing

Israeli folkdancing, teaching and open dancing, Thursdays, 8 p.m., Edwards Room, Anabel Taylor Hall.

### Jitterbug Classes

A six-week series of Jitterbug classes begins March 25, 7:30 p.m., Edwards Room, Anabel Taylor Hall (no partner needed). Cost is \$40 (\$35 for students). For more information call 273-0126 (leave

## 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. Visitors to the museum can now park behind Tjaden and Sibley Halls on campus when the museum-restricted areas on Central Avenue are filled. At the East Avenue traffic booth, drivers can purchase a two-hour permit for \$1, entitling them to park behind Sibley or Tjaden halls, the parking lots visible on University Avenue just past the museum.

"Pictures Through a Pinhole," an Eye Opener workshop, will be held to introduce youngsters to the art of photography on March 28 and April 4. The workshop will be held from 1 to 4 p.m. for children ages 10 and 11. Penney Dietrich, coordinator of education, will conduct the workshops. The workshop is planned in conjunction with the exhibit "Nature's Changing Legacy: The Photographs of Robert Glenn Ketchum." Registration deadline is March 20. Enrollment is limited, and a fee of \$14 for members and \$15 for non-members will be charged in advance.

In conjunction with the symposium "Visual Feminist Discourse: Feminine Consciousness and Women's Art," Mary Kelly's exhibit "Gloria Patri" and Renee Green's installations "Site/Scene and Peak" will be on display through April 8.

Box Lunch Tour Artbreaks will continue with "Looking at Nature" at noon on March 12. Following the tour, conducted by museum curators and docents, participants are welcome to eat their lunch and to meet informally with the tour guide.

### Olin Library

"Liberty and Its Limits: France in Revolution, 1792-1797," an exhibition of pamphlets, prints, books and manuscripts, through April 23. Curators are Nan E. Karwan, history, and Mark Dimunation, rare books, Olin Library.

### Willard Straight Hall Art Gallery

Photography by Phillip Johansen shown through March 14. Willard Straight Hall Art Gallery.

## FILMS

Films listed are sponsored by Cornell Cinema unless otherwise noted and are open to the public. All films are \$4.50 (\$4 for students) EXCEPT Monday Night Film Club (9:30 p.m.), \$3 for all; Thursdays, \$3.50 for all; Saturday Ithakid Film Festival, \$2 and \$1.50 under 12; Sunday Matinees, \$3.50. All films are held in Willard Straight Theatre except where noted.

### Thursday, 3/12

"Trust" (1991), directed by Hal Hartley with Adrienne Shelly and Martin Donovan, 7:50 p.m.

"The Ballad of the Sad Cafe" (1991), directed by Simon Callow with Vanessa Redgrave and Keith Carradine, 10 p.m.

### Friday, 3/13

"The Ballad of the Sad Cafe," 7:30 p.m.

"Trust," 9:50 p.m.

### Saturday, 3/14

"Trust," 7:30 p.m.

"Without You I'm Nothing" (1990), directed by John Boskovich with Sandra Bernhard, 9:40 p.m.

### Sunday, 3/15

"Without You I'm Nothing," 8 p.m.

### Monday, 3/16

"The Ballad of the Sad Cafe," 8 p.m.

### Tuesday, 3/17

"Overseas" (1990), directed by Brigitte Rouan with Nicole Garcia, Brigitte Rouan and Marianne Basler, 8 p.m.

### Wednesday, 3/18

"Aguirre, the Wrath of God" (1972), directed by Werner Herzog with Klaus Kinski and Ruy Guerra, 8 p.m.

### Thursday, 3/19

"Tabu" (1931), directed by F.W. Murnau and Robert Flaherty with Reri, Matahi and Hitu, 7:45 p.m.

"The Man Who Would Be King" (1975), directed by John Huston with Sean Connery and Michael Caine, 10 p.m.

### Friday, 3/20

"Herdsmen of the Sun" (1988), directed by Werner Herzog, shown with "Les Maitres Fous (The Mad Masters)" (1954), directed by Jean Rouch, 7:30 p.m.

"The Man Who Would Be King," 9:40 p.m.

### Saturday, 3/21

"Overseas," 7:35 p.m.

"The Man Who Would Be King," 9:45 p.m.

### Sunday, 3/22

"Overseas," 8 p.m.

### Monday, 3/23

"Aguirre, the Wrath of God," 7:20 p.m.

"Tabu," 9:30 p.m.

### Tuesday, 3/24

"Herdsmen of the Sun," shown with "Les Maitres Fous (The Mad Masters)," 7:45 p.m.

"The Man Who Would Be King," 10 p.m.

### Wednesday, 3/25

"El Santo Oficio" (1973), directed by Arturo Ripstein with Jorge Luke, Diana Bracho and Claudio Brook, 7:10 p.m.

"The People Under the Stairs" (1991), directed by Wes Craven with Brandon Adams, Everett McGill and Wendy Robie, 10 p.m.

### Thursday, 3/26

"The Last Boy Scout" (1991), directed by Tony Scott with Bruce Willis, Damon Wayans and Chelsea Feld, 7:30 p.m.

"The People Under the Stairs," 10 p.m.

## LECTURES

### Africana Studies & Research Center

"From Stereotype to Prototype: Change and Women's Relocation in New African Feminine Novels," Modupe Kolawole, Rockefeller Scholar from Obafemi Awolowo University, Nigeria, March 12, 4:30 p.m., Africana Studies & Research Center, 310 Triphammer Road.

### Archaeology

"Recent Excavations in Neolithic Jordan-New Jerichos?" Alan H. Simmons, Desert Research Institute, University of Nevada, March 24, 8 p.m., 22 Goldwin Smith Hall.

### Classics

"Pindar and Politics," A. Thomas Cole, Yale University, March 12, 4:30 p.m., 134 Goldwin Smith Hall.

### Education

The first in the lecture series "The Improvement of College Teaching in a Decade of Change," March 25, 4 p.m., Alumni Auditorium, Kennedy Hall. Bruce Hare, professor of sociology, and chairman of African-American studies, Syracuse University, will speak on "Toward Pluralism & Excellence: The Universal Mission of the University."

### Music

Grout Lecture: "Entroiling the Falconet: Orientalism in 19th Century Russian Opera," Richard Taruskin, University of California, Berkeley, March 23, 4:30 p.m., 165 McGraw Hall.

### Neurobiology & Behavior

Lectures on molecular genetics and development of the nervous system, Barry Ganetzky, University of Wisconsin, Madison, co-sponsored by genetics and development, March 23, 4 p.m., and March 26, 12:30 p.m., Seminar Room, Biotechnology Building.

### Society for the Humanities

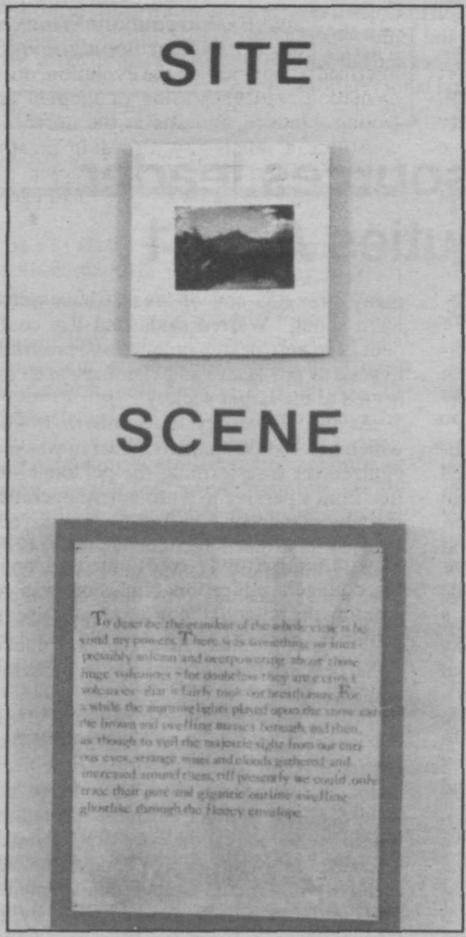
"Carry On Up the Khyber: Imperialism, Sexuality and Identity in the Painting of Benjamin Robert Haydon," John Barrell, University of Sussex, co-sponsored with The Humanities Center and history of art, March 23, 4:30 p.m. Guerlac Room, A.D. White House.

"The Construction of Masculinity," George Mosse, Clark Fellow, Cornell, and history, University of Wisconsin, March 24, 4:30 p.m., Guerlac Room, A.D. White House.

### Southeast Asia Program

"Islam and Politics in Indonesia," Abdurrahman Wahid, chairman, Nahdlatul Ulama (Indonesia), March 12, 12:20 p.m., 300 Rice Hall.

"Marriage Patterns in Rural Southern Thailand," Emmanuel Polioudakis, Ohio University, March 26, 12:20 p.m., 300 Rice Hall.



Renee Green's "Site/Scene" is on view at the Herbert F. Johnson Museum of Art through April 8, in conjunction with the symposium "Visual Feminist Discourse: Feminine Consciousness and Women's Art."

### Theory Center

"Intellectual Property in Multimedia Environment," Brian Kahin, director of the Information Infrastructure Project in the Science, Technology and Public Policy Program, Harvard's John F. Kennedy School of Government, Thursday, March 19, 7 p.m., Stabler Amphitheatre.

"Intellectual Property and the National Engineering Education Delivery System (NEEDS)," Brian Kahin, Harvard, and Carol Risher, director of Copyright, New Technology and

Managing Diversity with the Association of American Publishers, March 20, 9 a.m., 456 Engineering and Theory Center. M. Stuart Lynn, vice president for information technologies, will be the moderator.

### University Lecture

"The History of Angels from Abraham to Aquinas," Henry Mayr-Harting, St. Peter's College, University of Oxford, co-sponsored with history, March 12, 4:30 p.m., Society for the Humanities, Andrew Dickerson White House.

"Castiglione, His Wife, and Ovid," Walter Ludwig, The University of Hamburg, March 25, 4:30 p.m., 22 Goldwin Smith Hall.

### Western Societies Program

"Harmony Between Production and Environmental Protection: The Experience from Great Britain," Brynmor Green, Wye College, University of London, co-sponsored with natural resources. The Community and Rural Development Institute, March 24, 4:30 p.m., Kaufmann Auditorium, Goldwin Smith Hall.

"Women's Protest, Men's Demonstrations: Gender and Working Class Political Action in the Weimar Republic," Karen Hagemann, Technische Universität, Berlin, March 25, 4:30 p.m., Goldwin Smith Hall.

"The Adulteress' Child in 19th Century European Novels," Naomi Segal, St. John's College, Cambridge, March 26, 4:30 p.m., Guerlac Room, A.D. White House.

## MUSIC

### Department of Music

Pianist Stephanie Leon will perform a recital of 19th-century music on March 17 at 7 p.m. in Barnes Hall. Featured compositions will be Bernstein's "Touches," Coplands's "Sonata for Piano," "Iberia," and Chopin's Sonata in B Major, Op. 58. Leon, before coming to Ithaca, was of faculty of the University of Puget Sound, Washington and has lived many years in Paris performing soloist and chamber musician at Radio France in several international festivals. She and her sister, a violinist, have toured recently in China, Singapore and Indonesia as artistic ambassadors sent by United States Information Agency.

Festival Chamber Orchestra will perform works by Feurzeig, Kiroff and Weesner on March 28, 8:15 p.m. in Barnes Hall.

### Bound for Glory

Albums from the studio. Requests, 273-2737. Bound for Glory can be heard Sundays from 8 to 10 p.m. on WVBR-FM, 93.5.

## RELIGION

### Sage Chapel

There will be no services on March 15 and 16 due to spring 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.

### Christian Science

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

### Episcopal (Anglican)

Sundays, worship and Eucharist, 9:30 a.m., 11 a.m., 5 p.m., Anabel Taylor Chapel. Rev. G. 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 Avenue, Call 272-5810.

Shabbat Services: Friday: Reform, 5:30 p.m., Anabel Taylor Chapel; Conservative/Egalitarian, 5:30 p.m., Founders Room, Anabel Taylor Hall; Saturday: Orthodox, 9:15 a.m., Edwards Room, Anabel Taylor Hall; Conservative/Egalitarian, 9:15 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. Zuhr 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. Friday 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 evening, 8:30 p.m., 316 Anabel Taylor Hall.

**Zen Buddhism**  
Zazen meditation every Tuesday at 7 p.m. and Thursday at 5:15 p.m.; beginner's instruction Thursday at 4:30 p.m. in Anabel Taylor Chapel.

## SEMINARS

**Applied Mathematics**  
"The Development of Nonlinear Oscillations in Boundary Layer," Oleg S. Ryzhov, Rensselaer Polytechnic Institute, March 12, 1 p.m., 421 Sneek Hall.

"Syncing or Swimming: How Oscillators Learn Patterns," Bard Ermentrout, University of Pittsburgh, March 13, 4 p.m., 165 Olin Hall.

**Astronomy & Space Sciences**  
"The Green Bank Telescope," George Seielstad, NRAO, Green Bank, W.Va., March 12, 4:30 p.m., 405 Space Sciences Building.

**Biochemistry, Molecular and Cell Biology**  
"Biology of Alzheimer's Paired Helical Filaments," Virginia Lee, University of Pennsylvania School of Medicine, co-sponsored with neurobiology and behavior, March 13, 4 p.m., Large Conference Room, Biotechnology Building.  
Title to be announced, David Shub, SUNY Albany, March 20, 4 p.m., Seminar Room, Biotechnology Building.

**Biophysics**  
"Hydrodynamic Interactions Between Membrane Proteins," Daniel Hammer, chemical engineering, March 25, 4:30 p.m., 700 Clark Hall.

**Boyce Thompson Institute**  
"Understanding Plant Cell Death: A Genetic Approach," Jean Greenberg, Massachusetts General Hospital, March 16, 2 p.m., auditorium, Boyce Thompson Institute.  
"Genetic Control of Flower Development in Arabidopsis," Gary N. Drews, California Institute of Technology, March 25, 2 p.m., auditorium, Boyce Thompson Institute.

**CARDI**  
"Land Trusts — Survey Results in the Northeast," Stephen Weir, agricultural economics, March 2, 12:15 p.m., 250 Caldwell Hall.  
"The British Working Landscape Model — An Alternative," Bryn Green, University of London Wye College, March 26, 12:15 p.m., 250 Caldwell Hall.

**Chemical Engineering**  
"Superfund: How An Oil Company Responds to an Environmental Federal Enforcement Program," John Webster, Unocal Corp., Los Angeles, March 24, 1:15 p.m., 165 Olin Hall.  
Title to be announced, Patricia A. Davis, Bascom Palmer Eye Institute, Miami, March 26, 4:30 p.m., 40 Bard Hall.

**Chemistry**  
"Simple Models for Solution Reaction Dynamics," Kent Wilson, University of California, March 4, 11:15 a.m., 456 Engineering Theory Center.  
"Variational Bounds to Solvation Free Energy Differences via Computer Simulation," William Reinhardt, University of Washington, March 26, 4:40 p.m., 119 Baker Laboratory.

**Combustion & Thermal Sciences**  
"The Application of PDF Methods to a Piloted CO/H<sub>2</sub>/N<sub>2</sub> Diffusion Flame," March 23, 1:30 p.m., Olin Conference Room, 178 Engineering Theory Center.

**Ecology & Systematics**  
Title to be announced, Michael Kemp, University of Maryland, March 12, 4:30 p.m., A106 Corson Hall.

**Electrical Engineering**  
"Laser Radar Studies of Middle Atmospheric Structure and Dynamics," Timothy J. Kane, University of Illinois, Urbana-Champaign, March 24, 3:30 p.m., 219 Phillips Hall.

**Entomology**  
"Arthropod Community Profiles: A Component of Sustainable Agriculture," Deborah Letourneau, University of California, Santa Cruz, March 12, 4 p.m., Morison Seminar Room, Corson/Mudd Hall.  
"Side Effects of the Use of Insecticides in Egypt," Abdel El-Sebae, Alexandria University, Egypt, March 25, noon, Morison Seminar Room, Corson/Mudd Hall.

**Epidemiology**  
"Meta Analysis," Rick Troiano, nutritional sciences, March 23, 12:20 p.m., 216 MVR Hall.

**Floriculture & Ornamental Horticulture**  
"Toward An Understanding of Mycoplasmal Diseases," Wayne Sinclair, plant pathology, March 2, 12:15 p.m., 404 Plant Science Building.  
"Asymbiotic Germination and Development of *Pyripedium Calceolus*," Chin C. Chu, grad student, March 26, 12:25 p.m., 404 Plant Science Building.

**Food Science & Technology**  
"Food Science and Technology and the Center for the Environment, How They Relate," Robert Barker, Center for the Environment, March 24, 4 p.m., 204 Stocking Hall.

**Fruit & Vegetable Science**  
"Problems in Fruit Production of Buckwheat," Thomas Bjorkman, Geneva Experiment Station, March 26, 4:30 p.m., 404 Plant Science Building.

**Genetics & Development**  
"Chronic Fatigue Immune Dysfunction Syndrome: From Fantasy to Fact," Elaine DeFreitas, University of Pennsylvania Medical School, March 9, 4 p.m., Conference Room, Biotechnology Building.

**Geological Sciences**  
"Experimental Evidence for the Mechanism of Deep-Focus Earthquakes," Harry Green, University of California, Davis, March 24, 4:30 p.m., 1120 Sneek Hall.

**Geotechnical Engineering**  
"Evaluation of Push-in Piezometers as an Alternate Technology for Monitoring Well Construction," Don J. DeGroot, University of Massachusetts, Amherst, March 13, 4:30 p.m., 110 Hollister Hall.

**Immunology**  
"ICAMs, Integrins and Slectins in Cell Adhesion in the Immune System," Timothy Springer, Harvard Medical School, March 20, 12:15 p.m., auditorium, Boyce Thompson Institute.

**International Nutrition**  
"Milk and Energy Conservation in Infants," Elliott M. Blass, psychology and nutritional sciences, March 12, 12:15 p.m., 200 Savage Hall.

**International Studies in Planning**  
"Egalitarian and Hierarchical Principles in Soviet Architecture," Nikita Maslennikov, March 13, 12:15 p.m., 115 Tjaden Hall.

**Latin American Studies Program**  
"The Construction of Gender Identity Through the Use of Collective Creation in Theatre: Examples for Cuba and Nicaragua," Pamela Calla, University of Arizona, March 24, 12:15 p.m., 153 Uris Hall.

**Materials Science & Engineering**  
"From Molecules to Bulk Solids: Science and Applications of Nano-clusters (Chalcogenides and Fullerenes)," Y. Wang, DuPont, March 12, 4:30 p.m., 140 Bard Hall.  
"Biomedical Implants: Orthopedic and Ocular Applications," P.A. Davis, Bascom Palmer Eye Institute, March 26, 4:30 p.m., 140 Bard Hall.



Pianist Stephanie Leon performs at Barnes Hall, March 17 at 8:15 p.m.

**Material Science Center**  
Electron Microscopy/Microanalysis Seminar: "X-Ray Microanalysis and Kikuchi Pattern Analysis," Eric Samuel, Oxford Instruments Ltd., March 23, 3 p.m., 401 Plant Science.

**Mechanical & Aerospace Engineering**  
"Unstructured Mesh Algorithms for Aerodynamic Calculations," D.J. Mavriplis, NASA Langley Research Center, March 23, 4:30 p.m., 111 Upson Hall.  
"Hypersonic Shock-Tunnel Measurements Relevant to Aerospace-Plane Applications," Henry T. Nagamatsu, Rensselaer Polytechnic Institute, March 24, 4:30 p.m., 111 Upson Hall.

**Microbiology**  
"Regulation of Capsular Polysaccharide Synthesis in *E. coli*," Susan Gottesman, National Cancer Institute, March 26, 4 p.m., 204 Stocking Hall.

**Natural Resources**  
"The Integration of the Wilderness Concept in to British Landscape Planning," Bryn Green, University of London, Wye College, March 24, 12:20 p.m., 304 Fernow Hall.  
Title to be announced, David Perkins, natural resources, select graduate student seminar, March 26, 3:35 p.m., 304 Fernow Hall.

## Violinist Shlomo Mintz will conduct Israel Chamber Orchestra in Bailey on April 1

World-renowned violinist Shlomo Mintz will be the conductor and soloist for the Israel Chamber Orchestra's performance on Wednesday, April 1, at 8:15 p.m. in Bailey Hall. This will be the last concert of the 1991-92 Great Soloist and Orchestra Series.

The program will open with the Sinfonia No. 10 in B minor by Felix Mendelssohn (replacing the originally planned Haydn Symphony), the Violin Concerto in E minor, Op. 64, also by Mendelssohn and the Symphony No. 5 by Franz Schubert.

The Israel Chamber Orchestra, founded in 1965, performs on subscription series in Tel Aviv, Jerusalem and Haifa, tours in Europe, the United States and the Far East and participates in the prestigious festivals of Salzburg, Salerno and Pompeii. Their repertoire ranges from early baroque to contemporary works, with an emphasis on violin concertos. Shlomo Mintz was born in Moscow in 1957, and two years later his family emigrated to Israel. At age 11 he made his concert debut with the Israel

Philharmonic under the baton of Zubin Mehta. Under the auspices of Isaac Stern and the America-Israel Cultural Foundation, he studied at The Juilliard School of Music, and at age 16 he made his Carnegie Hall debut with William Steinberg and the Pittsburgh Symphony.

Regarded as one of the foremost violinists of our time, Mintz appears with the most celebrated orchestras and conductors and is heard in recital and chamber music concerts around the world. He has an active recording schedule and is a three time winner of the Grand Prix du Disque.

The 33-year-old Mintz became music adviser to the Israel Chamber Orchestra in 1989 and spends 12 weeks each season with the orchestra as conductor, soloist and chamber music partner.

Tickets are \$16 to \$26 for students and \$19 to \$30.50 for the general public and are on sale at the Lincoln Hall ticket office, open Monday-Friday from 9 a.m. to 1 p.m., telephone 255-5144.

**Operations Research & Industrial Engineering**  
"Performance Appraisal Process," Hans Amman, AT&T, March 12, 4:30 p.m., 155 Olin Hall.

**Ornithology**  
"Sonoran Spring," Alan Hahn, human service studies, March 23, 7:45 p.m., Laboratory of Ornithology, 159 Sapsucker Woods Road.

**Peace Studies**  
"Has Feminism Changed the Military?" Mary Katzenstein, March 12, 12:15 p.m., G08 Uris Hall.

**Pharmacology**  
"Metabolic Regulation of Insulin Secretion," Barbara Corkey, Boston University Medical School, March 23, 4:30 p.m., G-3 Vet Research Tower.

**Philosophy**  
"Control of ACTH Secretion," Jeffrey Schwartz, Monash University, Clayton, Victoria, Australia, March 17, 4:30 p.m., G-3 Vet Research Tower.  
"Philosophical Maps and Environmental Problems," Eugene TeHennepe, Connecticut College, March 25, 4 p.m., Faculty Commons, MVR Hall.

**Physiology & Anatomy**  
"Animal Models of Sleep Disorders: Basic Science Contributions to Clinical Problems," Adrian Morrison, director, Office of Animal Research Issues, Rockville, Md., March 24, 4:15 p.m. G-3 Vet Research Tower.

**Plant Biology**  
"Autonomously replicating Episomes in Stably Transformed Sorghum Cell Cultures," Alan Blowers, Plant Science Center, March 13, 11:15 p.m., 404 Plant Science Building.

**Plant Breeding & Biometry**  
"Host-Induced Germination of the Parasitic Weeds *Orobanche* and *Striga*," David Matthews, plant breeding, March 24, 12:20 p.m., 135 Emerson Hall.

**Plant Pathology**  
"Establishment of Cell Cultures of *Taxus brevifolia* for Taxol Production," Donna Gibson, March 24, 4:30 p.m., 404 Plant Science Building.  
"Interaction Between Root-Knot Nematode and *Fusarium Wilt* in Bean," Andres France, NYS Agriculture Experiment Station, Geneva, March 25, 3 p.m., A133 Barton Laboratory, Geneva.

**Science & Technology Studies**  
"Our First Line of Defense: University Laboratories and the Making of the Postwar American State," Michael Dennis, science and technology studies, candidate for science and politics, March 12, 4:30 p.m., 122 Rockefeller Hall.

**Soil, Crop & Atmospheric Sciences**  
"Uncertainty Analysis of Regional Scale Solute Leaching Modelling Using Soil Survey Data," Alejandro Mateos, soil, crop and atmospheric sciences, March 24, 4 p.m., 135 Emerson Hall.

**South Asia Program**  
"Palaeo-Ecological Perspectives on Early Iron-Users of South India," M.S. Nagaraja Rao, Cleveland State University, former director general, Archaeological Survey of India and director, Archaeology and Museums, Government of Karnataka, March 19, 12:15 p.m., 153 Uris Hall.

**Stability, Transition & Turbulence**  
"Global Circulation of Venus," Peter Gierasch, March 24, 12:30 p.m., 178 Theory Center.

**Textiles & Apparel**  
"Wettability and Adhesion of Grafted PPTS Fiber Surfaces," Vasudha Ravichandran, March 12, 12:20 p.m., 317 Van Rensselaer Hall.  
"Interfaces in Composites," Umesh Gaur, Textile Research Institute, March 26, 12:20 p.m., 317 Van Rensselaer Hall.

**Women's Studies Program**  
"The Construction of Gender Identity Through

the Use of Collective Creation in Theatre: Examples for Cuba & Nicaragua," Pamela Calla, Ph.D. candidate University of Arizona, March 24, 12:15 p.m., 153 Uris Hall.

## SPORTS

(Home games only)

**Tuesday, 3/24**  
Women's Lacrosse, Ithaca College, 3:30 p.m.  
Women's Jr. Varsity Lacrosse, Ithaca College, 4:45 p.m.

**Thursday, 3/26**  
Baseball, Binghamton, 3 p.m.

## MISC.

**Christian Science Monitor**  
The Christian Science Monitor resource files will be in the lobby of Willard Straight Hall on March 25 and 26, from 10 a.m. to 4 p.m., with free up-to-the minute newspapers articles on over 150 topics to assist in research and studies. Free current copies of the Monitor will be available.

**CUSLAR**  
Meetings, Mondays, 5:15 p.m., Commons Coffeehouse, Anabel Taylor Hall. For more information call 255-7293.

**Hotel School**  
Michael Jackson, world renown beer authority, will host an all English beer tasting March 12 at 4:30 p.m., 165 Statler Hall. Jackson, author of a half-dozen books on drinks, drinking and travel, will lead the group through six premium English beers ranging from a pale ale to stout. Seating is limited. A Cornell I.D. is needed for admission. Participants must be over 21. Cost is \$5.50 and payment will be accepted at the door.

**Noontime Fitness/Aerobics**  
Classes meet Monday through Fridays, 12:05 to 12:50 p.m. in the Alberding Field House (\$40 per semester). Call 255-1510 for description and registration information.

**T'ai Chi Chuang Classes**  
Ancient Chinese exercise for health, relaxation, meditation and self defense with Kati Hanna will be held Mondays and Thursdays, 5 to 6 p.m. for beginners, 6 to 7 p.m. advanced, in the Edwards Room, Anabel Taylor Hall. For more information call 272-3972.  
T'ai Chi Chi Gung exercise classes will be held Mondays, Tuesdays and Thursdays at 8 a.m. with Robert Tangora, One World Room, Anabel Taylor Hall. For more information call 277-3388.  
Tai Chi Push-Hands class will be held on Thursdays at 6 p.m., beginning Feb. 20, Edwards Room, Anabel Taylor Hall.

**Water Aerobics**  
Water aerobic classes will be held Tuesdays and Thursdays, through May 8, with instructor Carol Ash. For more information call Debbie Gatch at 255-5133.

**Women's Studies Program**  
"Women's Studies Cafe," will be held on March 13 at 4:30 p.m., Faculty Lounge, Statler Hall.

**Yoga**  
Yoga at noon for faculty and staff, Tuesdays and Thursdays, 12:10 to 12:55 p.m., Teagle Wrestling Room. Beginners welcome. For more information call Lewis Freedman, 539-6777.

## Scholars to report here on households' use of time

By Albert E. Kaff

Scholars from the United States, Canada and Europe will meet at Cornell on March 13 and 14 for one of the first interdisciplinary conferences on use of household time by family members.

Economists and sociologists have studied blueprints of family life for more than 40 years, and their findings have been disseminated piecemeal through professional and popular media. This conference is designed to bring together the most significant current research that focuses on family time allocation at various stages of the life cycle, said Rosemary Avery, an assistant professor of consumer economics and housing, who ar-

anged the event.

Sponsored by the College of Human Ecology, the conference "Household Time Use: Research in the 21st Century" is expected to be attended by 90 to 100 academics, government officials and alumni.

One featured speaker at the conference, Gary S. Becker, a professor in the departments of economics and sociology at the University of Chicago, has written on human capital, marriage, fertility and the intrafamily distribution of resources.

Academic specialists credit his 1965 work, aptly titled *New Home Economics*, with radically changing research in the study of the family. A columnist for *Business Week* magazine, Becker has served as an adviser to

the Hoover Institute, the American Enterprise Institute for Public Policy Research, and the Institute for Fiscal and Monetary Policy in Japan's Ministry of Finance.

Other featured speakers include:

- Sarah Fenstermaker, a professor of sociology and women's studies at the University of California at Santa Barbara who does research on the impact of family activities on family life and bonding of children.

- John P. Robinson, a professor of sociology at the University of Maryland who is an internationally recognized expert on time, attitudes and social trends. As a consultant to the British Broadcasting Corp., Robinson has provided insights into how people view television news and how viewers learn from

television.

- Robert T. Michael, dean of the Irving B. Harris Graduate School of Public Policy Studies at the University of Chicago who writes on household fertility, effect of education on productivity, marital stability and the effects of maternal employment on children and on adult sexual behavior.

The conference is dedicated to two pioneers in the study of time use who taught and conducted research at Cornell: Jean Warren, a professor of household economics and management, who died in 1990 at the age of 81; and Kathryn E. Walker, a professor emerita of consumer economics and housing, who received her Ph.D. in 1955 under Warren's supervision.

## Task force members and students discuss freshman housing

By Sam Segal

Last fall, Cornell Council member Linda Miller spent four days living in a West Campus residence hall under the Alumni-in-Residence Program; she was surrounded by engineers obsessed with their computers.

C. Richard Jahn, who chairs the Council's Campus Life Committee, has discovered through recruiting new students in Connecticut that "suburban preppies" think of West Campus as the only possible place to room.

Chuck James, another Council member, has done several stints living in residence halls and has seen two trends that bother him: black students, by large majorities, cluster in North Campus residence halls; and some blacks who choose the West Campus are sometimes pressured by North Campus blacks to move or face ostracism.

What bothers them all is not so much strict numerical comparisons of which groups live where. It is rather the net effect that Cornell dorms don't reflect the rich variety of the student body — not only as to race but also culture, socioeconomic background, geographic origin and academic interest. One white freshman from a farm in the Far West chose to move to the North Campus because her West Campus residence hall was so dominated by girls from affluent Long Island suburbs.

Moreover, even though there was less racial diversity on campus when Miller, Jahn and James were students in the 1950s and 1960s, there was some; and there was wide diversity as to student backgrounds and interests. All three still cherish friendships made freshman year with students of backgrounds strikingly different from their own.

Concerned that today's freshmen are missing that chance, they and other Council mem-

bers and trustees raised the question of room assignment at last November's Trustee/Council Weekend.

What emerged was the Task Force on Freshman Housing Assignment — headed by trustee Mary Falvey Fuller and appointed by Larry I. Palmer, vice president for academic programs and campus affairs. The task force included, besides these four, student trustee Linda Richichi, Student Assembly member Pankal Talwar and Associate Director of Residence Life Anne Scott, who provided administrative support to the group.

On Feb. 18, in a preliminary report, the

*"There's a problem we have perceived, and we'd like your perception as to whether it's a problem."*

task force recommended that the university consider modifying freshman choice of housing "so as to ensure a diverse living experience with respect to race, ethnic background, academic interests, geography and other demographic characteristics."

Yet the members' good faith and good intentions were doubted from the task force's formation in December. They said their report was preliminary, they planned on-campus meetings with students and they knew well that housing was not the only ingredient defining the freshman experience. But the Cornell Daily Sun and most students who got into the public discussion assumed final action was predetermined and defined the issue as choice versus "random assignment," a term never used by the task force or adminis-

tration.

Student suspicion escalated into downright intimidation last Thursday (March 5). For about an hour, at a public meeting in Willard Straight Hall, a group of students barred the room's doors, surrounded the task force members and told them that they could not leave unless they changed the announced format of the meeting and described their individual thinking on room assignment practices. At Palmer's insistence, the task force members were allowed to leave unimpeded.

At the start of the meeting, Fuller explained that it was not a debate. "There's a problem we have perceived, and we'd like your perception as to whether it's a problem. We want to hear your comments; we need your help."

The 10 students who spoke did not go into the "problem" but attacked what they thought was the planned solution.

All focused exclusively on the question of racial separation. All said voluntary separation was fine. Most saw the idea of intervention to promote more mixing as a plan to use the black minority to "educate" white students on what it is like to be black. All saw intervention as an all-or-nothing thing — ignoring the fact that the task force was not even considering anything but freshman year. They also ignored the preliminary report's assurance, which Fuller reiterated at the meeting, that not even a preliminary position had been reached on the program houses, which have 35 percent freshmen among their 881 residents.

Several task force members said during their subsequent comments that they were impressed with how important freshmen seemed to be to the life of program houses, and several expressed appreciation of speakers' assertions that program houses like

Ujamaa, which is 85 percent black, do provide support and comfort for new students.

Nevertheless, the non-student task force members still tried to convey that more mixing would be good for all students and that it had added richness to their own student lives. James, who is black, also tried to convince black students that "in the real world" they would benefit much more from living with whites than from shunning them. Fuller said that the world's growing diversity will require future leaders to have experience living with all kinds of people.

Though the task force had less-volatile meetings with Student Assembly leaders and with a student group set up to react to the task force's final report, they finished a weekend of meetings and talk frustrated that the public focus seemed improperly narrow and the discussion uninformed about their motives.

After the weekend, Palmer issued a statement reiterating that the task force was strictly advisory, that no fundamental change — if it came at all — could likely be implemented before 1994, that further comment would be sought from students and others, that reactions on program houses would be carefully considered, and that, in addition to housing, "other aspects of life and education are also vitally related to the concerns that prompted formation of the task force."

Palmer's statement also expressed "regret that a number of students apparently believed that it was impossible to express their views on these issues without resorting to tactics that employed intimidation and potential coercion. Such tactics have no place in a university community, are counterproductive to the effective resolution of these matters, and cannot be accepted as an appropriate form of dialogue," he said.

### Financial aid *continued from page 1*

second day of his first course, he and one graduate student were doing research from a boat on Oneida Lake. The next year he and a professor designed a computer model of gypsy moth breeding patterns. Now he certifies what his Harvey Mudd professors told him — that Cornell's academic comprehensiveness is a boon, ideal for his interest in applying environmental research to social problems. He is a resident adviser at Ecology House and sings in the Glee Club.

Amy Field, the 30-year-old senior in Agriculture and Life Sciences, said Cornell's financial aid package "gave me the opportunity to start life over." On her Cooperstown dairy farm, she said, she learned about hard work and the value of education — though her father was illiterate — but she thought she lacked the money or intellect to realize her dream of being a veterinarian. She got an associate's degree at SUNY-Delhi, and was a secretary in Rochester when a friend who

knew about the Cornell Tradition financial aid program urged her to try pre-vet study at Cornell. She works in the Large Animal Clinic and last summer, on Mindanao in the Philippines, she taught biology to 96 students who walked two miles to reach her remote classroom.

"My life has been changed, and there will be more non-traditional students who will need your help," Field told the trustees. "And I want to thank you."

### Trustees *continued from page 1*

rise by 4 percent.

On recruitment, the board approved a brief policy statement saying that, in offering on-campus job recruitment for students, "the university seeks to maximize student choice in their selection of prospective employment. The university," the statement continues, "requires that any employer using its facilities for the purpose of interviewing students must affirm that it will comply with all applicable federal, state and local laws prohibiting unlawful discrimination in hiring."

The board also adduced statements of underlying principles — as distinct from the policy itself — saying the university should comply with laws and that state law permits military recruitment.

After some discussion, it also added a statement acknowledging that "discrimination on the basis of sexual orientation by the U.S. military is inconsistent with the above university policy."

An upbeat capital campaign report from Vice President for Public Affairs Richard Ramin showed that, despite a recession year, overall commitments and pledges were at \$624 million as of Jan. 31, some \$26 million ahead of schedule. Ramin, calling that "very good progress," added that 75 percent had already been paid in cash.

The report on freshman applications showed a tally of 20,319, just 14 below last year's. With the pool of 18-year-olds still diminishing, especially in the northeast, targeted recruitment has produced application increases of 2.2 percent from the Southeast, 5.9 percent from the Southwest, 9.1 percent from the Far West, 11.8 percent from Americans living abroad and 11.6 percent from foreign students living overseas.



Peter Morenus/University Photography

Amy Field speaks about the importance of financial aid at last week's Board of Trustees meeting as fellow students (from left) Beth Porter, Eric Silldorf and Joe Jordan III listen.

## Communism's fall leads to global apartheid, Mazrui says

By Albert E. Kaff

Ali Mazrui, one of Africa's most prominent scholars, writers and television commentators, warns that the decline of communism has created a new global apartheid against blacks and Muslims.

Yet, ironically, the Soviet empire collapsed in part as the result of three "momentous and explosive events in the Islamic world," he adds.

Mazrui expressed those views in two of six public lectures that he delivered here last week as an Andrew D. White Professor-at-Large and in his new post as a senior scholar in the Africana Studies and Research Center.

"The Cold War prevented global apartheid because the white world was divided, armed to the teeth against each other," Mazrui told about 100 students and faculty at his A.D. White Lecture on March 3.

"Now the mood in Europe is toward greater continental union, greater than at any time since the Holy Roman Empire," he continued. "Muslims are the front-line victims of the new world order, and blacks are the economic victims of the new world order."

The Islamic world has replaced communism as a military target, Mazrui said, adding that he hoped that the U.S. presidential campaign would not inspire a military strike aimed to win voter approval.

While not condoning terrorism, he noted that terrorists often limit their targets and kill relatively few people, adding that "200,000 people were wiped out by the Gulf War."

Mazrui, who was born in Kenya, described how during the Cold War the Soviets "were imperialists at home but liberators in Africa," because they assisted black nations in their struggles for political and economic independence. "During the Cold War, white socialist governments speeded the liberation of blacks in Africa," he said, adding: "Now the former members of the Soviet bloc are more likely to follow the United States than the Third World."

Western investments that might have been channeled to Africa now probably will be diverted to developing the economies of the East European nations, India and Vietnam, Mazrui said.

African nations are losing their voice in the United Nations and their world influence, Mazrui said, because of the rise of new nations from the Soviet empire and the growing unity of the white world, in which he included Japan because "they [Japanese] behave like honorary whites [a term applied to Japanese by South Africa]."

As a result, he commented: "Just as Afri-

can governments are becoming more democratic, African states are losing their leverage on the world system."

Mazrui said that racism is growing in Germany and France while problems plague African-Americans in the United States.

"In the United States, there are more descendants of slaves in prisons than in college," he said. The pro-life movement is committed to children not born, he argued, but in the "United States much more can be done about infant mortality, children already born; too many black kids are dying."

Often speaking in sound bites that reflect his television experience, Mazrui summed up his points this way: "The new world order does run the risk of creating a disproportionate number of dead Muslims and poor blacks."

As his six-year term as an A.D. White scholar ends, Mazrui has joined the Cornell community in a new capacity. For five years, he will teach as a senior scholar in the Africana Studies and Research Center while serving concurrently as the Albert Schweitzer Professor in the Humanities at the State University of New York in Binghamton.

In a lecture on March 6 before about 60 people, Mazrui said the Islamic world provided some of the impetus for the breakup of the Soviet Union, citing three episodes: the Iranian revolution, the war in Afghanistan and the Persian Gulf crisis.

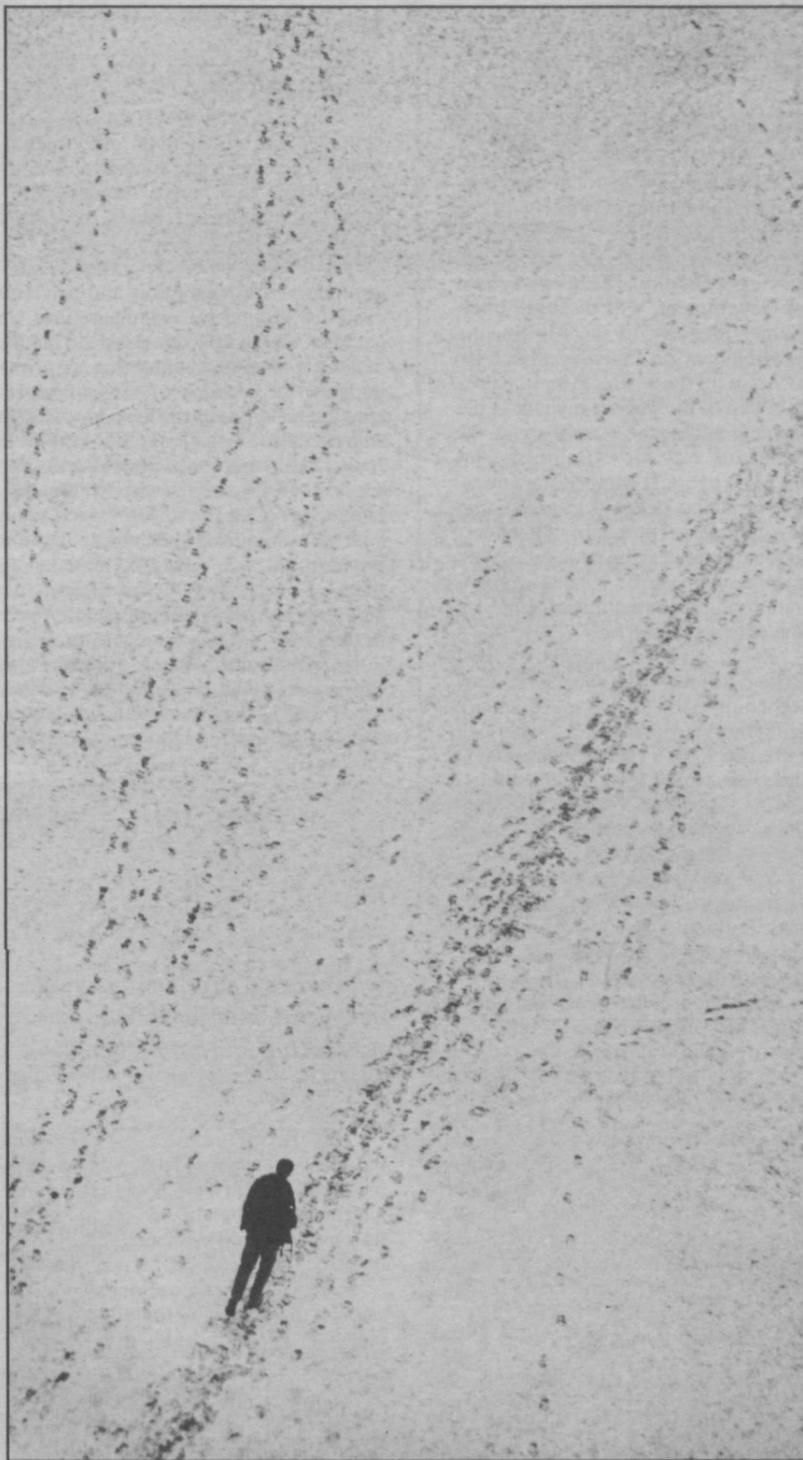
"Soviet frustrations in Afghanistan dealt a fatal blow to Pax Sovi-etica," he said. "If the Soviets could not cope with Afghanistan, could they cope with their empire in the future?" he asked, mentioning resistance in Poland, Czechoslovakia and Hungary. On the breakup of the Soviet Union, he added: "It wasn't just Ronald Reagan shouting 'evil empire,' and the empire collapsed."

Mazrui said that Moscow was concerned that continuing the war in Afghanistan would radicalize Muslims living in the Soviet Union, noting that from 1979 the Muslim population in the Soviet Union increased five times faster than other ethnic groups.

He said the Islamic revolution in Iran "alarmed the Soviets and made them intervene in Afghanistan." But the Soviet adventure in Afghanistan "seriously weakened Soviet imperial will," while "Iran fatally weakened President Carter and led to the tough military stand of the Reagan administration" that climaxed in the Gulf War during the Bush administration, Mazrui said.

But "Muslims paid a price for humbling the Soviet empire," he said, noting that the recent exodus of Jews from the Soviet Union to Israel is making an agreement in that region more difficult.

## Leaving their mark



Peter Morenus/University Photography

Students leave their mark on Cornell in many ways, including footprints on the athletic fields behind Alberding Field House.

## In adversity, do not turn back and do not whine, Angelou says

By Lisa Bennett

At six-foot tall plus high heels, Maya Angelou stretched her arms behind her head, bent her knees and started to sway. Changing postures as quickly as languages, she sang in Hebrew, Greek, Arabic, Spanish and African-American.

She sang a spiritual. She recited a poem. She told about being 8 years old and driving through Baltimore and seeing a man stare at her.

"And so I smiled. But he stuck out his tongue and called me 'Nigger! Nigger! Nigger!'" she said in a hushed but harsh, hounding tone.

"I saw the whole of Baltimore, from May until December," she continued. "From all the things that happened there, that's all that I remember. Hmm, hmm, hmm."

She returned to the spiritual, singing, "I open my mouth to the Lord, and I won't turn back, no. Won't turn back no more. I will go. I shall go on. I'm going to see what the end is going to be."

And then the 63-year-old poet-dancer-singer-actress-composer-playwright-author-professor began what was supposed to be a lecture to some 1,700 people in Bailey Hall last Thursday night — but was, instead, a performance about the human spirit. It was a free event, sponsored by the student-run Cornell University Program Board.

Angelou is the author of the best-selling *I Know Why the Caged Bird Sings*, which tells her own story of being raped when she was 7 years old by her mother's lover and then refusing to speak for the next six years.

Explaining that decision, Angelou said, "I told the name of my rapist to my brother

who related it to the family. And within a few days the man was found dead. My 7-and-a-half-year-old logic connected my voice to his death and I assumed I killed him. So I refused to speak."

But, Angelou said, in her now deep, melodious voice, she spent those years reading poetry.

Then Angelou, who played the grandmother in Alex Haley's *Roots*, portrayed for her Bailey Hall audience her own grandmother, who raised her, along with her crippled Uncle Willy, in Stamps, Ark.:

"Sister, Momma loves to see you read this poetry. Sister, do you know what it does for you? It puts starch in your backbone."

"She was right. That is exactly why I



Maya Angelou

started the evening with poems... because all of it belongs to me, all of it belongs to you. Don't leave this place having lived in some narrow little tunnel and having your lives rationed down even more narrowly. Don't do it!"

You must read poetry, she said, lacing her performance with 19th and 20th century African-American poems about love: "that condition in the human spirit so profound that it encourages us to have the nerve to develop courage and then to use that courage to build bridges and then to cross those bridges in an attempt to reach other human beings."

Changing her voice and gestures from sassy to sad, Angelou recited poetry about self-love, filial love and romantic love: "The woman I love is fat and chocolate to the bone. And every time she shakes, some skinny woman loses her home."

Then she prodded the audience, "go to the library!" and tell the librarians you need to see poetry written by black Americans, Latin Americans, Russians, and so on.

"You need this poetry desperately. You need to know someone was there before you — someone was lonely before you — called out their name before you — was humiliated before you — brought low before you — abused before you — somebody has been down to the depths before you — and, yet, miraculously, someone has arisen, and arisen with some passion, some compassion, some humor and some style."

Too often, she added, young people choose their ideals or mentors on the basis of a person's popularity. But the truth is, "too often, many of those people wouldn't give a damn if you lived or died," she said. "I would encourage you to go home — look

inside your church — look inside your family — look inside your temple — look inside your community center — look inside your history — look inside your lore.

"Try to find somebody who will be starch in your back, who you can go with anywhere in the world, knowing they are inside you. Maybe it is someone who is ignorant and splits every infinitive, but the center of the person is so sure that she or he will keep you alive. Try hard to find someone like that, someone you can admire who, if they knew you, would admire you."

And in moments of difficulties, Angelou added, "I encourage everybody, do not whine. Never whine. Do not whine. Don't!"

Finally, after an hour of song, poetry, acting, dance and talk, Angelou said, "In closing..."

The audience moaned.

"Yes, I will, in time. In time," she said, moving on to her suggested declaration to the self: "Let us so live our lives that we will not regret years of useless virtue and timidity and apathy and ignorance. And in dying, each of us can say, all my conscious life and energy have been dedicated to the most noble cause there is, the liberation of the human mind and spirit, beginning with my own."

Although everyone, sometime, has gone to bed in pain, "somehow, miraculously, each of us have arisen," she said: that is the nobleness of the human spirit.

"You may write me down in history with your bitter, twisted lies," Angelou recited from her own poem, *And Still I Rise*. "You may trod me in the very dirt. But, still, like dust" — she paused, and several people in the audience finished the line while Angelou raised her thumbs — "I rise."

## Intellectual property is meeting topic

Brian Kahin, director of the Information Infrastructure Project in the Science, Technology and Public Policy Program at Harvard University's John F. Kennedy School of Government, will discuss "Intellectual Property in the Multimedia Environment" on Thursday, March 19, at 7 p.m. in the Statler Amphitheatre.

Open to the public, his talk is the keynote address in a meeting of the Standards Advisory Group of Synthesis: a national engineering education coalition devoted to promoting revolutionary approaches to undergraduate engineering education, with special emphasis on curricular innovation and on retention of minority students and women.

Kahin will be joined by Carol Risher, director of copyright, new technology and managing diversity with the Association of American Publishers, for a panel discussion on the same topic. This public discussion is scheduled for Friday, March 20, at 9 a.m. in Room 456 Engineering and Theory Center.

The Synthesis Coalition is headquartered at Cornell. The Synthesis Coalition is supported by the National Science Foundation, its member institutions and industrial partners.

## Using bacteria to clean up waste sites

By Susan Lang

By letting bacteria do the dirty work, Cornell agricultural engineers have developed the first known system that can completely break down toxic chlorinated solvents in ground water to common salt, carbon dioxide and water, thereby purifying highly contaminated water into drinking water.

The technology for the bioremediation of ground water works rapidly and efficiently at even low ground-water temperatures, and it could be scaled up to clean up the thousands of sites around the country that are primarily polluted by millions of tons of industrial chemicals such as tetrachloroethylene (PCE) and trichloroethylene (TCE), said William Jewell, the professor of agricultural and biological engineering who designed the bioreactor.

These chemicals are so toxic that a mere 5-gallon spill can contaminate many square miles of ground water, Jewell said. It has been estimated that more than a million people in the United States are consuming ground water with significant levels of these cancer-causing compounds. Hundreds of contaminated sites in the United States are targeted for cleanup under the Environmental Protection Agency's Superfund effort.

Currently, technologies used to treat these compounds usually transfer the problem and depend on long-term isolation in landfills or "dilution as the solution to pollution," Jewell said. The biodegradation process developed by the Cornell group, however, detoxifies the carcinogenic compounds.

The hybrid reactor designed by Jewell and his colleagues can reduce the concentration of PCE, for example, from 10,000 parts

per billion (ppb) to less than 1 ppb — making water pure enough to drink by EPA standards, which require fewer than 5 ppb on a consistent basis.

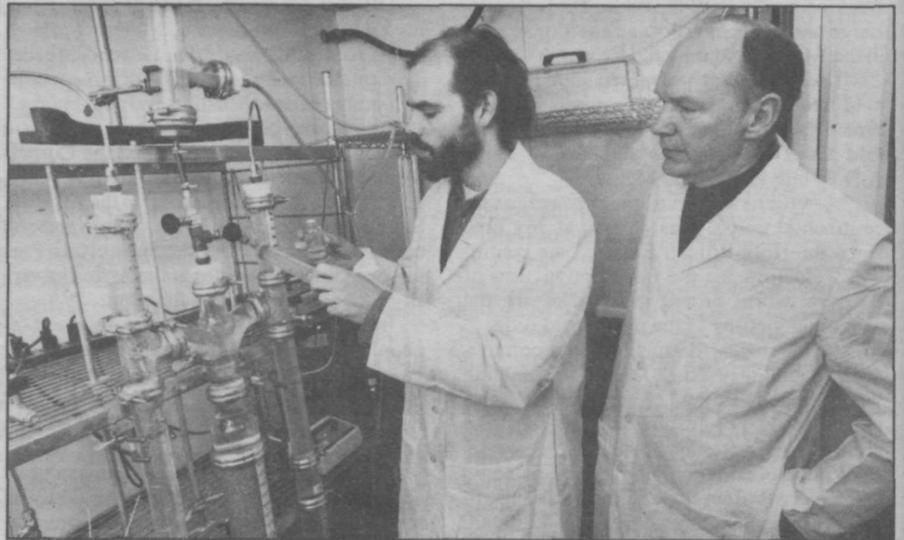
Jewell and his team are about to report their findings in the *Journal of Environmental Engineering* and the *Journal of Applied and Environmental Microbiology*.

The bioreactor, which is small enough to fit on the back of a truck, uses a Cornell-patented technology called an expanded bed that Jewell designed in the early 1980s to keep bacteria attached to small granules on a film, preventing them from being washed

away by rapidly flowing water. The specially-designed granules enhance the biodegradation of toxic materials, Jewell's use of the amount of bacteria than previous processes.

While other researchers have identified which bacteria might play a role in the biodegradation of toxic materials, Jewell's use of a two-tank expanded bed has made him the first who has been able to show that, in fact, chlorinated solvents could be completely biodegraded, he said.

The research was supported by the Gas Research Institute.



Peter Morenus/University Photography  
William Jewell (right), professor of agricultural and biological engineering, and research support specialist Yarrow Nelson examine the bioreactor used to purify contaminated water.

### Arts continued from page 1

Mulcahy, associate professor of architecture; Catherine L. Murray-Rust, assistant university librarian; Gregory Page, associate professor of art; James W. Spencer, professor emeritus of agricultural and biological engineering and vice provost emeritus; Steven Stucky, professor of music; and Stephanie Vaughn, associate professor of English.

The task force issued its 32-page report, accompanied by 100 pages of appendices, last summer. Since then, administrators, college deans and members of the colleges' educational policy committees that review and approve new courses and degree requirements have been asked to review it.

"The task force has done an excellent service to the university in articulating the educational vision for cultural activities on campus and how specific activities fit in with the university's overall mission," said Palmer, who is receiving comments from the deans and others who are reviewing the report.

Palmer said that he and Provost Malden C. Nesheim are reviewing the report from the points of view of both the university's educational mission and its ability to finance programs in a time of budgetary austerity. Palmer noted that significant progress in the arts has been made in the past 20 years, and he expressed optimism that even more could be done.

"We've built a major museum and a spectacular facility for theater arts," he said. "And if you look at all that the Council of the Creative and Performing Arts does — poetry readings, visiting artists and so on — just think what we might do if we organize ourselves better and make even better use of our resources," he said.

The task force report acknowledges that funding of the arts is more difficult than funding science, with its practical applications.

But the report calls for the appointment of a full-time faculty director of a new administrative center for the arts that would devote significant efforts to fund raising.

In detail, here are the task force's arguments behind its three major recommendations and comments by campus leaders.

- Renovate and construct facilities for studio art and music before the university loses faculty members to better-equipped universities.

"The Center for Theater Arts, once intended as the first phase of a larger project to construct adequate facilities for all the performing arts, now seems to be regarded as the culmination of that project," the report states.

The panel points to what it calls severe problems with Bailey Hall; Lincoln Hall, the home of the Music Department; and Tjaden Hall, which houses studio art.

"The Art Department's facilities are not only inadequate but unsafe. The Music Department, though it enjoys a fine national and international reputation, faces losing some of its most distinguished members unless it can be suitably housed," the report states.

In addition to renovations, the task force calls on the university to build a large music rehearsal space outside of Bailey Hall, a performance space as an alternative to Statler Auditorium, larger libraries for the departments of music and art, and studio art space with proper ventilation, storage space and a freight elevator.

"We've been talking about what to do with Lincoln Hall for more than 20 years now — even before the project to build a new theater," said Don Randel, dean of the Col-

*'Just as we value the scientific laboratory experience for all undergraduates, and as we value the writing (and verbal thinking) skills addressed by the Freshman Writing Seminars, so too must we value the studio experience in the arts as a laboratory which affords creative experiences through making and doing.'*

— From the task force report

lege of Arts and Sciences and the Given Foundation Professor of Musicology. "Lincoln was not built for a Music Department. You can hear sounds from one end of the building to the other. We're desperately short of practice rooms. We have only seven rooms with pianos for a student population of 18,000. We'd like to treble that number. And we need better homes for our instrumental ensembles."

Randel added that the university is becoming more systematic in its approach to facilities planning, which should hasten the process of upgrading facilities for the arts.

The central administration is aware of the problems of Tjaden and Lincoln halls, and improving these facilities is already on the university agenda, said Palmer.

- Create a universitywide center for the arts comparable to other centers, such as those in international studies or the environment, that can raise money for the arts and increase their visibility.

Such a center, an outgrowth of the current Council of the Creative and Performing Arts,

would have a director drawn from the faculty, be advised by a faculty council and supervised directly by the vice president for academic programs and campus affairs.

The CCPA, created in 1947 by a small group of faculty, has close to 20 faculty members appointed by their departments to represent a total of some 135 faculty campuswide in music, visual art, creative writing, theater, dance and film, design and environmental analysis, textiles and apparel, architecture and landscape architecture. The CCPA has a non-academic director. It serves as an umbrella organization, administering funds for the arts, coordinating arts activities on campus and seeking arts funding from outside the university.

The CCPA should also receive greater support from the university's development office and its Office of Sponsored Programs, the report states.

One of the pillars of the arts on campus, the Herbert F. Johnson Museum of Art, is in the midst of a \$10 million capital campaign, Palmer said. Already, \$2 million has been raised to endow the director's position, which will be filled by Franklin W. Robinson in July. "Clearly, building an endowment is vital to the long-term well-being of the museum," Palmer said.

- Require all students to take courses in the creative and performing arts.

"Just as we value the scientific laboratory experience for all undergraduates, and as we value the writing (and verbal thinking) skills addressed by the Freshman Writing Seminars, so too must we value the studio experience in the arts as a laboratory which affords creative experiences through making and doing," the report states.

Victor Kord, chairman of the Art Department, said he favors a distributional requirement in the arts. He was one of more than 20 faculty members, administrators and other interested individuals interviewed by the task force.

"Visual experience is as basic as language skill, and sense activity is no less important than idealistic experience," he said.

"To ignore it is to take out half your brain. If you believe in curricular requirements, then they should be as complete as possible, to represent the full range of human experience."

The question is less pedagogical than practical, according to mathematics Professor Anil Nerode, who has co-taught a course on mathematics and art with artist H. Peter Kahn.

"There's no way Architecture, Art and Planning can handle any more students from outside the college," Nerode said. "The entire Art Department's smaller than the number who teach math to undergrads."

It's a matter of whether the resources are available."

It is also a matter of whether the faculties of each of the colleges would approve the suggestion.

"A universitywide requirement in studio art is not in the cards," said Lynne Abel, associate dean of the College of Arts and Sciences and chair of the college's educational policy committee.

"That's not to say it's not important to know about the visual arts — video, television, movies, logos, etc. But the only universitywide requirement we now have is for physical education. All other requirements are set by the colleges, and it's highly unlikely that the faculty would all consider courses in the arts more important than any of the other courses they could require," she said.

The report calls attention to the need to redress what it describes as a "severe imbalance" in many departments between student demands for courses and the faculty, facilities and equipment that support them. More students sign up for courses in film and video making, creative writing, music composition and studio art than can be accommodated in those classes.

"It's interesting to note that the most frequent complaint we get in the college from students is that they cannot get into studio art classes in sculpture, painting and photography in the College of Architecture, Art and Planning," Abel said. "There's simply not enough spaces."

The report also calls for the introduction of new courses in visual and spatial thinking, including an interdisciplinary course on "The Creative Process."

Among the other recommendations of the report are these:

- Make the director of Cornell Cinema a curator at the Herbert F. Johnson Museum of Art, thereby recognizing Cinema's evolution from a campus film society into an educational arts program.

- Consider instituting a new student cultural activities fee to help cover the expense of arts programming.

- Establish doctoral degree programs in the creative arts.

- Create a Cornell arts facility in New York City with studio and conference space, short-term living quarters and an exhibition space, designed to make Cornell arts more visible in New York City.

From recent conversations with Nesheim, McConkey said he was convinced that "the attitude of the administration to the arts has changed."

"And that is the most important criterion that one could have," he added.

# The Status of the Arts at Cornell

*The Report of the Task Force on Support for Cultural Activities*

March 12, 1992

## I. Introduction

### A. Attitudes toward the Arts at Cornell:

Implicit in the university's formation of a task force to examine the status of the arts at Cornell is the recognition that the well-being of the arts is crucial to the intellectual, educational, cultural, and spiritual life of the institution. The method of the arts is essential to any meaning we would give the university. For example, to assert that Cornell as an entity has a subjective value — a "heart" or "soul" that transcends its diverse functions — is to engage at once in the metaphorical language (whether in words, images, or musical notation) that lies at the basis of all the arts. That the university believes in the significance of the arts to its own identity and mission, and that it assumes that prospective donors share such a belief, is documented by the emphasis upon the arts in the illustrations and text of its major promotional materials.

But the university encompasses an elaborate complex of interests, responsibilities, objectives, and pressures. It extends its affections to a diverse array of suitors, many of whom conform more nearly to its own expectations in matters of administrative support and organization than do the arts. As a result, the affair of the heart between the university and the arts, while it has long been productive and at times brilliant, and while it has resulted in recent decades in two magnificent structures — the Center for Theatre Arts and the Herbert F. Johnson Museum of Art — has often been difficult. Loyalties have often been strained. Perhaps what has most sustained the relationship is the freedom of action and expression afforded by an academic setting. Conversely, the constraints and frustrations in the partnership may be a result of the difficult fit between the university, as an institution supporting scholarship and research, and the arts. Furthermore, the arts at the university have never been particularly good at or sensitive to the production of revenue. Typically, they do not produce practical by-products and therefore their potential to attract funding, as compared with the applied and technologically inclined sectors of the university, is trivial.

Fundamental to the status of the arts at Cornell is their perceived practical role, distinct from their admitted subjective value. Are they indulgences — cultural embellishments — subordinate to the more pressing preoccupations of science, technology, and the professions? If so, given increasing budgetary constraints, even their present level of support cannot be justified. Pervading much of the testimony presented by visitors over the two semesters of the Task Force's investigations is the criticism that the university fails to understand the role played by the arts. The Graduate School, as one illustration among many, presides over M.F.A. programs in creative writing, music composition, painting, sculpture, photography, and architectural and urban design; yet it concentrates its efforts and resources on the more academically oriented and (by implication) more serious Ph.D. programs. In its own literature, it consistently refers to its dominion in the humanities, sciences, and social sciences — and omits the arts. The retiring director of the Johnson Museum of Art, Thomas Leavitt, in a persuasive address to the Task Force on the need for a change in the institutional attitude toward the arts, said in part, "The idea [among administrators in general, and development officers in particular] seems to be that the most valuable parts of the university are those parts which have the highest financial return. I am not sure what you can really do about such attitudes; perhaps it would help to have a humanist in a high position."

Some administrators, in the course of our proceedings, suggested opportunities for advancing the presence and significance of the arts on campus: staging arts events as part of student orientation week, for example, or conducting arts workshops over intersession breaks. These suggestions are well intentioned, worthy, and potentially realiz-

able. At the same time, however, they may be indications of the pervasive notion that the arts are recreational. Suggestions that the arts might best be subsidized by a student activities fee or that they be left to compete for a share of the entertainment marketplace reflect a similar perception that the arts are a peripheral embellishment to the more serious and central business of the university.

### B. The Mission of the Arts at Cornell:

What distinguishes art at the university from art in society at large is its educational mission. At the university, that mission is to pass on and encourage processes of creative thinking, of risk-taking, of experimentation. The consumption of art — that is, the listening to a reading of a poem, the attending of a performance, the witnessing of an exhibition — represents one important form of educational experience, in which students can recreate, in their own minds, the thoughts and feelings that went into the creation of a work. But first-hand experience is even more important — nothing substitutes for the experience of applying various perspectives in thinking and problem-solving, as well as using intermediary devices in the evolution, documentation, and expression of thought and feeling. Indeed, the arts at the university constitute a laboratory affording creative experiences through making and doing.

William Streett, Dean of the College of Engineering, delivered to the Task Force an eloquent report describing both the motivations for, and some of the observations from, his college's reassessment of the effectiveness of its own educational program. He stressed the need for the contemporary engineering graduate to bring to the workplace not only the expertise that comes with knowledge of a defined discipline, but also more general problem-solving skills: an ability to respond in a flexible way to diverse and evolving situations, an openness to circumstance and opportunity, a creative, inventive approach to the unknown and unseen. In his view, a too narrowly constrained vision of his college's educational mission was restricting the potential of its graduates to contribute effectively within a world in which change is a constant. He said that circumstances within the workplace and marketplace required greater emphasis upon skills of communication and upon adaptability to problems requiring creative solutions.

According to William James, "Genius ... is identical with the possession of similar association to an extreme degree. ... Alike in the arts, in literature, in practical affairs, and in science, association by similarity is the prime condition of success." While genius cannot be imparted to any student, the creative process, which encourages the student to seek analogy, to find the suitable metaphor or image, to bring together elements that only seem unrelated, is the basis of what is taught in that arts laboratory which affords "creative experiences through making and doing." The French mathematician Henri Poincaré believes that the secret of creativity in his field (and, by extension, in engineering or in any other field) lies in an "aesthetic" faculty that links the beautiful with the true; this faculty, which he terms an "aesthetic sieve," permits analogies and combinations made by the dreaming mind to be available upon waking to the conscious mind. Can the aesthetic faculty, which for some may be an innate gift, be encouraged to develop in others? In that arts laboratory, such encouragement is offered, often with considerable success.

The graduate programs in the arts offer instruction and training for those students with the gifts and determination to become professionals in their chosen fields. Although a number of the students in the undergraduate programs also will become professionals in an artistic field, the majority will not; they take the courses for the pleasure that creativity provides them, for experimentation and personal fulfillment, for insight both into themselves and into an art form. To make a

work of art, or to participate in a performance of one, is to engage in an act striving toward synthesis; the degree of understanding and insight that is granted through the very striving marks the extent of our accomplishments in the sciences and in the humanities as well.

No doubt because of Ezra Cornell's desire that the studies at Cornell be as inclusive as possible, this university was one of the innovators in adding the creative and performing arts to the established curriculum. Nevertheless, as recently as forty years ago such study was still considered, especially in some disciplines in the humanities, an imposition of subversive attitudes and assumptions upon what was essentially a scholarly pursuit. It is a telling commentary on the changes that

becoming a sterile or bitter exercise. Especially for undergraduates today, the arts provide an essential corrective to theory.

### C. Concerning the Recommendations of the Task Force:

In this introduction, we have contrasted some perceptions about the arts that are widely held at Cornell with the true mission of the arts in the educational environment. The arts receive generalized praise for their importance to culture and the university's dedication to values; but their actual value in the education of students — in training their minds to think creatively, in encouraging them to develop their powers in making associations, in constantly reminding them (in



Peter Morenus/University Photography

"The arts at the university constitute a laboratory affording creative experiences through making and doing."

have come to the humanities in the past decade and a half — and a commentary as well on the difficulties that beset, and the ills that fester within, the larger society — that by now the making and performing of art has become a conservative force within the university. In an academic environment ever more captivated by analytic theories that are reductive of past cultural achievements while emphasizing difference (in gender, race, and accessibility to power), the arts continue to uphold such achievements (in Western or any culture) and, concomitantly, the value — the necessity — of the greatest possible synthesis. Differences are crucial to the artist, providing the tension, coloration, and drama of any given work; but without an intuited sense of the integrity of the whole, of an actual or an implied synthesis, that work, like any exploration of cultural difference, risks

their concern with differences) of the need for connections that impose value and integrity upon their work, giving to it the fullest possible expression of beauty and truth — is neglected. The arts are far more than pleasing embellishments to the true work of the university, which so often is seen only as scientific research and the practical applications that proceed from it. The ultimate justification for research and its applications is to be sought in the intangible considerations of the human spirit; the laboratory of the arts that we envision should provide a synthesizing force within the university, one connecting its manifold activities through the creativity which lies at the base of all human discovery.

Through its investigations, the Task Force has come to realize that its most important recommendation is that the institutional atti-

tude toward the arts be changed, through enlightenment. On the face of it, the recommendation is absurd — an “attitude,” like the value in an art work, is intangible, a quality — but it is crucial to the acceptance of the proposals presented in this report. The body of the report recommends specific measures that, if followed, will reflect the change in attitude that we are calling for, and encourage the future growth of the arts in more propitious financial times. We concern ourselves with recommendations for administrative restructuring in the arts, educational improvements, and improvements in facilities. An appendix [not reprinted here] provides some of the evidence behind our recommendations, as well as references to additional material that may be useful in subsequent study and consideration.

## II. Recommendations for Administrative Reform

### A. Current Administrative Problems:

One of the most striking features of the arts activities at Cornell is the extremely decentralized way in which they are organized and administered. Arts departments are distributed among four colleges: the departments of Theatre Arts and Music and the Creative Writing program in the College of Arts and Sciences; the Department of Art in the College of Architecture, Art and Planning; Landscape Architecture in the College of Agriculture and Life Sciences; Design and Environmental Analysis, as well as Textiles and Apparel, in the College of Human Ecology. In addition, activities in many other departments are artistic — for example, the filmmaking unit in the Department of Psychology, or computer graphics, which straddles the colleges of Arts and Sciences, Architecture, Art, and Planning, and Engineering. Performing arts series are sponsored not only by individual departments, but also by the university's Faculty Committee on Music, by the Herbert F. Johnson Museum, by the Summer Session, and by Unions and Activities.

Given this state of affairs, it is hardly surprising that speaker after speaker reported to this Task Force that, in addition to the widespread excellence and diversity of the arts at Cornell, there is also widespread confusion, waste, lack of cooperation, and lack of direction in the efficient use of arts facilities, in development efforts on behalf of the arts, and in arts policy-making. Moreover, the Task Force heard testimony that the present tangle of competing bureaucracies and conflicting regulations inhibits students from taking arts courses and participating in other cultural activities. Bruce Eissner (Chair, Cultural Endeavors Committee, Cornell Council) suggested that some alumni now have the dismaying perception that Cornell has erected roadblocks in the path of students who want to participate. In addition, decentralized organization substantially dilutes the visibility — the “presence” — of the arts in the Cornell community, making the central administration, the Trustees, and the Development Office less likely to respond to needs.

### B. Proposals for Administrative Reform Made to the Task Force:

Several speakers recommended strong, centralized leadership for the fine arts. Professor Victor Kord (Chair, Department of Art), for example, suggested a College of Fine Arts comprising all the arts departments at present scattered among the existing colleges. Dean William McMinn (College of Architecture, Art, and Planning) suggested leaving the present college alignments intact but creating a senior administrative position with responsibility for overseeing arts activities campus-wide, perhaps a Vice President for the Arts by analogy with such existing positions as Vice President for

Research and Advanced Studies or Vice President for Information Technologies. These proposals have merit. A new college would, for example, promote interdisciplinary cooperation, create a single, unified base of arts alumni, and enable development efforts on behalf of the arts as a whole something that, given the organization and methods of the university Development Office and the existing decentralization of programs, is at present quite impossible. Alternatively, creating a new arts position at the level of vice president would constitute public recognition that the university considers the arts to be as vital a component of its mission as other areas represented at this level — say, research in the hard sciences, or computing, or public affairs. Either proposal would introduce into the administrative structure a high-level, visible advocate for the arts, who would be in a position to reduce the present duplication of facilities, equipment, and effort, to coordinate fund-raising, and to formulate and defend a vision of the role of the arts in the university's educational mission and cultural life.

We note with interest that many of our peer institutions have already adopted solutions more or less like those proposed above. On the one hand, Kord's proposal for a College of Fine Arts is a well known and widely accepted model at many American universities. On the other hand, McMinn's proposal was recently echoed at the Massachusetts Institute of Technology, where the administration has accepted the recommendation of a study group, similar to the present Task Force, that “of utmost importance is the need to appoint a senior administration official who is also a faculty member in either the performing arts or the visual arts, to take broad responsibility as an advocate, leader and coordinator of the creative arts program at MIT.” At Harvard, the Office of the Arts, though not organized at the level of the senior administration, functions quite effectively to distribute funds to arts activities and does serve as a focus for significant alumni giving. The same can be said for the Institute of the Arts at Duke.

### C. Reasons for the Task Force's Rejection of the Above Proposals:

Nevertheless, tempting though they may be, we reject centralized models both on principle and on practical grounds. On principle, we believe that the advantages of decentralization — diversity, the opportunity for grass-roots initiative, the opportunity to keep decision-making as close and as responsive as possible to the various student and faculty constituencies being served — are worth preserving. On principle, too, we are loath to add additional members to a central administration that in recent years has been growing at a worrying rate. And, speaking practically, we understand that no proposal that would threaten to strip existing administrative units of any of their prerogatives or property or faculty would have any chance of being accepted. Besides, it would be foolish to tamper with the organization of those departments that are already flourishing as teaching units and that are producing distinguished artistic work earning high national recognition.

At the same time, this Task Force recognizes in the already-established Council of the Creative and Performing Arts (CCPA), with its healthy makeup of working artists from across the campus representing almost every college, a useful model for the interdisciplinary cooperation we believe needs to be practiced on a wider scale. Despite its significant past accomplishments, the CCPA as currently organized and funded has neither sufficient visibility, nor sufficient authority, nor a sufficient staff, nor a sufficient budget, to solve all the arts-related problems identified in this report. And, while in the short term the CCPA has welcomed being gathered under the wing of the College of Architecture, Art, and Planning (especially in the context of the present capital fund campaign), we believe that in the long term the campus-wide role of the

CCPA suggests that it should not be associated with any one college.

### D. The Task Force's Recommendations:

Against the above background, we make the following recommendations to the Vice President for Academic Programs and Campus Affairs and other university administrators, to the Board of Trustees and its relevant committees, and to the deans of the colleges and their concerned departments and faculty. We recommend that the university:

#### 1. Establish a Center for the Creative and Performing Arts.

a. Administratively, the Center will be equivalent to a program (for example, Western Societies) or to such centers as the Center for Applied Mathematics and the recently approved Center for the Environment. It will have no “home” faculty, will belong to no college. Its faculty membership, like that of most Cornell programs and centers, will be drawn from interested members of departments in many colleges.

b. The Center will report directly to the Vice President for Academic Programs and Campus Affairs.

c. As a minimum, the Center will have a staff consisting of a director, an executive administrator (to be converted from the present position of program director of the CCPA), and a full-time support person.

d. The director will be a Cornell faculty member given released time, supported from funds of the Provost's office, for a term appointment of three to five years. Among her or his duties will be the following:

1) To chair the CCPA, converted from its present role to function as an advisory group under the Center umbrella, responsible for helping to formulate arts policy and program suggestions and allocating grant monies to departments, groups, and individuals.

2) To sit ex officio on both the Deans' Council and the Committee on Academic Affairs and Campus Life of the Board of Trustees.

3) To support efforts to raise additional funds for nondepartmental arts programs, both through grant-writing to external agencies and through close cooperation with the director of University Development, and to lead the search for gifts in support of such activities and initiatives as the Visiting Artist-in-Residence program.

4) To support both the development of additional opportunities for undergraduates to participate in arts activities and the development of interdisciplinary arts courses to be offered under the auspices of the Center, and to lead in campus discussions of the proposed new distribution requirement in the creative and performing arts (see below).

5) To formulate, in cooperation with the appropriate departments and groups, major nonacademic arts programs, festivals, and symposia.

6) To administer, in cooperation with the appropriate departments and programs, the Visiting Artist-in-Residence program.

7) To assist Cornell departments, student and faculty groups, the Community Arts Partnership of Tompkins County, and other local arts organizations in negotiating the use of campus facilities and other forms of indirect university support.

8) To publicize arts events on campus, and to cooperate with Media Services, the News Service, the Vice President for University Relations, and the Cornell Council's Cultural Endeavors Committee in publicizing to a wider audience both the variety and excellence of the arts at Cornell and the university's commitment to the arts as a central component of its mission.

9) To improve the use of existing resources by searching for means

a. To reduce wasteful duplication of media-related equipment, collections, etc., among departments and colleges.

b. To eliminate, or at the very least reduce as far as possible, rental charges for campus performing spaces or equipment or other resources when used by Cornell departments, colleges, or programs for officially sanctioned Cornell events. In an era of tight budgets, it is essential to bring under control the wasteful practices under which one arm of the university charges another for basic services, in the process playing havoc with the budgets of individual units and introducing an unnecessary, expensive layer of accounting bureaucracy.

c. To develop an improved, centralized system for reserving performance and gallery spaces on campus and for minimizing scheduling conflicts.

d. To establish a working group, responsible to the Provost, charged with developing mechanisms, policies, and procedures to carry out points a. through c. above. Members of the working group should include the Director of the Center; the chairs of the departments of Theatre Arts, Music, and Art; the Director of Unions and Activities; the Assistant Vice President for Academic Programs; the Director of the Johnson Museum; a representative of the School of Hotel Administration/Statler Hotel; the director of Media Services; the concert manager of the Bailey/Statler series; the Director of Cornell Cinema; a representative of the endowed Accounting Office; and a representative of Finance and Business Services for the statutory colleges.

10) To lead the search for an effective administrative structure for the media-related visual arts. The Task Force spent an informative two hours with four guests (David Watkins, director of Media Services; James Maas, professor of Psychology and a producer and director of documentary films; Marilyn Rivchin, lecturer in filmmaking; and Richard Herskowitz, director of Cornell Cinema) discussing the present state of video and film at Cornell. The discussion concerned the lack of an administrative structure to permit efficient use of present film and video equipment on campus, the need for improved video equipment and services for educational purposes, the number of committees that have already concerned



Peter Morenus/University Photography

“The Department of Music has an unusually fine reputation — for its outstanding musicologists, composers, and performers — that may suffer as a consequence of the growing inadequacy of the facilities in which it is housed.”

themselves with such issues, and the lack of progress in resolving any of the problems. The guests proposed, as their ideal, a Center for the Visual Arts (a concept that also is of strong interest to Dean McMinn), through which the uses of video equipment, expertise, and instruction already involving the departments of Psychology, English, Theatre Arts, Art, Architecture, Music, and Communication Arts could be coordinated for increased efficiency and cost-effectiveness.

Initially, perhaps, a useful structure for the visual media arts could be found within the Center for the Creative and Performing Arts; but, though such an issue is related to the responsibility of the director of the proposed Center to improve the use of existing facilities, its scope is too large and complex, and it involves too many technical considerations, to be his or her responsibility alone. Nevertheless, the issue deserves study and resolution at the university level; thus the director of the Center for the Creative and Performing Arts should be appointed to chair a university task force charged with developing a new administrative model to deal with this issue.

### 2. Establish a Cornell Arts Facility in New York City.

New York City is one of the world's centers of the arts — in their production, exhibition, and marketing. Many of our faculty in the arts journey frequently to New York, indeed are forced to do so by the economics of their profession. Our students would be served well by an identifiable Cornell presence in the arts in New York City — to allow them access to the tremendous artistic resources of the city (so nearby, after all) and to allow them to learn the economic realities of the art marketplace.

We recommend that the university establish a Cornell Arts Facility in New York City, administered by the Center for the Creative and Performing Arts. This facility will include studio space, conference or meeting possibilities, short-term living quarters, and an exhibition space that could also serve as a small recital hall. It will also serve as a focus for alumni and friends interested in the arts at Cornell and thus as an effective venue for development and fund-raising activities on behalf of the arts.

### 3. Restructure Cornell Cinema.

a. The position of Director of Cornell Cinema should be transferred to the Johnson Museum of Art, both to insure that the position occupies a properly budgeted line, and to recognize its curatorial functions.

b. The budget for this line (which should not be tied to ticket sales) must be sufficient to enable the director of Cornell Cinema to respond to the increasing importance of film and video technology in the educational process.

### 4. Expand the role of the university Development Office in support of arts funding.

a. The university Development Office should construct a data base of alumni and friends with special interests in the arts. This task would be accomplished in cooperation with the various colleges and their relevant departments.

b. In part to compensate for recent, significant reductions in the support available from such sources as the National Endowment for the Arts and the New York State Council on the Arts, the university should attempt through the Development Office both to secure one-time gifts and to establish endowed funds in support of faculty enrichment and research in the creative and performing arts.

### 5. Expand the role of the Office of Sponsored Programs in support of arts funding.

a. A continuing program to train artists and humanists in the methods of finding and exploiting grant opportunities should be developed.

b. Since funding opportunities for the arts are fewer and less easily identified than those for the sciences, an aggressive pro-arts mode of operation, not only responding to requests from departments and individual faculty members but actively seeking out opportunities, should be adopted.

## III. Recommendations for Educational Reform

At the conference on "Professionalism, Vocationalism and Liberal Education" held at Cornell in April 1988, Professor Donald Schön of the Massachusetts Institute of Technology spoke to President Rhodes and a group of faculty and administrators from across campus about the concept of artistry as a starting point for reformulating ideas about teaching in higher education. According to Schön, a crisis of confidence in professional competence has developed during the past twenty-five years in a world where problems are not amenable to solutions based on "technical rationality." The most pressing demands on college graduates — in both their lives and their careers — will involve problems of uncertainty, uniqueness, and value conflict. Schön's alternative for educating the "reflective practitioner" is based on involving students in a kind of experiential learning that is common to education in the fine and performing arts. He describes how the studio and workshop methods of teaching painters, sculptors, poets, musicians, dancers, and designers are critical even to those who will study outside the arts in fields such as law, education, engineering, medicine, and social work.

Dean William Streett expressed a similar view in relation to the College of Engineering's consideration of curriculum revisions intended to advance students' intellectual capacities in the areas of imagination, speculation, experimentation, and expression. He asserted that both professional effectiveness and personal fulfillment for engineering graduates will depend less on the body of knowledge they gained at Cornell than on the intellectual habits and creative skills they devel-

oped. In this context, the Task Force sees a central mission for the creative and performing arts in higher education and believes that this mission is critical to the perceived needs for educational reform described by Dean Streett, Professor Schön, and others.

To amplify this point, we cite an example from the visual arts. It can be observed that, in the earliest years of an American child's public education, emphasis is placed on visual and spatial expression, investigation, and stimulus; drawing and modeling are equal partners with other means of expression and thought, such as music and writing. Soon, however, this visual component of learning and thinking disappears from the curriculum; if it returns at all in higher education, it does so only in certain of the arts themselves or in the rarified modeling techniques of advanced scientific and technological research. How can one more widely apply visual and spatial devices to reflective thinking? This question is fundamental to technological advancement, and yet visual illiteracy — an atrophied capacity for seeing, for registering visual information, and for extracting meaning from visual abstractions or other forms of representation — is the norm throughout contemporary higher education.

At Cornell, experiences that point the way toward applying visual and spatial devices to reflective thinking can be found through filmmaking, painting, sculpture, architecture, dance, theatre, and so on. In all these pursuits are encountered the paired, reciprocal relationships between making and

each undergraduate a minimum exposure to a pursuit that strengthens both the individual's well-being and the well-being of the culture at large. Like President Rhodes's broad initiative to encourage all Cornell undergraduates to pursue an international experience, it will exploit the educational value of lessons learned beyond one's primary area of endeavor, again stressing creative skills and habits of mind over subject matter.

While any number of existing courses can be used in the construction of this new requirement, we expect that many disciplines will want to design new courses for it as well. In addition, however, the Task Force proposes that interdisciplinary courses of two types be established:

a. An innovative interdisciplinary course on "The Creative Process," open to all interested undergraduates, to be offered under the auspices of the Center for Creative and Performing Arts. Faculty members engaged in scientific or technological research, as well as faculty artists in the various genres, will discuss, as invited guests, the process of creativity as it applies to them in their daily research and making of art works. Such a course will, of course, require some creative activity from the students themselves.

b. Courses in visual and spatial thinking, intended for undergraduates majoring in any subject, and designed to promote visual literacy. These courses will fill an educational "gap" and serve to broaden the capability and enhance the creativity of students in all disciplines. Of course, many



Patricia Reynolds

"At Cornell, experiences that point the way toward applying visual and spatial devices to reflective thinking can be found through filmmaking, painting, sculpture, architecture, dance, theatre, and so on. While the arts are by no means the only format for creativity, they offer a particularly fertile ground for a personal encounter with the creative process."

thinking, which might be termed conception, and between the thing made and a response to it, which might be termed expression—relationships which, taken together, constitute the creative process. While the medium may vary, from body movement to a beam of light to the spoken word, the fundamental elements of the process are constant throughout all the arts. And while the arts are by no means the only format for creativity, they offer a particularly fertile ground for a personal encounter with the creative process.

The visual arts are cited here because they provide a particularly telling example. Similar arguments can be advanced, however, using musical or literary means of expression. Indeed, the university has already responded to the last of these by instituting an extensive and highly successful program, the Freshman Writing seminars, intended to improve the abilities of all Cornell undergraduates to think, respond, and express by means of the written word. Recent discussions on campus have invoked a similar need for universal "scientific literacy," now to be addressed in part by the new program in Science and Technology Studies. While the Task Force concurs with the need for both verbal and scientific literacy, we also contend that a third literacy — visual, spatial, aesthetic, and creative — constitutes an indispensable partner to the other two.

Therefore we recommend that the university:

### 1. Institute a distribution requirement in the creative and performing arts for all undergraduates, based on exploring the creative process.

The proposed requirement should be developed along the lines of the Freshman Seminar, using courses in many disciplines and from all undergraduate colleges. The requirement should be satisfied only by courses in which direct, personal engagement with the creative process is central, not by courses whose methods are primarily theoretical, critical, or comparative. Like the university's physical education requirement (two semesters), this new requirement will ensure

of the studio courses taught in the Department of Art, and in particular the course "Color, Form, and Space," already address the notion of visual literacy. Unfortunately, these courses are virtually closed to students outside the major, owing to the lack of sufficient teachers, classroom and studio space, and materials to serve a larger population of students. (See below.) It is urgent that resources be found to make these courses available to a wider cross-section of Cornellians. At the same time, however, courses in visual and spatial thinking need not be confined to the College of Architecture, Art, and Planning. Both the Engineering and Human Ecology colleges would seem to be appropriate additional venues for new courses in this area.

### 2. Investigate and promote teaching methods that encourage students in original work in courses of all kinds.

As we have already noted, creativity is not the sole province of the arts and humanities. Scientific research is, at its heart, a similarly creative enterprise. In the mid-1970s, Lynn Abel, Associate Dean of the College of Arts and Sciences, established an innovative program in which undergraduates, working with faculty advisers, received academic credit for original research in any subject. Currently, at least six colleges (Arts and Sciences, Agriculture and Life Sciences, Human Ecology, Industrial and Labor Relations, Engineering, and Hotel Administration) have undergraduate research programs. Such programs — as well as senior seminars and independent study courses for thesis work by honors candidates — encourage students in "making and doing," much in the manner of courses in the creative and performing arts.

Such programs, however, are available only to a modest percentage of students, while the seminars and independent study courses typically are limited to majors in a department. In certain elementary classes of a specific discipline, students are perhaps necessarily passive recipients of information. In other undergraduate classes, the large number of students — a particular educational problem in many courses for fresh-

men and sophomores at Cornell — seems to mandate a passive audience, with class members to be graded upon their ability to recall, at exam time, facts and the interpretations of experts. Many smaller courses also rely primarily on the lecture method.

Yet the Task Force endorses the emphasis on involving our students in creative and "hands-on" experiences espoused at the April 1988 conference on "Professionalism, Vocationalism and Liberal Education." More than a simple endorsement, of course, is required. The Task Force has neither the arrogance nor the expertise in the various fields of knowledge necessary for this report to offer specific recommendations to each of the disciplines. We do believe it possible, however, to devise pedagogical methods that will require or encourage undergraduates in nearly all fields of study to respond to problems in imaginative ways or to make their own interpretations of course material. Examples already exist in certain underclass courses, and they may already be more numerous than is generally known. Such methods could be applied to at least the material covered in sections of large lecture classes, as well as to many smaller classes.

Of essence here is an attitude that could permeate the educational stance of the university and make the majority of our students active participants in discovery — something impossible to achieve by fiat, but possible by example, encouragement, and response to faculty initiative. The College of Engineering, which has been an innovator in this kind of arrangement, can serve as example to the other colleges. Reluctant as this Task Force is to be the spawning ground of further study groups, the subject is important enough that we recommend the appointment of a separate task force or committee, composed of interested faculty members in the various colleges and disciplines, to investigate the examples of active student participation that currently exist in the courses and other programs of this and other universities, to augment these examples with their own creative ideas for specific fields of study, and to present their findings to the individual disciplines and the university at large.

### 3. Improve access for all undergraduates to existing courses in the arts.

At present, undergraduate demand for many courses in the creative and performing arts far exceeds the capability of an understaffed faculty, overtaxed facilities, and inadequate equipment to satisfy. While this demand may provide a gratifying indication of the vitality of the arts at Cornell, at the same time it signals needs that preclude serious educational reform until they are met. In the English Department, for example, demand for the sophomore-level creative writing course is so great that the department, to avoid a lengthy and time-consuming as well as embarrassing line of prospective students at pre-registration, has adopted a lottery system as a method of selection for the twelve or so sections available each term. All the offerings in filmmaking are taught by a single filmmaker associated with the Department of Theatre Arts, who must make a final selection of students for her advanced as well as her beginning courses from the multitude of students who hope to enter them. Only twenty of about a hundred students who hope to take electronic music composition every semester can be accommodated. The situation is similarly severe in Art Department courses. The video course "Visual Communication," which is offered by the Department of Communication Arts in the College of Agriculture and Life Sciences, can admit only a fraction of the students who wish to take it. (In fact, the Task Force learned that Cornell students who need instruction in video production often turn in frustration to Ithaca College.) In short, student demand is in considerable excess of available places in courses in practically every field of the arts.

External pressure on course enrollments is at present a difficult issue for almost every undergraduate college in the university. (The College of Engineering is perhaps the only exception.) As the central administration and colleges grapple with this question, it is important on all sides to reject the fallacy that students seek out courses in the arts because they are easy or because they offer a pleasant diversion from the more serious courses required for their majors in the sciences or humanities. Cornell's course offerings in the creative and performing arts are not "soft" options; they are, and ought to be, serious, demanding, challenging, eye-opening, life-changing experiences. Students demand these courses out of real interest and a well-founded belief that they offer ways of thinking different from, but equally as important as, the verbal and quantitative ways of thinking they learn in the humanities and sciences.

### 4. Consider establishing doctoral degree programs in which the thesis requirement could be satisfied by creative work in the arts.

To the best of our knowledge, the Graduate School offers only one doctoral degree for creative work or performance — the D.M.A. given in musical composition and in historical performance practice — among all the disciplines of the creative and performing arts. Some of those disciplines might oppose, for any number of good reasons, the granting of a doctoral degree for which the thesis would be a creative work; but others conceivably have good reasons for considering it. The English department, for example, offers an M.F.A. degree in which the thesis is a creative work and a Ph.D. in which it is a theoretical or scholarly work. Certain applicants, because of their ability in both fields, are admitted as M.F.A./Ph.D. candidates and write both types of theses, though the doctorate, of course, is granted for the theoretical or scholarly work.

This Task Force, which has a high regard for the exercise and development of creativity in undergraduate education, has a high regard also for distinguished creative work in graduate education, and recommends that appropriate departments (those with a richness of subject matter in their offerings to complement their studies of technique) that are presently granting only the M.F.A. degree give serious consider-

ation to creative work as eminently suitable for a doctoral thesis.

(One member of our Task Force, who contributed to this section on educational reform, insists that departmental resources, including improved support for creative projects and research by existing faculty, increased faculty staffing, and facilities adequate to student needs, should have priority over all our recommendations. Other members assume that the recommended administrative reforms, which could be implemented with only a modest increase in funding, would in turn help stimulate the funding necessary for an increased faculty and for needed building renovation and construction.)

## IV. Recommendations Regarding Facilities

The construction, several decades ago, of the Herbert F. Johnson Museum of Art was an event so momentous that it seemed to many delighted Cornellians — students, alumni, faculty, and staff — as if the ambience, if not the very nature, of the university had undergone a marvelous transformation. The more recent construction of the Center for Theatre Arts had a related effect, this time one that suggested not only the university's continuing regard for the arts, but (because of the building's location) the university's sense of the arts as a bridge to the larger community beyond.

In addition, several renovations have had a beneficial effect for the arts. The renovation of the Willard Straight theatre was an admirable feat of legerdemain that provided two valuable functions for an auditorium fallen into disuse: the theatre is now a handsome and comfortable facility for the showing of feature and other films by Cornell Cinema and for certain educational uses. The renovations made in the past decades to Goldwin Smith Hall have provided two adequate auditoriums — Kaufmann and Hollis Cornell — for readings and lectures before audiences of 150 to 250 people.

Many problems remain, however. While the Center for Theatre Arts has provided necessary space for drama, dance, and filmmaking, other of the arts are not adequately housed. The Center for Theatre Arts, once intended as the first phase of the construction of adequate facilities for all the performing arts, including music, now seems the culmination, at least for the present, of that major undertaking, and, so far as we know, no needed renovation or replacement of the large and much-used performance space in Bailey Hall is scheduled. Difficulties in financing construction of the Center for Theatre Arts appear to be one factor inhibiting additional construction and renovation.

The recent burst of construction at the university has had other deleterious effects. The construction and renovation at the School of Hotel Administration, for example, led to a required renovation of the Alice Statler Auditorium. The rental charges for that renovated space in the expensive new complex have made it prohibitive for many organizations; and the renovations, the Task Force has been told by Thomas Sokol, chair of the Department of Music, have severely impaired its usefulness for musical performances. The new Alumni Auditorium, which might have provided a substitute, was constructed with a type of ventilation system so noisy as to render it unfit for music.

According to at least one newspaper report, the present period of extensive construction is nearing the end of its cycle with the building of the new underground extension of Olin Library, and we have been told that the trustees are hesitant to permit further changes to the central campus. Nevertheless, the needs in two areas are so severe that they require immediate attention:

**1. Department of Music.** The Department of Music has access to two major facilities for performances — a 280-seat space in Barnes Hall and a 2,000-seat space in Bailey Hall. The department has control of the Barnes Hall Auditorium, enabling it to schedule the many uses to which that auditorium is put, but it has no control over activities in Bailey Hall, even though Bailey provides the only available rehearsal space for the symphony orchestra, the symphony band, and the wind ensemble.

As a building, Bailey Hall has disadvantages: for example, student musicians must keep their instruments and other equipment in the basement and move them upstairs for rehearsals — a difficult undertaking, particularly for those with heavy instruments. But the major difficulty is that since the Bailey Hall auditorium is used for many purposes in addition to rehearsals, there are frequent disruptions of the rehearsal schedule. According to Sokol, the Band and Wind Ensemble, numbering over ninety students (many enrolled for course credit), faced scheduling conflicts in Bailey Hall twelve times in the past year, and these ensembles had no alternate rehearsal space.

Moreover, rehearsal space is inadequate even in the buildings over which the department has control or partial control. The problem is intensified by the use of the present Lincoln Hall facilities not only as rehearsal space for course-related purposes, but as the home of the Cornell Jazz Ensembles and as regular or occasional rehearsal space for ten student-run ensembles. The lack of sufficient individual practice rooms with pianos is no less acute. The department's own proposal for the provision of adequate facilities says that thirty-six practice rooms are needed; at present there are eleven, some of them without pianos. In addition, the department urgently needs a small performance area to augment Barnes Hall for recitals, chamber music, and large class sections, to compensate for the effective loss of Statler Auditorium.

The Department of Music has an unusually fine reputation — for its outstanding musicologists, composers, and performers — that may suffer as a consequence of the growing inadequacy of the facilities in which it is housed; the chair told the Task Force that some of its most distinguished

members may leave for other institutions unless a definite commitment for improvement in facilities is made. Should this commitment take the form of a proposal to move the department from Lincoln Hall to a new building or to another existing building, that new space would have to be significantly larger than the space now occupied in Lincoln to meet department needs.

**2. Department of Art.** The present facilities of the Department of Art are possibly even more inadequate than those of the Department of Music. Particularly bad is the condition of Tjaden Hall, which should have been a prime candidate for renovation many years ago. Besides being inadequate for the needs of painters, printmakers, photographers, and other artists, the building is unsafe. The ventilation system is insufficient. There are no elevators to move heavy equipment. Students' studio space and storage space for chemicals are wholly inadequate. One member of the Task Force commented in a written report, "If our committee makes no other recommendation, we certainly must recommend that the renovation of Tjaden be given urgent priority." Should the central administration propose instead that the Department of Art be relocated in a new building or in another existing building, it is essential to realize that, here too, any such new space would have to be significantly larger than the present space available in Tjaden, since, in addition to its other defects, Tjaden is too small to meet department needs.

Another member observed that, judging from the neglect not only of Tjaden, but of other facilities as well, "the visual arts at Cornell are virtual nonentities," a view substantiated by more than one of the experts the Task Force consulted. We learned that the gallery space available in Tjaden and in Sibley Hall is insufficient, and that Sibley has inadequate facilities for its photography studio and darkroom needs. (One Task Force visitor pointed out that many science and technology programs on campus have better darkroom facilities than does the Department of Art.)

**3. Libraries.** Adequate library facilities and collections rich not only in textual materials but also in visual and audio materials are required to support the instructional and research needs of undergraduates, graduate students, faculty members, and staff in the creative and performing arts. Although most of the libraries at Cornell are short of space for collections, readers, and services, the Music Library and the Fine Arts Library are described in the document "A Strategic Plan for Library Space Needs through 2010" as "critical-need" libraries.

The Fine Arts Library, located in Sibley Hall, is the main source on campus for books and journals on the visual arts and architecture. It is used not only by patrons of the College of Architecture, Art, and Planning, but by many fields from all over the campus. The library suffers from a number of space problems, most of them arising from the fact that it is located in an old building not designed for such use. The largest constraint is insufficient floor-loading capacity, which forces the collection space to be used inefficiently. Although the Fine Arts Library feels spacious and is one of the more attractive library spaces at Cornell, there is at most about four years' growth potential left within the existing space.

The Fine Arts Library also lacks sufficient reader spaces and suffers from poor environmental conditions that accelerate the rate of deterioration of the collections. Currently 246 reader spaces are available; to bring the library up to the national standard for an art library serving a reader population of its current size would require adding 134 more seats. To provide adequate space for viewing visual materials such as slides and videotapes, more than 1200 net square feet will be required as the collections grow and as Cornellians from all over the campus participate in new courses and programs in the arts.

The Music Library, housed in Lincoln Hall, specializes in printed music, sound recordings, and writings about music. Holdings include early editions of music; collected sets of complete works of major composers; opera scores, librettos, recordings, and videos; twentieth-century scores and recordings; and an archive of music composed and performed by Cornellians.

Because Lincoln Hall was not designed for use as a library and therefore has inadequate floor-loading capacity, more than 60 per cent of the Music Library collection was moved into the basement of Lincoln in 1989. Materials shelved in the basement cannot be browsed; they must be requested by patrons and delivered to them in the main library space upstairs. The library is at full capacity now. A preliminary space plan completed in 1990 projected a need for nearly 18,000 net square feet by 2010, about 6,300 net square feet more than is currently available.

Of particular importance to the Music Library's present clientele and to new users who will study and perform music is the desperate need for facilities for listening to music on various media, including compact disc, LP recordings that are not likely to be remastered on CD, and newer video and audio technologies (for example, laser disks and CD-ROM). The 1990 space plan calls for listening space about twice that currently available to serve the current clientele of the Music Library. If increasing support for the arts and increasing educational emphasis on the arts have the impact the Task Force expects, even more space will be required. More printed, visual, and audio materials will be urgently needed on campus to sustain the vitality of the creative and performing arts, and adequate library facilities will be essential.

*Many of the issues raised by our study can be resolved without the construction and renovation of buildings, but the problems in music and the visual arts, and in the libraries serving these disciplines, cannot be solved without them. The situation is so severe that the Task Force recommends that the matter of adequate facilities for the Department of Art, the Department of Music, the Fine Arts Library, and the Music Library be addressed at once by the administration and Board of Trustees.*

# CORNELL Employment News

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## Communication Strategies for Performance Dialogues Year-round

An Interview with Ellen Ely, Senior Staff Development Associate, Office of Human Resources

For the past three years, Ellen Ely has been the president of Ely Seminars, where she facilitated programs for thousands of participants in numerous Fortune 500 companies, government, and educational institutions throughout the U.S., Canada, Europe, and Africa. Her previous experience includes working on Wall Street as a personnel manager for the Royal Bank of Canada. Ely recently joined Cornell as a senior staff development associate in the Office of Human Resources. In this role, she can conduct comprehensive needs analysis and custom-design workshops to meet the specific needs of individual units. If you are interested in more information on in-unit workshops, you may reach her at 255-6880.

In the interview that follows, we ask Ellen for some of her thoughts about the performance dialogue process and her reflections on how communication can be enhanced.



Ellen Ely, senior staff development associate

**What do you see as the greatest challenge facing Cornell supervisors and managers in the Performance Dialogue process?**

The greatest challenge is to rethink the real purpose of performance dialogues. Many supervisors and managers—and this is true in the business world as well as the educational one—see performance appraisals as a mandatory, pain-in-the-neck process that takes a lot of their time and generally makes them feel uncomfortable. But all performance appraisal processes have two components: 1) **accountability** and 2) **developmental**. Here at Cornell we call performance appraisals “performance dialogues” to embrace this larger concept. Performance dialogues can be the greatest tool a supervisor or manager has to motivate his or her staff and to enhance professional growth. In addition, managers and supervisors should realize that the documentation that is part of the process throughout the year is absolutely essential to protect themselves should future questions about a staff member’s performance arise.

**Why do supervisors and managers feel uncomfortable with performance dialogues?**

What makes most managers feel uncomfortable, here at Cornell and elsewhere, is the desire we all have to be liked. But, by learning good professional communication techniques and gaining some training in managing and motivating staff, managers and supervisors can foster supportive and professional relationships rather than an environment dependent upon the interaction of personalities.

The “nice guy” mentality is not what employees need in a manager. Employees need leadership, coaching, and mentoring in the workplace, not more “buddies and pals.”

Through direct and honest feedback in performance dialogues, managers will be able to develop their staff members. The staff will share in the supervisor’s or manager’s vision and understand their roles and responsibilities in meeting the unit’s goals and objectives.

**You mention communication techniques. What do you mean by good communication?**

Good communication is a two-way process of relaying ideas, goals, and objectives, built on trust and openness. Staff should feel free to discuss their work with their supervisors—their problems as well as their successes—and supervisors should feel free to approach their staff with work-related issues and objectives.

Studies have shown that most of us spend about 80% of our waking hours communicating with someone, someplace. That’s why we must make all our communications count. Effective communication is the cornerstone of all our relationships at work, at home, with friends—even with our pets.

In a working environment, communication is enhanced when supervisors and managers take the initiative to integrate constant, consistent, constructive feedback in all their interactions with their staff.

**Can you explain how feedback can be constructive?**

Of course! One of the most important skills managers and supervisors can develop is the ability to make conscious decisions about the appropriate feedback in each situation.

Whether or not we know it, every smile, every frown, every gesture, gives those around us feedback. Sometimes this feedback is interpreted correctly, and sometimes feedback can be grossly misinterpreted and injure someone’s morale and self-esteem. That’s why managers and supervisors must cultivate their awareness of the feedback they are giving staff, even in informal ways.

There are a lot of techniques that a supervisor or manager can learn to deliberately give feedback that will maximize its effect on staff. Basically, there are two kinds of feedback: formative and motivational. Formative feedback is given to someone to help them see ways to improve or change a given performance. Motivational feedback is used to increase the individual’s incentive and desire to do the same positive behavior again.

The important thing to remember is to keep these two kinds of feedback separate. The principles of feedback are:

1. **Formative Feedback** is given in private, before the event.
2. **Motivational Feedback** can be given publicly and always as soon as possible after the event has occurred.

As an example, suppose someone you know cooks a great dinner, and you say, “The lasagna was great, the salad was great, but the bread was soggy.” Your friend will inevitably focus on and remember your complaint, “The bread was soggy.” That complaint will invalidate, in your friend’s mind, your other two compliments, decreasing their self-esteem and motivation. But if you say, “the lasagna was great and the salad was great,” your friend will feel a sense of pride. Then, the next time your friend gets ready to make a dinner that you know will include bread you say, “By the way, last time we had dinner, the bread was a bit soggy. This time I’d suggest, you could . . . (and give the possible solution).” If you give people feedback when they can do something about it, they can succeed at a task and will appreciate your input. You are more likely to get your desired results—without making your friend feel like a failure.

**Can you give an example of how this works in the workplace?**

Certainly. Suppose I ask one of my staff members to type a memo for me. The staff member types the memo and hands it to me. I read it, and notice that it is fine in many respects—correct spellings, correct punctuation, correct facts—but the margins are too wide. If I then say, “This is great, but your margins are too wide; please retype it,”

all my staff member will hear is the complaint about the wide margins. He, or she, will not feel good about the other aspects of the job that were fine. If, however, I say, “This is great,” put the letter on my desk for a while, and then return later with timely, formative feedback, and say to the staff member, “I prefer this letter all fit on one page. Therefore, please just make the margins a little narrower on this memo.” The request will not be seen as a total invalidation of the good job done earlier. I’ve given specific feedback and the staff member has the opportunity to make adjustments and again receive motivational feedback.

**Good communication is a two-way process of relaying ideas, goals, and objectives, built on trust and openness.**

By a supervisor or manager using these and many other principles of effective feedback, staff members can understand the goals and objectives they should be working toward and the aspects of the tasks for which they will be held accountable. They will also become oriented toward future motivational feedback that will enhance performance rather than focussing on the fear of being reprimanded or embarrassed.

**But sometimes it’s impossible to separate feedback. People just don’t have that kind of time.**

That can be true. But, far more often than we realize we finish every positive statement with a **BUT**—

- Nice job organizing the meeting, **BUT**
- This report looks good, **BUT**
- You do very well on the telephone with the customers, **BUT**

Even though managers think they give a lot of motivational feedback, if it is mixed with formative feedback, its impact is lost.

For example, if you go to a party and ten people tell you that you look great, but one says “Gee, you look like you’ve gained a few pounds,” 98.9 percent of us go home thinking about the gaining weight comment. It’s human nature.

Separation of feedback is not easy in the beginning. It’s not as fast as immediate mixed feedback, but the payoff is in increased motivation among staff members. I always invite people to at least try it; the separation of feedback will sell itself.

**What can employees do to help themselves with the Performance Dialogue process?**

First of all, they need to *ask, ask, ask*. If they are unclear about their own or the unit’s goals and objectives, they must *ask*. If they want to know how they are doing from their manager’s perspective, they must *ask*. Regrettable surprises occur in the annual formal Performance Dialogue meeting if there was a lack of communication. Both the supervisor **AND** the employee must take responsibility for feedback.

Staff Relations and Development offer, through the training programs listed in the *Calendar of Workshops and Seminars* and in in-unit training sessions, a number of training programs for supervisors, managers, and employees that discuss these and many other techniques to assist in two-way communication.

## Deadlines for CCTS Applications

Employees who are now receiving the Cornell Children's Tuition Scholarship (CCTS) will automatically receive an application for the new academic year 1992-93. All other employees who need to apply for CCTS should request an application from the Employee Benefits Office, 130 Day Hall, or call Maureen Brull at 255-7509.

The deadlines for submission of applications are as follows:

- Summer Session - May 1, 1992
- Academic Year 1992-93 - June 1, 1992
- Fall Term Only - June 1, 1992
- Winter-Spring Term Only - December 1, 1992

To assist you in the process of applying for the CCTS benefit, the Employee Benefits section of OHR will sponsor an information session on **Thursday, April 2, 1992, from 3:00 p.m. to 4:30 p.m. in 163 Day Hall.** This session will provide relevant information about the program as well as an opportunity for questions and answers. A representative from the Financial Aid Office will also be present to discuss applying for TAP awards.

## Cancer/Chronic Illness Support Group

Cancer survivors, persons who are caring for a spouse or loved one with cancer, and persons with chronic illness are invited to attend a support group which meets in the Day Hall Board Room from 12:00 - 1:00 p.m., the fourth Thursday of every month.

Meetings include programs on such topics as stress reduction and diet, as well as time to share and discuss problems and concerns.

If you are interested, please come to the Day Hall Board Room at noon on Thursday, March 25, or call Joan Fisher at 255-3976 or 255-7665.



## Select Benefits Claims Schedule 1992

**Reminder**

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.

3/27	*5/21	7/17	9/11	11/06
4/10	6/05	7/31	9/25	*11/19
4/24	6/19	8/14	10/09	12/04
5/08	7/02	*8/27	10/23	*12/17

\*Early deadlines due to Memorial Day, Labor Day, Thanksgiving and winter holidays.

## Nominations Sought for the Advisory Committee on the Status of Women

Nominations are being sought for seven positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family, sexual harassment, and the chilly climate for women. An information meeting for prospective members will be held on March 31, 12:00-1:00 p.m. in the Dougherty Faculty Lounge, 280 Ives Hall. For an application, contact Carolyn McPherson, coordinator of women's services, 234 Day Hall, 255-3976.

## Select Benefits Deadline

The deadline for remitting claims for reimbursement of expenses incurred during 1991 is **March 31, 1992.**

# 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.

**Associate Director, Major Gifts (PA1005) HRIII**  
**University Development-Endowed**  
**Posting Date: 3/12/92**

Responsible for the management, coordination and execution of major gift fund raising initiatives oriented toward individuals who have the capacity to give \$1 million or more.

**Requirements:** Bachelor's degree. Minimum of 3 yrs. experience in capital fund raising, institutional advancement in higher education or professional volunteer management. Strong management, interpersonal, and writing skills necessary. Send cover letter and resume to Cynthia Smithbower.

**Director of Development (PA7401) HRIII**  
**School of Hotel Administration-Endowed**  
**Posting Date: 7/18/91 Search Reopened**  
Manages the day to day operation of the Hotel School development office and is the principal liaison between the school, and the Central Development staff.

**Requirements:** Bachelors required, advanced degree preferred. 5 yrs. of broad-based fund-raising and marketing activities. Experience in working with and developing volunteer committees. An exceptionally high level of maturity and judgment. Excellent communication skills. Intimate knowledge of school, hotel and hospitality industry. We are strongly committed to a program equal opportunity employment and ac-

tively seek applications from women and minorities. Send cover letter and resume to Cynthia Smithbower.

**Senior Technical Advisor/Security Officer (PT0101) Level 40**  
**Cornell Information Technologies-Endowed**  
**Posting Date: 1/9/92**

Assess and monitor the security of Cornell's computers, networks, and data, and advise, train, and coordinate department liaisons on procedures for ensuring the continued security of these systems and data. Work with CIT management, Cornell's Audit office, the University Computers and Networks Security Committee, and other university representatives to establish and promulgate security policies. Serve departments as a key resource, especially in regard to local, state, and federal regulatory conditions and changes affecting the university.

**Requirements:** BS degree or equivalent and 10 yrs. relevant experience with knowledge of audit procedures. In-depth knowledge of security policies and procedures and network systems appropriate to university environments is essential. Familiarity with local, state, and federal regulations is a plus. Send cover letter and 2 resumes to Sam Weeks.

**Systems Manager (PT0705) Level 36**  
**Network Resources/Telecommunications-Endowed**  
**Posting Date: 2/20/92**

Responsible for the operation of Telecom support systems (personal computers, network connections, and microprocessors). Supervise support staff. Assist other departments with campus data communications integration.

**Requirements:** BS degree or equivalent in computer science or related field. 5-7 yrs. related experience. Knowledge of applications for administrative systems, database management systems, machine architecture and system utility programs. Demonstrated proficiency with ADABAS, Natural and COBOL; and MVS, JCL, VM/CMS, and UNIX. Experience with other languages and operating systems helpful. Broad exposure to personal computer systems and mainframes required. Send cover letter and resume to Sam Weeks.

**Senior Systems Programmer (PT0414) Level 35**

**Theory Center-Endowed**

**Posting Date: 1/30/92**

Provide technical support for various Theory Center high-performance computing systems, their operating systems and major sub-systems. Provide technical leadership in the design, implementation, maintenance, and documentation of modifications and enhancements to these systems. Provide functional guidance to less experienced technical support staff.

**Requirements:** B.S. in computer science or equivalent, M.S. preferred. 4-5 years experience in operating systems maintenance and support, programming languages, and high-performance computing techniques and procedures. Significant experience with Unix operating systems and computer systems. Knowledge of C, UNIX utilities, and system calls essential. Familiarity with other operating systems and computing environments. Send cover letter and 2 resumes to Sam Weeks.

**Systems Programmer III (PT0413) Level 34**

**Theory Center-Endowed**

**Posting Date: 1/30/92**

Provide technical support for various Theory Center high-performance computing systems, their operating systems and major sub-systems. Specify, design, implement, document and maintain necessary functional enhancements to these systems.

**Requirements:** B.S. degree in computer science or equivalent combination of education and experience. 3-5 years experience in operating systems maintenance and support, programming languages, and high-performance computing techniques and procedures. Knowledge of C, UNIX utilities, and system calls highly desirable. Familiarity with other operating systems and computing environments highly desirable. Strong communication skills. Send cover letter and 2 resumes to Sam Weeks.

**Director of Alumni Relations (PA0902) HRII**  
**Human Ecology Administration-Statutory**

**Posting Date: 3/5/92**

With Director of Public Affairs and Director of Development, assist with the implementation of

the public affairs program to increase support for the College of Human Ecology, paying particular attention to Alumni Affairs, annual giving and Leadership Gift donor prospects.

**Requirements:** Bachelor's degree required, master's degree desirable. Minimum 3-5 yrs. fund raising and alumni relations experience, or equivalent. Excellent oral and written communication skills and strong interpersonal skills required. Send cover letter and resume to Cynthia Smithbower.

**Personnel Associate (PA0901) HRII**

**ILR Dean's Office-Statutory**

**Posting Date: 3/5/92**

Report to Assistant Dean for Administration. With staff of 2, manages compensation, performance appraisal and disciplinary processes for ILR working within the policies set by Cornell University Human Resources office. Oversee staffing requirements, serve as resource to hiring managers on search and selection processes. Work with faculty and staff to facilitate conflict resolution. Develop reports and models data as required. Manage space assignments and is responsible for special projects as assigned by the Deans.

**Requirements:** MLR or MS in Human Resource Management or a related area. Search committee reserves the right to accept candidates with appropriate combinations of education and experience. 6 yrs. of experience demonstrating familiarity with all traditional human resource functions. Must be able to do their own word processing and be comfortable using LOTUS and DBASE. Send cover letter and resume to Cynthia Smithbower by 3/20/92.

**Statistical Consultant (PT0405) HRII**  
**Human Ecology Administration-Statutory**  
**Posting Date: 1/30/92**

Assist the Director of Computing and Statistical consulting in providing statistical support and consulting for faculty and grad students in Human Ecology and Nutritional Sciences. Assist with grad student instruction and training. Test and develop statistical software.

**Requirements:** B.S. in biometry or statistics (or equivalent) with research experience, MS preferred. Understanding of basic and ad-

# Networking

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

## EMPLOYEE SPOTLIGHT

### A Honey of a Story

by Bernadine Aldwinckle — Photos by Kevin Colton



Once upon a time—about 15 years ago—there was a man named Bob Kime, who had a friend named Stan Comstock. Stan had read an article on honey bees and wanted Bob to buy two hives with him. "No way," said Bob, "I HATE BEES!" Three years later Bob and Stan had 40 hives. The bees then decided they hated Stan, and after his second trip to the hospital Stan decided to sell out.

Bob, the beekeeper, continued the beekeeping, and started doing research in the Geneva Food Science Department on fruit juices, apple wine and dried fruit. That's when the honey discoveries started!

The first thing Bob, the research specialist, wanted to determine was

whether apple wine would taste better if honey was used as a fermentation sweetener instead of the usual fructose. That's when he noticed that honey caused cider to clarify and that the cider was also very light in color. This resulted in two Cornell patents using honey as a clarification and antioxidant, as well as the commercial use of those patents. Bob also wondered why honey wine, better known as mead, never sold very well except at Renaissance Fairs. Then he tasted it! "Terrible," he said with a frown on his face.

Bob discovered that the meadmakers were boiling the honey to destroy its protein before it was fermented to stop hazing problems. Since ultrafiltration of fruit juices at room temperatures was being done in our pilot plant, he and his colleagues tried this technique for making honey wine. Pamela Spence, world mead judge, described the resulting honey wine as the best in the world. She also predicted all honey wine would be made with this newly patented method and that honey wine sales should really take off. Dried fruit was next and once again the fruit produced using honey as antioxidant was judged best by 100% of the taste panelists.

As word about Bob, the beekeeper, spread around the Finger Lakes, people started phoning him when swarms of bees started settling on and in such places as: shopper's cars, stoplights, inside mirrors of tow trucks, kitchens while children hid in closets, bedrooms when whole nests fell through ceilings at 2:00 in the morning. Much to the Kime

family's embarrassment, he was also called when bees hives fell off their truck closing a section of Rte 5&20 in Geneva. People began calling wanting to give him free bees, but they would usually be the useless yellowjackets and whiteface hornets. Bob became all too familiar with callers screaming, "Please come quick I have a nest of those killer bees!"

Then one day Bob, the exterminator, read an article in a beekeeper magazine. Miles Lab was looking for daring, crazy, beekeepers to catch these wild bees alive for venom and allergy shots. Since I'm already half crazy from being stung so many times, Bob thought, why not catch them. Besides the money was

good, and once again he could help people.

By now you must be wondering, what does Bob do with all that honey he collects? The biggest buyer is a shampoo company—Faberge Wheat Germ and Honey. With the beeswax left from extracting all the honey from his 150 hives, he has developed an all natural FDA approved moisturizing cream

"Without Stan forcing me into buying those first two hives," Bob recalls, "none of the honey discoveries, patents, articles, publications, rescue missions, and receiving the '1990 Beekeeper of Year Award' from the Empire State Honey Producers Association would have happened."



## Poems Poems Poems Poems

*It is time once again,  
To let the poems begin.*

*Enter in our contest,  
Your poem may be best.*

*Write a little rhyme,  
Send it in on time.*

*You may win a prize,  
Much to your surprise.*

*Mail your entries in,  
And hope that you win.*

Now that you've got the idea, get those creative juices flowing. Networking's Poetry Contest has officially begun. Please read the rules and mail in your entries, along with the entry form found in this issue of Networking. The deadline is April 17, 1992.

Winners will be selected at the end of April and will be announced in the last issue of Networking, scheduled for distribution on May 21, 1992. Prizes will be awarded, including on-campus workshops, memberships, services, and gift certificates. You can contact Kathee Shaff at 254-6479 for more information

or look for more details in future issues of Networking.

So . . . join in the fun, be a part of this exciting activity. If you like to write poetry, this is your chance to do something that you enjoy doing. Take advantage of this opportunity to unleash those hidden talents and be creative. You may win a prize and you may see your poem in print.

### Poetry Contest Rules

1. Open to members of the **Cornell Community only** (faculty, staff, students, alumni, retirees).
2. All entries must be accompanied by an **entry form** (or copy), including name and signature.
3. All entries must be received by **April 17, 1992**.
4. Poems must be **original** and can be any style, any format, or any subject, but must be limited to **50 lines** or less.

5. There is a limit of **3** poems per entrant.
6. All entries must be **typewritten/printed on 8 1/2" x 11"** paper, and if possible, submitted on a Macintosh (3 1/2") or IBM PC (3 1/2" or 5 1/4" - ASCII format) disk. (Disks will be returned via campus mail.)
7. The decision of the judges is final.
8. All prizes will be awarded.
9. Networking has the right to publish any poem in future issues of Networking, and/or in a booklet of all poems submitted.
10. Entries must be sent via Campus Mail to: **Kathee Shaff CIT/IR 33 Thornwood Drive** (Not responsible for misdirected or undelivered mail.)

### Poetry Contest Entry Form

I hereby enter my original poem in Networking's Poetry Contest. I give Networking permission to publish my poem and name. I have read and will abide by the rules of the contest.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name (please print): \_\_\_\_\_

Campus Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Please send entries via Campus Mail to:

**Kathee Shaff CIT/IR  
33 Thornwood Drive**

by the deadline of April 17, 1992

## Cornell Employees: It's Your Responsibility!

by Mary Beth Lombard

When I began employment at Cornell almost seven years ago, I soon became all too familiar with issues that affected me as well as other employees. Two years ago, I became aware of what I perceived to be a committee that would allow me to inquire, investigate and resolve issues of concern for employees. I took great pride in the fact that I was not just another employee voicing my complaints, but was willing to dedicate volunteer time to try and make a difference.

After two years of the Employee Assembly, one year on the Personnel Policy Committee as well as serving as the Co-Chair of the Communications Committee this past year, I am overwhelmed with disappointment. Not with the typical bureaucracy surrounding an institution of this size, rather disappointment in the employees who elected me to represent them.

Tuesday, February 25 was a wonderful opportunity for employees to meet the candidates for Employee-Elected Trustee during a brown bag luncheon in Space Sciences. Sixteen people attended including the current Employee-Elected Trustee and candidates. Others that attended happened to be friends and/or acquaintances. One employee expressed concern regarding the lack of publicity for this event. Fair enough. All Deans, Directors and Department Heads were sent notification in flyer form to be posted. Perhaps some were recycled rather than posted, or not distributed for other reasons. If you did not see the flyer posted in your area, then it is YOUR RESPONSIBILITY to approach your Dean, Director or Department Head and find out why. The event was also published in *Networking*. Unfortunately, there are not unlimited resources available to publicize such events. It would also be insensitive, during these economic times, to put a lot of money into other publications. Even if

the above circumstances played a part in the lack of employee awareness, whose responsibility does it become? It is really quite simple. If you're an employee concerned with your work environment, whether it be cut backs, lack of raises, health insurance or parking, then it is YOUR RESPONSIBILITY AND RIGHT to not only investigate those who are wishing to represent you and your concerns, but also to VOTE during any campus elections.

Where do employees begin to assume responsibility for making changes and enhancing their work environment? I don't leave much to read between the lines, and perhaps diplomacy is lacking at this point. I am surrounded in disappointment, red tape, and the feeling that employees really don't give a damn. I think it's about time that concerned employees of this campus take on some responsibility. If you care about your future at Cornell, then I strongly urge you to get involved. I have tried to represent employees fairly by dedicating a lot of personal time and honest effort. However, I cannot stand alone. Employees have much more power and voice than they believe. It is every employees responsibility and right to get involved and be an active member of the campus community.

As an Employee Assembly member, it is extremely important to me to encourage by example. However, it's very discouraging to have such enthusiasm, desire for change, and motivation to continue to strive for what I believe in, when there is not support from those who supported my candidacy. I'm asking employees to please join me and offer your support by dedicating some of your time. There are several opportunities to assist. Simply pick up the phone and contact the Office of Assemblies in 165 Day Hall at 255-3715 to see how you can assist to make the changes you feel necessary.

## Status of Women

Nominations are being sought for seven positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family, sexual harassment, and the chilly climate for women. An information meeting for prospective members will be held on March 31, 12:00-1:00 p.m. in the Dougherty Faculty Lounge, 280 Ives Hall. For an application, contact Carolyn McPherson, coordinator of women's services, 234 Day Hall; telephone 5-3976.

## Dedicated Employee Service Award

By Susan E. H. Hollern

The Dedicated Employee Service Award was the culmination of efforts brought forth by the *Networking* Board of Directors. The Board felt that this was to be viewed as an outstanding award as well as accomplishment for the recipient of this coveted award. Is there someone in your department that should be honored with this award? If so, let me take the time to explain to you how this works.

Generally, a fellow employee notices strong, positive working traits of a colleague. These traits can be anything from being sincere and helpful to others in your department to going the extra mile in making someone else's day a little brighter in one way or another. These two examples are just a sampling of what has been written about past recipient's of the Dedicated Employee Service Award.

If you know of someone that is deserving of this achievement, send me

a memo indicating the person of your choice for the Dedicated Employee Service Award. In your memo, please give the department you work for and explain why you feel this person is deserving of this award. Send the memo to me, Susan Hollern, Networking Editor, 440 Day Hall.

Once I receive this information, I send it to various Networking Board members who, in turn, research the validity of the nomination and work with you and your department in pulling together this award. Normally, this nomination is to be kept confidential to the person that has been nominated.

The *Networking* Board would like to see someone within the Cornell Community receive this award on a monthly basis. Nominations may be sent to us anytime throughout the year.

If you have any questions pertaining to this exciting award, please feel free to contact me at 5-7540.

Dear Colleagues:

On behalf of the Office of Assemblies Communications Committee, I would like to reintroduce the following *Clip & Return* section. This section provides a continuous opportunity for the Cornell community to ask questions regarding areas of concern, interests, etc. Simply write your question in the space provided and return the form to the Office of Assemblies at 165 Day Hall. The Committee will then review the questions and contact the appropriate person(s) for the answers, which will then be printed in *Networking* and/or personally responded to by one of our Communication Committee members. Although your name will be kept confidential, we do request that you complete the name and phone number when submitting a question so that we can contact you if we need further details. Please indicate if you would prefer for us to respond personally by a phone call and/or letter form. If you have any questions regarding the *Clip & Return* section or the Communications Committee in general, please feel free to contact either myself (255-6290) or Coleen Fabrizi, Co-Chair (254-2581), or by writing the Communications Committee, 165 Day Hall. We hope that you will find this to be an invaluable resource to enhance communication within the Cornell community. Thank you!

Sincerely,  
Mary Beth Lombard,  
Co-Chair

### Clip & Return

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

Please respond to my question by:  Phone  Letter

The information requested below will be kept confidential.

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

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

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

## Save Money on Phone Calls

by Patricia Searles

If you have a calling card number for your home phone, then you're familiar with the advantages of charging your phone calls to that number while you're away. Dialing your calls is faster and more convenient, and your bills for long-distance calls are a lot lower.

Did you know that you can get the same kind of service for your business-related calls at Cornell? *CIT Telecommunications Services* offers a useful set of business-related call charging services for your convenience. The charging services described provide a less expensive alternative to the high cost of daytime business telecommunications.

Deciding which charging service to use is simple: it all depends on your location. Telecommunications' charging services can be divided into four categories: calls made on-campus; calls made off-campus within the Ithaca dialing area (local); calls made off-campus anywhere outside the Ithaca dialing area (long-distance); and calls made outside the United States and Canada (international). All are designed to direct the charges to your university account.

### Calls Made On-campus

While you're on-campus, you may use special authorization and/or account codes to apply telephone charges to your university account. Authorization codes permit assigned people to place long-distance calls from *restricted* telephones. (A telephone is defined as *restricted* if it cannot be used to dial local and/or long-distance calls directly.)

Alternatively, account codes permit assigned people to charge local and/or long-distance phone calls to their university account from the convenience of any unrestricted Cornell campus phone. Charges are applied to the university account associated with the authorization or account code you establish through Telecommunications.

### Local Calls

When you're making a call from the local Ithaca dialing area, it's best to use the *remote access* feature of the campus phone system. When you use remote access, not only is your university account charged, but calling privileges and rates are applied as if the calls were made right from your office phone, which is less expensive than AT&T DDD (direct dial) rates.

Alternatively, you may apply charges for local calls to your *university calling card* (see explanation below). You will be billed for the applicable AT&T DDD (direct dial) rate and a calling card surcharge. If you have a choice between the two charging options, use remote access, since it is generally less expensive than using a calling card.

### Long-Distance

The most cost-effective method for charging your business-related telephone calls when you're outside Ithaca is to use your *university calling card*. Available at no charge, university calling cards are nearly identical to the personal ones you get from your phone company at home. To obtain a university calling card, you need to ask your department's telecommunications coordinator to submit a written request to Telecommunications. After this person fills out and submits the appropriate forms, Telecommunications will send you your plastic calling card along with instructions.

If you're making a call from a pay phone when you're travelling, it's best to use your university calling card to bill the call. Your call will be billed at AT&T's

DDD (direct dial) rates with the applicable calling card surcharge.

If you're in a hotel conference facility or guest room, using your university calling card at the facility's pay phones usually results in the lowest rate for the call. However, if using a pay phone is inconvenient and you decide to call from your hotel room, read the fine print on the hotel literature to see what rates are charged for what type of call or call the hotel operator for this information. Be cautious: many hotel operators can lead you astray because they either don't understand the processes or they have been taught to be misleading in their responses. (Note: The caliber of the facility has no direct relationship to how they handle and price long-distance calls.)

If the hotel uses AT&T, follow their procedures for accessing the long-distance service. If the hotel uses another carrier, call the hotel operator and *insist* on being connected to an AT&T operator. Read all the fine print to see how calls are billed; in some hotels you will be charged for incomplete calls that last longer than a predetermined time.

If you use your university calling card, your call will be billed at DDD rates with the applicable calling card surcharge. The hotel will charge your room with their appropriate "access fee," which may range from nothing to whatever they find the market will bear. (That's why we recommend using the pay phones whenever possible!)

In any event, you should not attempt to place calling card calls using the hotel's carrier of choice. Carriers other than AT&T cannot validate your university calling card number; your call will be blocked and you'll have to try again. (There is an exception to this rule. If you are making a long-distance call to a number within the same area code, it will be handled by the local telephone company—such as New England Telephone or Southern Bell—and the local operators should be able to validate your calling card number. AT&T cannot carry such calls.)

Never allow the call you dialed to be billed to your room. Hotels can charge whatever they choose for such calls and it is not unusual for billing to be double or triple the equivalent DDD rate.

### International Calls

When you're travelling outside the United States and Canada, your access to charging services is more limited. Calls within a foreign country or to countries other than the United States are governed by that country, so your ability to take advantage of special services will vary.

Many foreign countries (but not all) give you access to AT&T's *USADirect* service from specially-provided phones in major airports, hotel lobbies, and other busy tourist areas. The operator will assist you in placing your calling card call at the lowest available rate. *USADirect* is also available from standard telephones. Handy wallet cards are available with the access codes used in each country.

### For More Information

Obtaining these special charging services is just as painless as using them. And with today's shrinking budgets, saving money without compromising service is an option you don't have to think twice about. Contact Telecommunications today at 255-5500 for more information.

## Outdoor Education Does Teambuilding

What do the men's soccer team, Cornell Traditions, and the Johnson Graduate School of Management have in common? They have all experienced the benefits of a teambuilding program on a ropes course. A ropes course is a series of events, each presenting your group with a unique problem at ground level, challenging your group to really work together to achieve a goal. It is fun and requires little physical strength. Most of all, it's a great way to share a special experience . . . away from the office! For more information on these custom-designed programs, please call the Outdoor Education office in Teagle Hall, 255-6415.



## 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		
Brktondale	Deborah	5-2115	Drive	M-F	9:00-4:00		
Brktondale	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 near High School Lake Como Rd
Cortland	Donna	5-9431	Drive	M-F	8:30-5:00	No	
Cortland	Robin	3-3772	Ride	M-F	8:00-5:00	OK	
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 Rd
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	
Jacksonville	Eileen	5-3228	Ride	M-F	6:00-4:30		
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	Myers Point
Locke	Barb	5-7212	Ride	M-F	8:00-4:30	No	W. Groton Rd.
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	No	8 mi N of Spencer
Trumansburg	Tim	5-1381	Ride	M-F	8:00-5:00	No	
Trumansburg	Ellen	5-5411	Drive	M-F	7:30-4:30	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	
W. 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		
Willseyville	Penny	5-4587	Drive	M-F	7:30-4:00		Fri 7:30-3:00

## UNCLASSIFIED ADS

1. Please send all unclassified ads through Campus Mail **ONLY** to *Networking* Unclassifieds, Susan Hollérn, 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 March 26 issue is March 17, 1992 at noon.
6. Please submit an ad for each issue that the ad should appear in. Thank you.

### For Sale

One Cockatiel, gray, 2-months old, hand tamed, \$60. Zebra finches, grey, \$10 pair. Please call Bonnie at 4-7133 or 539-6748 evenings.

Sears Exercycle. Speedometer, odometer, tension regulator. Low Mileage. \$25. Please call 564-9328.

—Great little surprises for an Easter basket. Hand-held video games in perfect working condition. 1943, \$4. Nintendo Super Mario Brothers, \$7. Double Dragon, \$6. Baseball, \$3. Paid between \$18-\$23 for each. Please call 387-9619 after 6:00pm.

Super Snark sailboat. 11' deluxe coated styrofoam. Unsinkable. Never sailed. Retail \$489.99. Now \$350. Boat trailer, \$175. F'glass dinghy with oars \$450. Please call 257-1757 anytime.

1985 Ford LTD Brougham (Mid-size). V-6, power steering, windows, locks and mirrors, tilt steering, cruise, am/fm stereo cassette. 82,000 careful miles. Looks and runs great! Asking \$2,495. Please call 272-2866.

Schwinn World Tour, 12-speed bike, 28". Excellent condition. \$200 OBO. Golf Balls, many brands, clean. \$7/dozen. Please call 5-4841 or 5-0739.

1990 Black Mazda Protege, 4-door, 5-speed, air conditioning, am/fm stereo cassette player, power steering, immaculate condition. Asking \$7,900. Please call 387-6247.

1988 Subaru GL Station Wagon. 4WD, automatic transmission, air conditioning, power steering, brakes, windows, locks, and mirrors, sunroof, stereo. Well maintained, high mileage vehicle with recent major repairs; looks and runs great. Must sell: \$4900/offer. Phone: 122-363 (from Cornell extension) or leave message at (315) 789-0429.

1971 Chevrolet Chevelle. 2-door. New paint job. AM/FM cassette radio. Dual exhaust. 350, V8 engine. In exceptional condition. \$4,000 neg. Please call Stacey at 3-6624.

Time Shares (rent/trade): Affordable luxurious condos. Vacation at Pouwhatan Plantation; minutes from colonial Williamsburg and Busch Gardens, Virginia. Escape to beach front resort, Bahamas. Please call 5-2027 or 838-8252 for info/pictures.

Car top ski rack for compact car. Almost new. Excellent shape. Originally \$100. Asking \$60. Please call 257-6675 after 6:00pm.

1988 Dodge Colt. Original owner. 34,000 miles. Radials. Price negotiable. Please call 257-6675 after 6:00pm.

Refrigerator, \$65 OBO. Two twin beds, \$60 OBO each. Dresser, \$20. Please call Razi at 277-0283 and leave message.

Marble table top, oval—best offer. Wood stove, old, not in use (came with house) best offer. Please call 272-2922.

Bassett Pine Dining Room Suite with Hutch. \$800. Pine Coffee Table and end tables \$35 each. Pine bar. \$50. Please call 257-7557.

Murata M-900 FAX, GRP-3, Phone, copier, 5-page feeder, 20 number autodialer, 9600 bps fine/normal resolution. Unused. \$299. Please call 257-6424.

Acetylene torch/tips and gas/oxygen regulators, \$100. IBM electric typewriter, \$90. Dehumidifier, \$100. Oak dresser, formica top, \$80. Drill press 1/2", 15-speed floor model, \$150. Metal closet/drawer, \$60. Please call 5-5904 or 272-5843.

1989 Spectrum 1500 Boat: 15 horse motor and trailer. Bow mount Minn Kota electric motor and pedestal, seats, \$2,000. Please call 273-3653.

1986 Pontiac Fiero. V6, 4-speed, am/fm tape deck. 81,000 miles. Price negotiable. Please call 5-7652.

2-ton floor jack, \$100. Kitchen cabinet, \$25. 6'x4' Formica countertop, \$25. Picnic table and one bench, \$10. Dehumidifier, \$40. Sump pump, \$25. Stroller, \$15. Umbrella stroller, \$15. Big Wheel, \$7. Mini Big Wheel, \$5. Card table and four chairs, \$25. Wheelbarrow, \$15. Yard roller, \$20. Broadcast spreader, \$10. Two girl's bikes, \$30 each. Scooter, \$10. Electric saw, \$25. Hedge trimmer, \$25. Please call Sue at 257-6540 after 5:00 pm.

1989 Subaru Justy GL. Grey-Metallic. Automatic, rust-proofed, warranty, 13,000 miles. Cloth seats. Please call James at 3-3857 or 277-1861 evenings.

1982 Toyota Corolla, 4-cylinder, 5-speed manual transmission, am/fm radio. Engine in great running condition. \$500 OBO. Please call Tammie at 5-9180 or 347-6608 evenings.

Mac SE/30 HD 40. 1 1/2 years old. Standard keyboard, hard mouse pad, much software, games and original packing boxes. \$1,500 OBO. Please call 3-8319.

1979 spacious two-bedroom mobile home. Good condition, great location in Park, many extras available. Please call 5-8882 or 564-7910 evenings.

20' O-Day Mariner 2+2 sailboat. Trailer, engine, other equipment included for \$4,000. Please call Paul at 5-5824.

1987 Chevy Spectrum, 5-speed, new rubber, air, am/fm stereo cassette player, loaded, 40 mpg. Excellent condition. Moving. \$3,000. Please call 589-4252.

1987 Subaru GL Sedan. Dual range, 4WD, 5-speed, am/fm cassette deck, air, 62K miles, excellent condition. Asking \$4,850. Please call 277-3604 after 5:00pm.

Akai, AA-V405, Audio-Video Receiver, 3 years old, hardly used, with remote control, matrix surround system. \$175 OBO. Yamaha, shelf-top, 3-way speakers, less than a year old. \$80 OBO. Please call Jani at 257-3292.

Nice home in family neighborhood in West Hill, two blocks from Alternate School. Adjacent to 4-acre city park. Three bedrooms, fireplace, deck, large shaded yard. Gas hot water heat, dining room, den, patio off kitchen. Pre-listing sale by owner. \$90,000. Please call 5-6135 or 277-6905 evenings.

1980 Catalina 22' sailboat. Four sails, 4.5 hp Mercury, trailer, pop top with canvas, swing keel, many extras. \$5,250. Please call Laurie at 3-3712 or 546-5077.

Large metal and laminate office desk, I-shaped, \$45. Rattan Papasan chair and footstool, \$35. Please call 5-0620 or 594-2825.

Ladies Delta right hand golf clubs. 3-SW. \$125 OBO. Truis Clay Target Trap Birdshooter. Foothold or mounted. Never used (sells for \$60 new). Asking \$125. Great gift for sportsman! Large Tappan Microwave. Excellent condition. Asking \$125 OBO. Dunlop Wooden Tennis Racket. Used very little. Asking \$20 OBO. Please call 539-7629 after 5:00pm.

Hoover Concept I, upright vacuum cleaner. Excellent condition. \$100 OBO. Please call 5-1230 or 277-6867.

White leather jacket with matching skirt, excellent condition, size 6, \$75 for both OBO. Pink leather skirt, size 10, \$30. Please call Frances at 315-685-5513 evenings.

Zenith data system Z200, IBM AT computer with 20 MB Hard Disk, 5 1/4" low density floppy, 5 1/4" 1.2 MEF floppy and software and disks. Okidata microline 192 dot matrix printer. Package deal, \$500 OBO. Please call Sally at 4-4842.

### Wanted

Nordic Track or comparable type ski machine reasonably priced. Please call Marge at 5-8002 or 687-2604 evenings.

Antique wooden clothes cupboard/armoire for storing coats. Does not need to be fancy and we don't need to have until June Please leave message at 277-2228.

Ping-pong table with or without accessories. Please call Felicity at 5-4004 or 347-4580.

Experienced Calligrapher to do certificates, place cards and name tags. Send samples to Mary Carsello, 245 Day Hall.

### Free

Singer sewing machine 337 (zig-zag), purchased in 1965. One owner, good condition. Please call 5-2691 or 272-1508.

To good home. 5-year old spayed female black Labrador dog, obedience trained, good watchdog yet very friendly, great companion, presently stays in the house all day. Please call 835-6675.

Two male, 6-week old puppies. Mother is short haired border collie mix. Father is lab cross. Sweet disposition. Please call 5-1831 or 532-9280 after 6:00pm.

Ten, eight-week old "made in America" puppies. Some look like Golden Retrievers, some look like Beagles, some look like Coon Hounds and one looks like a fuzzy monster. Please call 5-7044 or 387-9730.

### For Rent

Law School graduation (5/17) or weekend rental. Elegant lake front cottage near Taughannock Park. Jacuzzi, fireplace, boat, linens, microwave, kitchen ware. Three bedrooms. Also, spring, summer, and fall, week/weekends. Please call 272-6758.

Spring break rental. Stowe, Vermont. Enjoy a week of skiing/hiking/swimming. Trapp Family Lodge Austrian Chalet. Two bedrooms, kitchen facilities. \$350 for 7 nights. Please call Karin at 5-2723.

Sabbatic house for rent. Beautiful, 4-bedrooms, furnished house downtown on lovely street facing a creek. Seven skylights, large fenced yard, off-street parking, washer/dryer, brand new furnace, lots of storage space, walk to Cornell. Available September 1992. \$900/month. Please leave message at 277-2228.

Only \$685 sublets my \$800 two bedroom, 2 bathroom town house. Fireplace, a/c, deck, parking. Woodsy, quiet setting, near Upper Buttermilk. Pets possible. Semi-furnished (negotiable). Renewal option. Please call 257-0202 evenings.

Furnished efficiency apartment available February 1 for one person. \$350 includes utilities. Wooded area, stream, approx. 11 miles to campus. Please call Lynn at 4-2604 or Brian at 898-3282 (leave message.)

### Miscellaneous

Staff members interested in ride sharing can place a free advertisement in *Networking* by mailing in advertisements. There are no services for commuting students. Please send your ad to: Ride sharing, Office of Transportation Services, 116 Maple Ave, Cornell University, Ithaca, NY 14853. No phone calls, please.

## WELLNESS UPDATE

# Foods for a Healthy Family

The Cornell Wellness Program will be presenting a healthy cooking and eating workshop, the "Culinary Hearts Kitchen". This program has been developed by the American Heart Association to provide information about cooking low fat, low cholesterol, yet delicious meals. If you've often wondered how to take the unnecessary fat, salt and extra calories out of your meals this is a workshop you'll want to put on your schedule.

This is a six week course that provides step-by-step guidelines to reduce fat, calories and cholesterol from your favorite American, international and ethnic foods. You will learn how to make these dishes retain their natural flavor and zest without the guilt. You will receive a wide variety of recipes to add to your own and also learn modifications to your current favorites. There are over 250 slides of mouth watering-foods that

are easy to prepare and pleasing to the palate. Sessions will include cooking meats poultry, breakfast foods, soups, fish vegetables and baked goods.

During each hour long session you will also receive numerous handouts and tips on grocery shopping and snacking as well as meal planning. It is encouraged to bring a note book and any recipes you may want modified. Also, since this is over the noon hour, feel free to bring a brown bag lunch and eat during the session. The workshop will be held on the following Wednesdays in the Helen Newman Lounge, 12:00-1:00 pm: **March 25, April 1, April 8, April 15, April 22 and April 29.**

The cost is \$5.00 for non-wellness members and free for wellness members. Please call 255-5133 to register for the program, enrollment is limited.

## December '91 and January '92 Employees on the Move

EMPLOYEE	DEPARTMENT	EMPLOYEE	DEPARTMENT
Paula L. Auble	Hotel Administration	Randy L. Miller	Nuclear Studies
Carol A. Barrett	Adult University	Sylvia D. Miller	Development
Marilyn Baxter	CIT	Susan A. Mosher	Theory Center
Lori Beebe	Bursar	Linda H. Narde	Development
Rose M. Benjamin	Buildings Care	Cynthia J. Norris	PO Substation
Antonia R. Berg	Hotel Administration	Kristin D. Nowalk	Public Safety
Michael G. Billing	Nuclear Studies	Timothy O'Connell	Nuclear Studies
Kelly L. Bliss	University Libraries	Cathy Pace	Summer Session
John D. Bower	Cornell Dining	Lawrence Parmelee	Computer Science
Virginia Bower	Buildings Care	James Payne	Statler Hotel
Linda Brind	Summer Session	Dolores Pendell	Applied Mathematics
Richard Buckingham	Undergrad Admissions	Aida Perez	NAIC
Wayne Butler	Telecommunications	Craig D. Phelps	Vet Diagnostic Lab
Lee T. Cartmill	University Libraries	Bernadette Pickett	Controller's
Mary E. Colucci	CIT	Barbara Pilbeam	Einaudi Center
Nancy Connors	Hotel Administration	Maureen Quartararo	Vet Clinical Sciences
Kelly Craft	Computer Science	Michael Ray	Nuclear Studies
Lori Dedydtpotter	University Libraries	Marvin Roberts	Grounds
Stephen E. Delage	Alumni Affairs	Eva Robles	NAIC
Frederik M. DeWolf	Residence Life	Ernesto Ruiz	NAIC
Timothy Donovan	Statler Hotel	Kathleen Russell	Residence Life
Diane Dunnam	Chemical Engineering	Patricia Schimizzi	Hotel Administration
Alexandra Elkind	Engineering	Carl Scullin	Financial Syst Dvlprmt
Johanna Fields	Unions & Activities	Keith Seager	Statler Hotel
William Flahive	Vet Clinical Sciences	Roger Seely	Nuclear Studies
Douglas Flanagan	Computer Science	John Sikora	Nuclear Studies
Anne L. Gockel	Computer Science	Jeffrey Simmons	Telecommunications
Eric Hallstead	Food Science	Stacy A. Sipes	Development
Barbara Hatch	Development	Deborah Slade	Bursars Office
Lorie A. Hine	Alumni Affairs	Debbie Sladich	Chemical Engineering
Julie A. Hovencamp	CIT	Scott M. Steiner	Registrar
Bonnie Hulslander	Statler Hotel	Brenda Stocum	Residence Life
Brenda Irvin-Bryant	Africana Studies	Christopher Stuart	CIT
Bonny Johnston	Unions & Activities	Tammie Swartwood	Biochem Mol & Cell
Diane E. Kubarek	CIT	Linda Teribury	Health Services
Pamela LaFayette	Creative & Perfrmg Arts	Robin D. Thoman	Human Serv Studies
Rose Ann Lama	Development	Anthony VanDeValk	Natural Resources
Nancy F. Law	Alumni Affs	Wyatt W. Waterman	Campus Store
Elaine LaRocque	Sponsored Programs	Darlene S. Watkins	Cornell Dining
Edward A. Lulian	CIT	Linda Wentworth	CU Press
Joanna Lynch	Food Science	Loris W. Whittier	Financial Aid
Kenna L. March	Einaudi Center	Robert Wise	Facilities Engineering
Pat Mayo	JGSM	Xiaodong Xin	University Libraries
David S. McGraw	Nuclear Studies	Mei Zhou	Vet Pharmacology
Charles McNeal	Nuclear Studies	Kathy R. Zoner	Public Safety

anced statistical methods and research design. Knowledge of computer operating systems or programming on mainframes and microcomputers. Strong service orientation and good oral and written communication skills. Send cover letter and 2 resumes to Sam Weeks.

**Project Coordinator III (PT0410) HRI  
Natural Resources-Statutory**

**Posting Date: 1/30/92**  
Coordinate on and off campus activities for a program on ecological and social changes in Latin America. Facilitate graduate education and research. Establish a field course in Costa Rica and the Dominican Republic for participating students and faculty to work on-site with native scholars and professionals on multidisciplinary conservation problems. Help expand the program by writing grant proposals. Requires travel to Central America.

**Requirements:** M.S. degree or equivalent in a conservation related field, PhD degree desirable. Capable of working in multidisciplinary environment. Work experience in Latin America. Administrative experience and proven grantsmanship. Good interpersonal skills. Fluent in Spanish. Send cover letter and 2 resumes to Sam Weeks.

**Supervisor of the Support Dept. (PC1005)  
HRI**

**Bursars Office-Endowed**  
**Posting Date: 3/12/92**  
Supervise and coordinate the daily operations of the support staff and the processing of guaranteed student loan checks and finance charge waiver requests. Responsible for departmental bookkeeping.

**Requirements:** Associates degree or equivalent. Office management experience including staff supervisory background. Familiar with accounting procedures and personal computers. Able to work effectively with a large staff in a busy environment. Able to solve problems with students. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include an employee transfer application.

**Research Support Specialist (PT0901) HRI  
Center for Radiophysics and Space Research-Endowed**

**Posting Date: 3/5/92**  
Provide electrical engineering support for the infrared astronomy group. Design circuits and boards; breadboard and test; fabricate finished designs; integrate into instrumentation; and test and maintain as required. Work independently within a group setting.

**Requirements:** BS degree or equivalent in electrical engineering. 2-3 yrs. related experience. Send cover letter and resume to Sam Weeks.

**Science Writer (PC1004) HRI**

**Theory Center-Endowed**  
**Posting Date: 3/12/92**  
Under general direction of the Director of Corporate and External Relations, develop and prepare written information of a technical or complex nature about the Theory Center and technological and scientific progress by users of Center resources for dissemination to its internal and/or external public.

**Requirements:** Bachelor's degree in a scientific field with related scientific writing experience is essential. 3-4 yrs. related writing experience is necessary. Knowledge of Macintosh software. Familiarity with computing terms highly desirable. Demonstrated ability to communicate technical/scientific concepts into layperson's terminology. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Financial Analyst (PA1004) HRI  
Administrative Services-Endowed**

**Posting Date: 3/12/92**  
Provide analytical, financial and database management support to Engineering and Facilities departments. Supervise personnel/payroll processing and provide analyses for approximately 300 nonexempt employees. Administer micro-computer network.

**Requirements:** BS in business or computing. At least 3 yrs. job related experience. Including: general ledger, cost accounting, payroll preparation personnel administration, and business operations. Demonstrated organizational managerial, interpersonal, written and verbal communication skills necessary. Microcomputer experience required, and Cornell financial systems experience desired. Send cover letter and resume to Cynthia Smithbower.

**Executive Staff Assistant (PC0904) HRI  
Agricultural and Biological Engineering-Statutory**

**Posting Date: 3/5/92**  
Assist the Program Director and other professional staff in the activities of the Cornell Local Roads Program Technology Transfer Center, including conference and workshop organization and administration; supervision of administrative and office functions; program administration and management; and publication production.

**Requirements:** Bachelors degree or equivalent. Minimum 3 yrs. administrative experience, preferably in a service-related field. Highly motivated to work independently. Excellent (oral and written) communication skills. Thorough knowledge of WordPerfect 5.1. Familiarity with DBase III or IV inquiry and desktop publishing. Ability to travel 15-30 days annually. A valid NYS drivers license. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Research Support Specialist I (PT0706) HRI  
Veterinary Pathology-Statutory**

**Posting Date: 2/20/92**

Provide technical support and investigative assistance to flow cytometry labs. Plan and ex-

ecute experiments. Supervise staff. Provide data analysis.

**Requirements:** BS degree in the biological sciences, MS preferred. Knowledge of techniques related to flow cytometry and tissue culture. Skills in interpersonal communications and supervision. Send cover letter and resume to Sam Weeks.

**BOYCE THOMPSON INSTITUTE**

**Post Doctoral Associate  
Environmental Biology Program-Boyce  
Thompson Institute**

**Posting Date: 3/12/92**  
To work with a team of modelers. Primary responsibilities: 1) parameterize a single-tree physiological model (TREGRO for a suite of important North American tree species and 2) conduct simulations on the effects of ozone, in combination with natural stresses, on tree growth. Experience in forest ecology, tree physiology, or modeling preferred.  
Contact: Send cover letter and names, addresses of three references to: Dr. David Weinstein, Boyce Thompson Institute at Cornell University, Tower Road, Ithaca, NY 14853; (607-254-1228).

**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 a 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 GR18 (T1001)  
Plant Pathology (Geneva)-Statutory**

**Minimum Biweekly Salary: \$542.89**  
**Posting Date: 3/12/92**  
Assist in conducting plant tissue culture and transformation research. Prepare plant tissue culture media and other sterile supplies. Transfer and maintain tissue culture and greenhouse plants. Perform routine chemical assays and record results.

**Requirements:** Associate's degree or equivalent in biology, biotechnology, microbiology, or plant pathology. Training or experience in plant micropropagation and bacteriology or microbiology. Course work in genetics and chemistry. Ability to keep accurate records and to work without constant supervision required. Valid drivers license. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T0801)  
Veterinary Pathology-Endowed**

**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 2/27/92**  
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:** AAS in a biological or physical science or equivalent. Minimum 1 yr. related lab experience. Interest and ability learning new techniques. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T0903)  
Entomology-Statutory**

**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 3/12/92**  
Provide research support studies of management of resistance to *Bacillus thuringiensis* (BT) toxins in sprays and transgenic plants including lab and field studies on Colorado potato Beetle and diamond back moth. Assist in experimental design. Assist in training temporary staff. Maintain insect colonies.

**Requirements:** Associates in biology, entomology, genetics, or related discipline. Valid NYS drivers license; valid NYS Pesticide Applicator Certificate. Experience in one or more of the following highly desirable: insect rearing; experimental design and procedures; statistics; computer literacy; and experience with Colorado potato beetle and diamond back moth. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T9404)  
Agriculture and Biological Engineering-Statutory**

**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 12/12/91 Repost**  
Provide technical support in greenhouse and field research on pest control. Set up and run experiments related to chemical application methods and operator safety. Take plant and protective clothing samples and analyze chemical coverage, deposition, and distribution. Participate in cooperative extension education activities and programs on accurate, effective and safe application of pest control materials. Some overnight travel required.

**Requirements:** AAS degree in physical, biological or plant sciences field. Some course work related to IPM and pest control would be helpful. Familiarity with basic lab procedures and equipment such as fluorometer, spectrophotometer, and balance. Microcomputer operation including spreadsheet and data analysis software. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T0307)  
Food Science-Statutory**

**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 1/23/92**  
Provide technical assistance to the extrusion research program in the form of set-up, operation and maintenance of a twin-screw extruder. Write reports, analyze computer data, and perform routine product analyses related to extrusion research. Obtain supplies.

**Requirements:** AAS in engineering technology, food technology or other related science. 1 yr. experience in food or other processing environment and/or computer data acquisition systems, spreadsheets, and word processing is required. Heavy lifting is required. Send cover and resume to Sam Weeks.

**Technician GR20 (T0806)  
Plant Breeding and Biometry-Endowed**

**Minimum Biweekly Salary: \$590.45**  
**Posting Date: 2/27/92**  
Assist in amplification and distribution of rice clones. Prepare Media. Execute molecular biology protocols. Grow rice plants. Conduct semi-independent research, analyze and report data.  
**Requirements:** Minimum B.S. degree preferably in biology, molecular biology, biochemistry or related area. Lab Experience. Send cover letter and resume to Sam Weeks.

**Animal Health Technician GR20 (T9003)  
Vet. 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. Send cover letter and resume to Sam Weeks.

**Technician GR20 (T0703)  
QMPS-Statutory**

**Minimum Biweekly Salary: \$590.45**  
**Posting Date: 2/20/92**  
Collect and culture milk samples for isolation of mastitis causing organisms. Perform microscopic examination of stained films or wet preparations. Identify mastitis organisms biochemically and serologically. Perform antibiotic sensitivity tests. Perform detailed protocols for research projects. Keep accurate records of procedures and results. Train vet students and techs in lab methods. Perform lab housekeeping duties.

**Requirements:** BS degree desired with background in microbiology. 1-2 years previous experience in diagnostic microbiology desired. Excellent knowledge of procedures used in microbiology labs. Some knowledge of computers helpful. Good interpersonal skills. Send cover letter and resume to Sam Weeks.

**Technician GR21 (T1003)  
Genetics and Development-Endowed**

**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 3/12/92**  
Provide technical assistance in a molecular biology lab. Perform experiments studying *Drosophila* and population genetics. Perform isolation, purification and molecular analysis of nucleic acids. Record data and assist in computer analysis. Contribute to the supervision of general lab functioning. Assist in teaching techniques to new personnel.

**Requirements:** Background in molecular biology, biochemistry or genetics desirable. Previous lab experience and ability to work independently. Send cover ltr & resume to Sam Weeks.

**Technician GR21 (T0601)  
Clinical Pathology/Diagnostic Laboratory-Statutory**

**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 2/13/92**  
Perform tests in hematology, cytology, urinalysis, chemistry and immunology. Operate and maintain equipment, participate in "on call" coverage for "off-hours" and holidays. Use computer specimen accession, data entry and information retrieval.

**Requirements:** Associates in medical technology required; BS degree & ASCP certification preferred. 1-2 yrs general experience in clinical lab setting. Send cover letter & resume to Sam Weeks.

**Lab Coordinator GR22 (T0704)  
Genetics & Development-Statutory**

**Minimum Biweekly Salary: \$641.92**  
**Posting Date: 2/20/92**  
Prepare media for *Drosophila* and bacterial genetic experiments; wash and autoclave bottles and vials. Maintain mutant strains and provide them to the lab students. Maintain equipment and order supplies. Conduct trial experiments. Instruct teaching assistants in lab operations. Supervise half-time technician.

**Requirements:** Bachelors in Biology or equivalent. 2-4 years lab experience in microbiology desirable. Excellent organizational skills; ability to work independently and able to lift 35 pounds. Send cover letter and resume to Sam Weeks.

**Technical Part-time**

**Casual Animal Technician (T0603)  
Division of Nutritional Sciences-Statutory**

**Minimum Biweekly Salary: \$6.80**  
**Posting Date: 2/13/92**

Assists in routine experiments, compiles records

and data using computer, cares for rats; feeding, watering, cleaning and observing for disease; works independently. 10-15 hrs/week.  
**Requirements:** Animal handling experience helpful. Send cover letter and resume to Sam Weeks.

**Technical Temporary**

**Temporary Service Technician (T0803)**

**Entomology-Statutory**  
**Hiring Rate: \$5.35**  
**Posting Date: 2/27/92**  
Provide technical support to entomology lab working on various aspects of tick biology and lyme disease. Assist in research on tick survival, behavior, and vector efficiency. Set up and conduct experiments form protocols.

**Requirements:** Biological sciences, entomology or related areas. Some experience with Macintosh computers desirable. Send cover letter and resume to Sam Weeks.

**Technical Part-time Temporary**

**Temporary Technician (T0804)**

**Veterinary Pathology-Statutory**  
**Hiring Rate: \$9.00**  
**Posting Date: 2/27/92**  
Provide technical support in processing frozen sections for histochemistry and immunohistochemistry. Assist in cell culture studies. Routine lab maintenance.

**Requirements:** Associates or bachelors degree required. Experience in histologic or cell culture techniques or experience in a laboratory preferred. Send cover letter and resume to Sam Weeks.

**Temporary Field Assistant (T0802)**

**Entomology-Statutory**  
**Hiring Rate: \$5.50**  
**Posting Date: 2/27/92**

Assist the farm manager in operating the departmental research farm. Includes tillage, planting, maintenance, and harvest of field plots for research on vegetables and field crops. Assist in maintenance of the grounds. Assist in repair and maintenance of farm machinery and facilities.

**Requirements:** NYS class 3 operators license and pesticide applicator certification (commercial category) desirable, but not essential. Experience in operation and maintenance of farming equipment including tractors and ground contact implements. Ability to operate hand and power tools. Send cover letter and resume to Sam Weeks.

**Office Professionals**

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

**Office Assistant GR18 (C1010)**

**Travel Office-Endowed**  
**Minimum Biweekly Salary: \$542.89**  
**Posting Date: 3/12/92**  
Quality control, issue, and assemble airline tickets daily; maintain and update Sabre passenger profiles; audit Endowed and Statutory Travel Service Requisitions; reconcile monthly Diners Club statement; maintain filing systems; coordinate delivery and mail services; provide backup for receptionist.

**Requirements:** High School diploma or equivalent. Certificate or degree in Travel and Tourism preferred. 2 yrs. travel agency or airline experience preferred. American Airlines Sabre Reservation experience required. Good communication, interpersonal, and organizational skills essential. Send resume and cover letter to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include an employee transfer application.

**Secretary GR18 (C1009)  
Soil, Crop and Atmospheric Sciences-Endowed**

**Minimum Biweekly Salary: 3/12/92**  
**Posting Date: 3/12/92**  
Typing; arrange travel reservations and prepare paperwork for travel reimbursement; answer telephones and pick up and deliver mail; schedule appointments; cover overload from other secretaries.

**Requirements:** High School diploma or equivalent of 1-2 yrs. working in secretarial position. Organizational and communication skills. Knowledge and experience with computers (IBM compatible); must know how to use WordPerfect. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Assistant GR18 (C0902)**  
**Vet. Medical Teaching Hospital-Statutory**  
**Minimum Biweekly Salary: \$542.89**  
**Posting Date: 3/5/92**

Front desk reception in the Small Animal Clinic, gathering patient history, client information, operating computer terminal for medical records, handling the admissions and discharge of patients and cashiering. Monday-Friday 39/hrs 9:30-6:00 and 9:30-5:00 on Friday.

**Requirements:** Some college coursework preferred. High School diploma or equivalent. Knowledge of medical terminology. Strong organizational, interpersonal and communication skills. Able to work independently in an active, complex environment. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Assistant GR19 (C0908)**  
**Alumni Systems and Gift Services-Endowed**  
**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 3/5/92**

Perform all functions in recording of gifts received at the university and initiate receipt acknowledgment to donors. Process stock gifts.  
**Requirements:** HS diploma, some college coursework preferred. Minimum 2 yrs. of job related experience, including use of computers. Knowledge of Cornell accounting helpful. Strong mathematical skills, good organizational and interpersonal skills. Light typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR19 (C0907)**  
**Division of Nutritional Sciences-Statutory**  
**Minimum Biweekly Salary: \$566.28**  
**Posting Date: 3/5/92**

Provide administrative and secretarial support for four faculty and their teaching, research and extension responsibilities in the DNS. 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.

**Requirements:** High School diploma or equivalent required. Some college coursework preferred. 1-2 yrs. related experience. Proficiency in technical typing/word processing skills (MAC) and working knowledge of spreadsheet management; detail-oriented; ability to set priorities; strong organizational, communication and interpersonal skills; ability to make independent decisions, particularly in the absence of faculty supervisors. Prefer experience with graphics software. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR19 (C0802)**  
**Computer Science-Endowed**  
**Minimum Biweekly Salary: 2/27/92**  
**Posting Date: 2/27/92**

Serve as information resource department, staff and visitors and to provide secretarial and clerical support to the administrative office under supervision of Administrative Aide.

**Requirements:** High School diploma or equivalent and familiarity with academic environment. Minimum of 1-2 yrs. related experience. Macintosh computer skills. Ability to set priorities. Excellent communication and organizational skills. Ability to interact with diverse group of people. Self-starter with demonstrated initiative. 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 (C0901)**  
**Nuclear Science and Engineering-Endowed**  
**Minimum Biweekly Salary: \$590.45**  
**Posting Date: 3/5/92**

Provide administrative and secretarial assistance to director, 3 professors, 1 supervising engineer, 1 assistant facilities manager. Maintain department and research accounts; process purchase orders, invoice, vouchers, accounts receivable; keep personnel files; process appointments and payroll vouchers; act as graduate field secretary, maintain student and alumni files; compose and sign routine letters; maintain office records, including ones required by Nuclear Regulatory commission; act as receptionist.

**Requirements:** A.A.S. or equivalent. Minimum 3 yrs. secretarial experience (Cornell preferred). Bookkeeping. Technical typing and word processing (Macintosh). Accuracy in typing, spelling, and arithmetic essential. No smoking in building. This is a one person office. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application.

**Administrative Aide GR21 (C1008)**  
**School of Hotel Administration-Endowed**  
**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 3/12/92**

Work independently under the general supervision of the Director of Career Planning and Placement Center at the School of Hotel Administration. Provide administrative support for the placement function and corporate relations.

**Requirements:** Associates degree or equivalent combination of experience. Minimum of 3 yrs. office experience and an understanding of the hospitality industry very helpful. Strong organizational, interpersonal, communication (oral and written) skills. Computer experience. Ability to work with frequent interruptions. Accuracy must be maintained at all times. Heavy typing. The Hotel School has a worldwide exposure in and out of the hospitality industry making the Placement office highly visible. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employee should include employee transfer application. Women and minorities are particularly encouraged to apply.

**Editorial Assistant GR21 (C1006)**  
**Theory Center-Endowed**  
**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 3/12/92**

Under general supervision, provide editorial production and technical assistance to communications group of the Cornell theory Center.

**Requirements:** AAS degree. Bachelors preferred. 2-3 yrs. experience assisting a publications group, including experience proofreading technical writing. Knowledge of Macintosh software. Database experience. UNIX knowledge highly desirable. Strong organizational, communications, and interpersonal skills. Demonstrated ability to initiate tasks and see them through to completion. Medium typing. Regular Cornell employees only. Send employee transfer application, cover letter & resume to Esther Smith, Staffing Services, East Hill Plaza #2.

**Front Office Supervisor GR21 (C0807)**  
**Statler Hotel Front Office-Endowed**  
**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 2/27/92**

Under the supervision of the front office manager, coordinate and participate in Front Desk Operations. Flexible nights and weekends.

**Requirements:** A.A.S. degree in hotel management preferred or a minimum of 2 yrs. related experience. Excellent interpersonal and communication skills. Must demonstrate leadership qualities. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Assistant Textbook Buyer GR21 (C0107)**  
**Campus Store-Endowed**  
**Minimum Biweekly Salary: \$615.42**  
**Posting Date: 2/13/92**

Under general supervision, assist the senior textbook buyer in purchasing academic course books. Interact with faculty and vendors regarding product availability and special orders. Responsible for organization and placement of 50,000 textbooks during biannual book rush. Provide customer service on sales floor as needed. Monday-Friday 8:30-5:30pm, occasional Saturday.

**Requirements:** Associates degree or equivalent level of education and experience. 2-3 yrs. experience in related field. Familiarity with microcomputers. Strong communication, organizational, and interpersonal skills. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Professionals Part-time**

**Office Assistant GR18 (C0906)**  
**School of Hotel Administration-Endowed**  
**Minimum Full-time Equivalent: \$542.89**  
**Posting Date: 3/5/92**

Under direct supervision, provide secretarial support for one administrative aide and one academic staff member in the area of teaching and research in the food and beverage management department. Mon-Friday, 8:00-12:00.

**Requirements:** High School diploma or equivalent. Secretarial school preferred. 1 yr. related office experience. Ability to use word processing (IBM). Excellent organizational, interpersonal and communication skills. Ability to compose correspondence helpful. Excellent phone skills. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include transfer application. Women and minorities are particularly encouraged to apply.

**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.

**Administrative Aide (S0301)**  
**Human Development and Family Studies**  
**Casual Appointment/15 Hours Per Week**  
**Posting Date: 1/23/92**

Provide administrative and secretarial support to a faculty member in Human Development and Family Studies. Must be able to work independently and be self motivated. Ability to compose correspondence and conduct library research is a must.

**Requirements:** 1-2 yrs. related office experience is required. Use of Macintosh (preferably Microsoft word) is essential. Send cover letter and resume to Karen Raponi, Staffing Services, East Hill Plaza #2.

**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.

**Waitperson S002 (G1001)**  
**Statler Hotel-Endowed**  
**Hiring Rate: \$6.55**  
**Posting Date: 3/12/92**

Under general supervision (close), serves meals to guests in the fine dining room according to established rules of etiquette and service. Help in set up and clean of the dining room. Flexible; nights and weekends.

**Requirements:** High School diploma or equivalent. Must be able to read and write English. 1-3 yrs. wait experience preferred. Ability to work well with the public. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Apprentice Control Technician (G1002)**  
**Maintenance & Service Operations-Endowed**  
**Posting Date: 3/12/92**

Assist Journeyman Controls Technician in installing and troubleshooting pneumatic and electronic HVAC temperature controls. Operate the central computer and all field hardware, including programmable direct digital controllers and remote terminal units. Responsible for all alarm processing. Rotating Shift.

**Requirements:** AAS in electronics. Must have and maintain a valid NYS drivers license. Must have a basic knowledge of HVAC control systems and computer familiarity. Must be willing to join the Union within 30 days. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application. Women and minorities are particularly encouraged to apply.

**Vehicle Mechanic S009 (G0802)**  
**CU Transit, Inc-Endowed**

**Hiring Rate: \$9.17**  
**Posting Date: 2/27/92**

Provide routine servicing and preventative vehicle maintenance. Perform major repair work on engines, drive train, chassis and body includes a variety of public transport vehicles i.e. over the road coaches and wheel chair equipped mini buses.

**Requirements:** High School diploma or equivalent. Valid NYS Class C w/passenger endorsement drivers license. Minimum 5 yrs. Auto/Bus mechanic experience working with diesel engines required. Must provide own hand tools. Shift work. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Academic**

**Lecturer, Temporary Full-time and non-renewable for the 1992-93 academic year**  
**Posting Date: 3/12/92**

To teach two sections each term of basic com-

position in the Writing Workshop and to serve as liaison between the Writing Workshop and Learning Skills Center, a central academic support unit.

**Qualifications:** Masters in English, rhetoric writing teaching. Teaching experience especially with minorities and advanced ESL students essential. Send letter and resume to Dennis Williams, Acting Director Learning Skills Center, 130 Sage Hall, Cornell University, Ithaca, New York 14853-5201. Deadline for applications, March 27, 1992.

**Extension Associate, 2 Positions**  
**Division of Nutritional Sciences**  
**Posting Date: 3/5/92**

Nutrition Extension Positions: Cornell University's Division of Nutritional Sciences invites applications for 2 Extension Associate positions. Support Cornell Cooperative Extensions Expanded Food and Nutrition Education Program and other nutrition education efforts for use with limited resource audiences.

**Qualifications:** At least master's degree; at least one degree in foods and nutrition; course work including food-nutrient relationships, consumer food science and education or communication. Ability to design and facilitate implementation of food and nutrition experiences appropriate for ethnically diverse limited resource audiences. Demonstrated expertise in nutrition education in community setting with at least 5 yrs. experience. Familiarity with Cooperative Extension programming highly desirable. Willingness to travel in New York State and U.S. Drivers license essential. Bilingual applicants requested to submit sample food/nutrition resource that she/he has translated to Spanish along with English version. Competitive salaries commensurate with background/experience. Available June 1, 1992 (or as negotiated) for an initial 3yr period. Attractive fringe benefits. Qualified applicants should submit cover letter, statement of professional goals, names, addresses and phone numbers of 3 references to: Professor Muriel S. Brink, Division of Nutritional Sciences, 3m24 MVR Hall, Cornell University, Ithaca, NY 14853. Deadline: April 1, 1992 or until position is filled. AAE/EOE.

**Senior Research Assoc./Fishery Ecologist**  
**Cornell Biological Field Station, Oneida Lake, NY**  
**Posting Date: 3/5/92**

Lead research program on the fish community and fisheries of the complex and rapidly changing Oneida Lake ecosystem. An existing internationally recognized long term database defining ecosystem components and their interactions provides a strong foundation for the research program. This is a full time research position: Individuals will be encouraged to interact with undergraduate and graduate students. It is expected that external funding will be sought to expand studies on Oneida Lake and on other waters. This position is part of a cooperative Cornell University- New York State Department of Environmental Conservation research program to enhance the management of warmwater fisheries.

**Requirements:** Ph.D. in fishery science/ecology or closely related field required. The successful candidate must have a strong background in quantitative ecology and must have demonstrated the ability to conduct independent research and to publish results. Send a letter of application, curriculum vitae, reprints, copies of transcripts and the names and addresses of three references to: Edward L. Mills, Chairperson, Search Committee, Cornell Biological Field Station, 900 Shackleton, Pt. Rd., Bridgeport, NY 13030-9750. (315)633-9243. Applicant screening will begin March 16, 1992.

**PA#4 Area Dairy Specialist-WNY**  
**Location: Seneca County, Waterloo, NY**  
**Posting Date: 3/5/92**

In close cooperation with members of a three person team, Cornell University faculty, staff and regional dairy and field crops program advisory committee, plan, conduct and evaluate an educational program for the commercial dairy industry in Ontario, Seneca, Wayne and Yates counties. Identify program needs and develop short and long range informal educational programs to meet identified needs within available resources. Prepare reports on program progress and accomplishments or area programming for local, state and federal use. Communicate and interact with agriculture and natural resources program leaders within the area to insure program integration into association programs.

**Minimum Qualifications:** Masters degree in agriculture with a major in animal science. 3 yrs. of directly related experience in Cooperative Extension, teaching or in an equivalent related agribusiness field. Salary: \$30,000, commensurate with qualifications. Send letter of intent, resume and transcript(s) by March 19, 1992 to: 365 Roberts Hall, Cornell Campus.

CORNELL  
**Employment News**

EDITOR: Nancy Doolittle

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It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, sexual orientation, age, or handicap. The university is committed to the maintenance of affirmative-action programs that will assure the continuation of such equality of opportunity. Sexual harassment is an act of discrimination and, as such, will not be tolerated. Inquiries concerning the application of Title IX may be referred to Cornell's Title IX coordinator (coordinator of women's services) at the Office of Equal Opportunity, Cornell University, 234 Day Hall, Ithaca, NY 14853-2801 (Telephone: 607-255-3976).

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, NY 14853-2801. Other questions or requests for special assistance may also be directed to that office.

# CORNELL Employment News

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## Performance Dialogues: The Annual Formal Meeting

The previous two articles in this series on performance dialogues have discussed the ways in which a supervisor/manager and staff can work together year-round in an ongoing dialogue. The goal of the dialogue is to assess, develop, and enhance staff performance. The highlights of the past two articles were reminders to:

1. Establish clear job descriptions and measurable performance standards;
2. Collect information and data, documenting staff performance in writing on a year-round basis, so that the assessment can be specific and task-oriented rather than generalized and personality-based;
3. Develop two-way communication built on trust and professional openness; and
4. Separate formative and motivational feedback in order to motivate staff to continue good performances and correct undesired behaviors.

In this ongoing context, the annual formal performance dialogue meeting should be just a summing up of all that has gone before it. But, once this foundation is in place, how can supervisors/managers and staff prepare for the meeting itself? Today's article, posing some of the most asked questions about the annual meeting, looks at the preparation that precedes the meeting and at the kinds of interaction that are most constructive during the meeting.

### How does the supervisor/manager go about setting up the annual meeting?

Just as using good communication techniques throughout the year will avoid surprises in the assessment of performance, so should surprises in the timing of the annual performance meeting be avoided. The supervisors/managers can more fully involve their staff in the performance dialogue process if they:

1. Set aside a time that is mutually convenient for the formal meeting, at least two weeks in advance of the meeting itself. For instance, some staff prefer not to meet on Mondays, because then they will be anxious the weekend before, and some prefer not to meet on Fridays, because then any negative feelings might stay with them for the entire weekend following. Often the schedules of other meetings and responsibilities will limit the staff and supervisor/manager's options more than either would like. Regardless of the time chosen, the important principle is that the time be mutually agreed upon in advance in order to give both staff and supervisors/managers the opportunity to prepare.
2. Work in conjunction with the staff to choose the form that will be most appropriate for the performance dialogue meeting. Three forms have been developed to accompany the new *Performance Dialogue Handbook*, while facilitating the performance dialogue process. Their format differs so that supervisors/managers are able to tailor each evaluation to their individual circumstances. The different forms allow supervisors/managers and staff the opportunity to use a format that is most conducive to their natural way of communicating—whether they are extroverts or introverts, type "A" personalities or type "B," right- or left-brain, etc.  
The choice of forms allows for a diversity of communication styles, while at the same time formally measures and develops performance in consistent ways across campus. Supervisors/managers and staff should discuss which form will most accurately assist them in their communication of performance evaluated.
3. Encouraging staff members to do self-assessments of their performance in advance of the meeting, making sure that staff know the expectations and rating standards that will be applied to assessing performance. By encouraging staff members to become active participants in the performance dialogue, self-assessments engage them in taking stock of the past year and in setting their own professional goals. This also will indicate to the supervisor/manager whether the staff member understands:

1. his or her responsibilities and duties;

### Performance Dialogue



A Handbook  
for the  
Cornell University Community

2. how well he or she has fulfilled those responsibilities and duties over the year;
3. the relationship between the goals and objectives of the department and the staff member's personal and professional goals.

### What can staff members do in preparation for the annual meeting?

1. Staff members should gather their documentation, reviewing the year past and looking forward to the year to come. If they and their supervisors/managers have decided on self-appraisals, staff will want to focus on completing those, being as specific as possible.
2. Staff should set their goals and objectives for the next year. A helpful strategy in developing goals is known as setting S.M.A.R.T. goals:

S. —specific  
M. —measurable  
A. —achievable  
R. —realistic (or relevant)  
T. —timely.

An example from everyday life illustrates how these can be developed. Suppose that someone says that she or he wants to lose weight. This statement in itself is not really a goal—it is a more general concept of intent. Developed as a S.M.A.R.T. goal, this concept would be defined as something like this:

- Specific**—A person wants to weigh 150 lbs.  
**Measurable**—To weigh 150 lbs., this person would need to lose 48 lbs. total. (This measurement could then be broken up into smaller "chunk objectives" of, say, 6 lbs. each, to keep the individual motivated.)  
**Achievable**—There are no medical complications that would prohibit weight loss.  
**Realistic**—Is this realistic? Are there too many other things going on in this person's life to be motivated enough to do this? Is this person really willing to change his or her eating and exercise habits to achieve this goal?  
**Timely**—In what timeframe does this person want to lose the 48 lbs? In the course of a year, or over 6 months? In the first case, this means losing 4 lbs. a month; in the second, this means losing 8 lbs. a month.

3. Staff might consider doing role-plays with coworkers, spouses, or friends to prepare their communications for the annual meeting.
4. Staff members can remember to speak up, being honest with reactions and perceptions, and remembering that the process is a dialogue.

5. It always helps to take a deep breath before beginning the meeting.

Numerous courses are offered throughout the OHR *Contact Calendar* (255-7206) in subjects such as communication skills, assertiveness, goal setting, and self-esteem that can enhance the staff member's confidence and comfort in performance dialogues.

### What approaches are most constructive during the actual meeting?

Keeping in mind that the objective is to have two-way communication, settings that promote openness rather than imply power are preferable. If space allows, a neutral setting or a round table is preferred to a situation where the manager or supervisor looks across his or her desk at the staff member. The setting should also promote confidentiality; settings in which other staff can NOT overhear the discussion are essential.

It helps if the supervisor/manager recognizes that most people are somewhat uncomfortable in the annual meeting. Supervisors/managers and staff can take steps to reduce their own tension by approaching the process with a positive attitude and creating a calm, relaxed atmosphere.

The supervisor/manager can open the meeting by reassuring the staff member that the goal of the meeting is an interactive dialogue to assess previous performance and target future goals and growth opportunities. The supervisor/manager can remember to use active listening skills and take a deep breath.

### How does someone "actively listen"?

There are numerous skills and techniques involved in active listening. But one of the most important is to use open-ended questions. An open-ended question cannot be answered with a simple "yes" or "no." Suggested open-ended questions include:

- Who?
- What?
- When?
- Where?
- How?

"Why?" is not suggested in performance dialogues. The question "why?" usually elicits guilt or blame and rarely provides more factual information.

Open-ended questions should be used by both supervisors/managers and staff. They give the listener more information, and they are a check to make certain that the perceptions and concepts being discussed are mutually understood.

### What happens if the staff member disagrees with how the supervisor/manager has filled out the performance dialogue form?

When there has been two-way communication and feedback throughout the year, staff and supervisors/managers are generally in agreement at the time of the annual meeting. Although supervisors/managers are ideally delivering feedback continuously, if a staff member does not feel enough feedback on performance is routinely given, that staff member should ask for more feedback. With continual, year-round feedback, most issues can be addressed as they occur.

But, should disagreements over the performance dialogue remain even after they have been discussed, there is room on the forms for staff comments, giving staff the opportunity to note the areas of disagreement.

### How can the meeting end on a positive note, even if there are areas of disagreement?

Since the goal of performance dialogues is not just to assess past performance but to motivate and focus staff members on future goals and objectives, as often as possible performance dialogues should end positively, looking toward the future. A discussion of these goals and objectives, with agreement between staff and the supervisor/manager on future feedback checkpoint dates, motivates because it focuses both the staff's and supervisor/manager's energies on future activities over which they can have control, rather than on past activities they cannot change.

## Deadlines for CCTS Applications

Employees who are now receiving the Cornell Children's Tuition Scholarship (CCTS) will automatically receive an application for the new academic year 1992-93. All other employees who need to apply for CCTS should request an application from the Employee Benefits Office, 130 Day Hall, or call Maureen Brull at 255-7509.

The deadlines for submission of applications are as follows:

- Summer Session - May 1, 1992
- Academic Year 1992-93 - June 1, 1992
- Fall Term Only - June 1, 1992
- Winter-Spring Term Only - December 1, 1992

To assist you in the process of applying for the CCTS benefit, the Employee Benefits section of OHR will sponsor an information session on **Thursday, April 2, 1992, from 3:00 p.m. to 4:30 p.m. in 163 Day Hall.** This session will provide relevant information about the program as well as an opportunity for questions and answers. A representative from the Financial Aid Office will also be present to discuss applying for TAP awards.

## Cancer/Chronic Illness Support Group

Cancer survivors, persons who are caring for a spouse or loved one with cancer, and persons with chronic illness are invited to attend a support group which meets in the Day Hall Board Room from 12:00 - 1:00 p.m., the fourth Thursday of every month.

Meetings include programs on such topics as stress reduction and diet, as well as time to share and discuss problems and concerns.

If you are interested, please come to the Day Hall Board Room at noon on Thursday, March 26, or call Joan Fisher at 255-3976 or 255-7665 (TDD).



## Select Benefits Claims Schedule 1992

**Reminder**

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.

3/27	*5/21	7/17	9/11	11/06
4/10	6/05	7/31	9/25	*11/19
4/24	6/19	8/14	10/09	12/04
5/08	7/02	*8/27	10/23	*12/17

\*Early deadlines due to Memorial Day, Labor Day, Thanksgiving and winter holidays.

## Nominations Sought for the Advisory Committee on the Status of Women

Nominations are being sought for seven positions on the university's 21-member Advisory Committee on the Status of Women, which in recent years has addressed issues such as career development, pay equity, work and family, sexual harassment, and the chilly climate for women. An information meeting for prospective members will be held on March 31, 12:00-1:00 p.m. in the Dougherty Faculty Lounge, 280 Ives Hall. For an application, contact Carolyn McPherson, coordinator of women's services, 234 Day Hall, 255-3976.

## Select Benefits Deadline

**The deadline for remitting claims for reimbursement of expenses incurred during 1991 is March 31, 1992.**

# 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.

**Associate Director, Major Gifts (PA1005) HRIII University Development-Endowed**  
Posting Date: 3/12/92

Responsible for the management, coordination and execution of major gift fund raising initiatives oriented toward individuals who have the capacity to give \$1 million or more.

**Requirements:** Bachelor's degree. Minimum of 3 yrs. experience in capital fund raising, institutional advancement in higher education or professional volunteer management. Strong management, interpersonal, and writing skills necessary. Send cover letter and resume to Cynthia Smithbower.

**Director of Development (PA7401) HRIII School of Hotel Administration-Endowed**  
Posting Date: 7/18/91 Search Reopened

Manages the day to day operation of the Hotel School development office and is the principal liaison between the school, and the Central Development staff.

**Requirements:** Bachelors required, advanced degree preferred. 5 yrs. of broad-based fund-raising and marketing activities. Experience in working with and developing volunteer committees. An exceptionally high level of maturity and judgment. Excellent communication skills. We are strongly committed to a program equal opportunity employment and actively seek applications from women and minorities. Send cover letter and resume to Cynthia Smithbower.

**Senior Technical Advisor/Security Officer (PT0101) Level 40**  
Cornell Information Technologies-Endowed

Posting Date: 1/9/92  
Assess and monitor the security of Cornell's computers, networks, and data, and advise, train, and coordinate department liaisons on procedures for ensuring the continued security of these systems and data. Work with cit management, Cornell's Audit office, the University Computers and Networks Security Commit-

tee, and other university representatives to establish and promulgate security policies. Serve departments as a key resource, especially in regard to local, state, and federal regulatory conditions and changes affecting the university.

**Requirements:** BS degree or equivalent and 10 yrs. relevant experience with knowledge of audit procedures. In-depth knowledge of security policies and procedures and network systems appropriate to university environments is essential. Familiarity with local, state, and federal regulations is a plus. Send cover letter and 2 resumes to Sam Weeks.

**Systems Manager (PT0705) Level 36**  
Network Resources/Telecommunications-Endowed  
Posting Date: 2/20/92

Responsible for the operation of Telecom support systems (personal computers, network connections, and microprocessors). Supervise support staff. Assist other departments with campus data communications integration.

**Requirements:** BS degree or equivalent in computer science or related field. 5-7 yrs. related experience. Knowledge of applications for administrative systems, database management systems, machine architecture and system utility programs. Demonstrated proficiency with ADABAS, Natural and COBOL; and MVS, JCL, VM/CMS, and UNIX. Experience with other languages and operating systems helpful. Broad exposure to personal computer systems and mainframes required. Send cover letter and resume to Sam Weeks.

**Sr. Scientific Software Analyst (PT8805) Level 35**  
Theory Center-Endowed  
Posting Date: 3/19/92 -Repost

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 resume to Sam Weeks.

**Senior Systems Programmer (PT0414) Level 35**  
Theory Center-Endowed  
Posting Date: 1/30/92

Provide technical support for various Theory Center high-performance computing systems, their operating systems and major sub-systems. Provide technical leadership in the design, implementation, maintenance, and documentation of modifications and enhancements to these systems. Provide functional guidance to less experienced technical support staff.

**Requirements:** B.S. in computer science or equivalent, M.S. preferred. 4-5 years experience in operating systems maintenance and support, programming languages, and high-performance computing techniques and procedures. Significant experience with Unix operating systems and computer systems. Knowledge of C, UNIX utilities, and system calls essential. Familiarity with other operating systems and computing environments. Send cover letter and 2 resumes to Sam Weeks.

**Systems Programmer III (PT0413) Level 34**  
Theory Center-Endowed  
Posting Date: 1/30/92

Provide technical support for various Theory Center high-performance computing systems, their operating systems and major sub-systems. Specify, design, implement, document and maintain necessary functional enhancements to these systems.

**Requirements:** B.S. degree in computer science or equivalent combination of education and experience. 3-5 years experience in operating systems maintenance and support, programming languages, and high-performance computing techniques and procedures. Knowledge of C, UNIX utilities, and system calls highly desirable. Familiarity with other operating systems and computing environments highly desirable. Strong communication skills. Send cover letter and 2 resumes to Sam Weeks.

**Systems Programmer/Analyst II (PT1101) Level 33**  
Lab of Nuclear Studies-Endowed  
Posting Date: 3/19/92

Under general supervision of the faculty at Cornell, CERN, and Fermilab, purchase, install, modify, maintain and develop large scale operating systems software, hardware and associated particle detectors. Train physicist users. Supervise installation of data acquisition system at Fermilab.

**Requirements:** BS degree or equivalent in computer science. 2-3 years systems and/or programming experience including UNIX operating system and networking software. Course work in particle physics and quantum mechanics. Send cover letter and resume to Sam Weeks.

**Senior Benefits Analyst (PA1104) HRIII**  
Office of Human Resources-Endowed  
Posting Date: 3/19/92

Responsible for data management on Cornell's employee benefits programs.

Maintain, update and analyze plan data. Identify areas in Employee Benefits that could be automated for increased service and efficiency; perform in liaison role with internal staff and vendors. Supervise staff of two. **Requirements:** Bachelors degree. 2-3 yrs. experience related to employee benefits including data and financial analysis. Must have expertise with Excel or comparable software. Supervisory experience helpful. Excellent communication skills. Self-motivation, initiative and ability to accommodate fluctuating workloads essential. Send cover letter and resume to Cynthia Smithbower.

**Statistical Consultant (PT0405) HRIII**  
Human Ecology Administration-Statutory  
Posting Date: 1/30/92

Assist the Director of Computing and Statistical Consulting in providing statistical support and consulting for faculty and grad students in Human Ecology and Nutritional Sciences. Assist with grad student instruction and training. Test and develop statistical software.

**Requirements:** B.S. in biometry or statistics (or equivalent) with research experience, MS preferred. Understanding of basic and advanced statistical methods and research design. Knowledge of computer operating systems or programming on mainframes and microcomputers. Strong service orientation and good oral and written communication skills. Send cover letter and 2 resumes to Sam Weeks.

**Project Coordinator III (PT0410) HRIII**  
Natural Resources-Statutory  
Posting Date: 1/30/92

Coordinate on and off campus activities for a program on ecological and social changes in Latin America. Facilitate graduate education and research. Establish a field course in Costa Rica and the Dominican Republic for participating students and faculty to work on-site with native scholars and professionals on multidisciplinary conservation problems. Help expand the program by writing grant proposals. Requires travel to Central America.

**Requirements:** M.S. degree or equivalent in a conservation related field, PhD degree desirable. Capable of working in multidisciplinary environment. Work experience in Latin America. Administrative experience and proven grantsmanship. Good interpersonal skills. Fluent in Spanish. Send cover letter and resume to Sam Weeks.

**Assistant Director Class Programs (PA1101) HRI  
Public Affairs/Alumni Affairs-Endowed****Posting Date: 3/19/92**

Work with volunteer class officers in the planning, coordination, and implementation of young alumni events. Assist reunion chairs for the fifth and tenth year reunions. Responsible for the undergraduate class initiatives from Alumni Affairs, including senior year alumni class officer elections.

**Requirements:** Bachelor's required. Two to three years experience. Good oral and written communications. Ability to direct and coordinate volunteers and their efforts. Strong organizational skills. Attention to detail. Excellent supervisory skills. Send cover letter and resume to Cynthia Smithbower.

**Residence Hall Director (PA1102) HRI  
Residence Life-Endowed****Posting Date: 3/19/92**

Twelve month live-in position. Overall administrative and programmatic responsibility for a residential complex of 300 to 540 students and supervision of 8 to 14 Resident Advisors and one part-time programming assistant. Strong emphasis on student interaction, working with faculty, and management.

**Requirements:** Masters Degree or equivalent combination of education and experience necessary. Degree in student personnel administration, higher educational administration or other closely related field is desirable. Reasonable experience in student housing administration and/or programming is necessary. Send a cover letter and resume to Cynthia Smithbower.

**Resident Director, Intern (PA1103) HRI  
Residence Life-Endowed****Posting Date: 3/19/92**

A ten-month live-in internship specifically designed to provide on-the-job training to a member of an under-represented group. The intern assumes all administrative, programming and supervisory responsibilities within assigned residence halls. Ongoing training to develop skills as a student affairs professional will be provided. A permanent appointment may be possible at the successful completion of the internship and the availability of vacancy.

**Requirements:** Bachelor's degree and experience as a Resident Advisor or student leader necessary. Degree in human services, educational administration or closely related field desirable. Interest in pursuing a career in student personnel or higher education administration is preferred. Send a cover letter and resume to Cynthia Smithbower.

**Supervisor of the Support Department (PC1005)  
HRI****Bursars Office-Endowed****Posting Date: 3/12/92**

Supervise and coordinate the daily operations of the support staff and the processing of guaranteed student loan checks and finance charge waiver requests. Responsible for departmental bookkeeping.

**Requirements:** Associates degree or equivalent. Office management experience including staff supervisory background. Familiar with accounting procedures and personal computers. Able to work effectively with a large staff in a busy environment. Able to solve problems with students. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include an employee transfer application.

**Research Support Specialist (PT0901) HRI  
Center for Radiophysics and Space Research-Endowed****Posting Date: 3/12/92**

Provide electrical engineering support for the infrared astronomy group. Design circuits and boards; breadboard and test; fabricate finished designs; integrate into instrumentation; and test and maintain as required. Work independently within a group setting.

**Requirements:** BS degree or equivalent in electrical engineering. 2-3 yrs. related experience. Send cover letter and resume to Sam Weeks.

**Science Writer (PC1004) HRI  
Theory Center-Endowed****Posting Date: 3/12/92**

Under general direction of the Director of Corporate and External Relations, develop and prepare written information of a technical or complex nature about the Theory Center and technological and scientific progress by users of Center resources for dissemination to its internal and/or external public.

**Requirements:** Bachelor's degree in a scientific field with related scientific writing experience is essential. 3-4 yrs. related writing experience is necessary. Knowledge of Macintosh software. Familiarity with computing terms highly desirable. Demonstrated ability to communicate technical/scientific concepts into layperson's terminology. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Financial Analyst (PA1004) HRI  
Administrative Services-Endowed****Posting Date: 3/12/92**

Provide analytical, financial and database management support to Engineering and Facilities departments. Supervise personnel/payroll processing and provide analyses for approximately 300 nonexempt employees. Administer microcomputer network.

**Requirements:** BS in business or computing. At least 3 yrs. job related experience. Including: general ledger, cost accounting, payroll preparation personnel administration, and business operations. Demonstrated organizational managerial, interpersonal, written and verbal communication skills necessary. Microcomputer experience required, and Cornell financial systems experience desired. Send cover letter and resume to Cynthia Smithbower.

**Executive Staff Assistant (PC0904) HRI  
Agricultural and Biological Engineering-Statutory****Posting Date: 3/5/92**

Assist the Program Director and other professional staff in the activities of the Cornell Local Roads Program Technology Transfer Center, including conference and workshop organization and administration; supervision of administrative and office functions; program administration and management; and publication production.

**Requirements:** Bachelors degree or equivalent. Minimum 3 yrs. administrative experience, preferably in a service-related field. Highly motivated to work independently. Excellent (oral and written) communication skills. Thorough knowledge of WordPerfect 5.1. Familiarity with DBase III or IV inquiry and desktop publishing. Ability to travel 15-30 days annually. A valid NYS drivers license. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Research Support Specialist I (PT0706) HRI  
Veterinary Pathology-Statutory****Posting Date: 2/20/92**

Provide technical support and investigative assistance to flow cytometry labs. Plan and execute experiments. Supervise staff. Provide data analysis.

**Requirements:** BS degree in the biological sciences, MS preferred. Knowledge of techniques related to flow cytometry and tissue culture. Skills in interpersonal

communications and supervision. Send cover letter and resume to Sam Weeks.

**BOYCE THOMPSON INSTITUTE****Post Doctoral Associate  
Boyce Thompson Institute****Posting Date: 3/19/92**

A two year appointment to study polyphenoloxidase genes in the fungus, *Botrytis Cinerea*. The work will emphasize characterization of the genes and their use in a gene transfer system to study their function in the pathogenesis of plants. A PhD in biochemistry, plant pathology, mycology, or relevant field, and a strong background in molecular genetics is desired.

**Contact:** Send cover letter and names/addresses of three references to: Dr. Richard Staples, Boyce Thompson Institute at Cornell University, Tower Rd., Ithaca, NY 14853; (607-254-1251).

**Post Doctoral Associate  
Environmental Biology Program, Boyce Thompson Institute****Posting Date: 3/19/92**

To work with a team of modelers. Primary responsibilities: 1) parameterize a single-tree physiological model (TREGRO for a suite of important North American tree species) and 2) conduct simulations on the effects of ozone, in combination with natural stresses, on tree growth and 3) use the results of these simulations to parameterize a stand model (ZELIG) and conduct simulations of the effects of ozone on forest stands. Experience in tree physiology, modeling or forest ecology preferred.

**Contact:** Send cover letter and names/addresses of three references to: Dr. David Weinstein, Boyce Thompson Institute at Cornell University, Tower Rd., Ithaca, NY 14853; (607-254-1228).

**Post Doctoral Associate  
Environmental Biology Program-Boyce Thompson Institute****Posting Date: 3/12/92**

To work with a team of modelers. Primary responsibilities: 1) parameterize a single-tree physiological model (TREGRO for a suite of important North American tree species) and 2) conduct simulations on the effects of ozone, in combination with natural stresses, on tree growth. Experience in forest ecology, tree physiology, or modeling preferred.

**Contact:** Send cover letter and names, addresses of three references to: Dr. David Weinstein, Boyce Thompson Institute at Cornell University, Tower Road, Ithaca, NY 14853; (607-254-1228).

**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 a 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 GR18 (T1104)  
Entomology-Statutory****Minimum Biweekly Salary: \$542.89****Posting Date: 3/19/92**

Provide research support for studies to develop integrated pest management programs for major insect pests of corn and alfalfa. Maintain insect colonies. Set up and maintain greenhouse plants. Assist with field collection of insects. Assist with data collection and data entry. Assist in supervision of 1 to 2 temporary employees.

**Requirements:** Associate's degree in biology, entomology, horticulture, or plant science. Knowledge of IBM computers including word processing and spread sheets. Additional training/experience in one or more of the following desirable: insect rearing, insect identification, greenhouse maintenance, and microscopes. Valid NYS driver's license. Send cover letter and resume to Sam Weeks.

**Technician GR18 (T1105)  
Nutritional Sciences-Statutory****Minimum Biweekly Salary: \$542.89****Posting Date: 3/19/92**

Conduct behavioral experiments with rats involving the biology of cognitive processes. Operate and maintain a computer controlled, automated testing apparatus. Perform data entry and computerize statistical analysis. Supervise and train undergrads in research.

**Requirements:** AAS degree preferably with research experience. BS degree desired. Experience with computers for data analysis preferable. Background in biopsychology and knowledge of statistics desirable. Excellent communication, organizational and interpersonal skills. Ability to work independently, to prioritize work, to work under pressure, and to meet deadlines. Accuracy a must. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T0801)  
Veterinary Pathology-Endowed****Minimum Biweekly Salary: \$566.28****Posting Date: 2/27/92**

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

**Technician GR19 (T0903)  
Entomology-Statutory****Minimum Biweekly Salary: \$566.28****Posting Date: 3/12/92**

Provide research support studies of management of resistance to *Bacillus thuringiensis* (BT) toxins in sprays and transgenic plants including lab and field studies on Colorado potato beetle and diamond back moth. Assist in experimental design. Assist in training temporary staff. Maintain insect colonies.

**Requirements:** Associates in biology, entomology, genetics, or related discipline. Valid NYS drivers license; valid NYS Pesticide Applicator Certificate. Experience in one or more of the following highly desirable: insect rearing; experimental design and procedures; statistics; computer literacy; and experience with Colorado potato beetle and diamond back moth. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T9404)  
Agriculture and Biological Engineering-Statutory****Minimum Biweekly Salary: \$566.28****Posting Date: 12/12/91 Re-post**

Provide technical support in greenhouse and field research on pest control. Set up and run experiments related to chemical application methods and operator safety. Take plant and protective clothing samples and analyze chemical coverage, deposition, and distribution. Participate in cooperative extension education activities and programs on accurate, effective and safe application of pest control materials. Some overnight travel required.

**Requirements:** AAS degree in physical, biological or plant sciences field. Some course work related to IPM and pest control would be helpful. Familiarity with basic lab procedures and equipment such as fluorometer, spectrophotometer, and balance. Microcomputer operation including spreadsheet and data analysis software. Send cover letter and resume to Sam Weeks.

**Technician GR19 (T0307)  
Food Science-Statutory****Minimum Biweekly Salary: \$566.28****Posting Date: 1/23/92**

Provide technical assistance to the extrusion research program in the form of set-up, operation and maintenance of a twin-screw extruder. Write reports, analyze computer data, and perform routine product analyses related to extrusion research. Obtain supplies.

**Requirements:** AAS in engineering technology, food technology or other related science. 1 yr. experience in food or other processing environment and/or computer data acquisition systems, spreadsheets, and word processing is required. Heavy lifting is required. Send cover and resume to Sam Weeks.

**Technician GR19 (T1106)  
Veterinary Pathology-Statutory****Minimum Biweekly Salary: \$566.28****Posting Date: 3/19/92**

Provide technical assistance in carrying out various experiments using molecular, biochemical and cell biological methods. Perform routine tissue cultures including preparation of media and solutions. Prepare and monitor stock solutions and reagents. Participate in routine operation and maintenance of the lab.

**Requirements:** BS degree or equivalent in biology, biochemistry, chemistry or related field preferred. AAS degree or equivalent required. Lab experience desired but not essential, on the job training will be provided. Send cover letter and resume to Sam Weeks.

**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. Send cover letter and resume to Sam Weeks.

**Technician GR20 (T0703)  
QMPS-Statutory****Minimum Biweekly Salary: \$590.45****Posting Date: 2/20/92**

Collect and culture milk samples for isolation of mastitis causing organisms. Perform microscopic examination of stained films or wet preparations. Identify mastitis organisms biochemically and serologically. Perform antibiotic sensitivity tests. Perform detailed protocols for research projects. Keep accurate records of procedures and results. Train vet students and techs in lab methods. Perform lab housekeeping duties.

**Requirements:** BS degree desired with background in microbiology. 1-2 years previous experience in diagnostic microbiology desired. Excellent knowledge of procedures used in microbiology labs. Some knowledge of computers helpful. Good interpersonal skills. Send cover letter and resume to Sam Weeks.

**Technician GR21 (T1003)  
Genetics and Development-Endowed****Minimum Biweekly Salary: \$615.42****Posting Date: 3/12/92**

Provide technical assistance in a molecular biology lab. Perform experiments studying *Drosophila* and population genetics. Perform isolation, purification and molecular analysis of nucleic acids. Record data and assist in computer analysis. Contribute to the supervision of general lab functioning. Assist in teaching techniques to new personnel.

**Requirements:** Background in molecular biology, biochemistry or genetics desirable. Previous lab experience and ability to work independently. Send cover letter and resume to Sam Weeks.

**Technician GR21 (T0601)  
Clinical Pathology/Diagnostic Laboratory-Statutory****Minimum Biweekly Salary: \$615.42****Posting Date: 2/13/92**

Perform tests in hematology, cytology, urinalysis, chemistry and immunology. Operate and maintain equipment, participate in "on call" coverage for "off-hours" and holidays. Use computer specimen accession, data entry and information retrieval.

**Requirements:** Associates in Medical Technology required; BS degree & ASCP certification preferred. 1-2 years general experience in clinical lab setting. Send cover and resume to Sam Weeks.

**Lab Coordinator GR22 (T0704)  
Genetics & Development-Statutory****Minimum Biweekly Salary: \$641.92****Posting Date: 2/20/92**

Prepare media for *Drosophila* and bacterial genetic experiments; wash and autoclave bottles and vials. Maintain mutant strains and provide them to the lab students. Maintain equipment and order supplies. Conduct trial experiments. Instruct teaching assistants in lab operations. Supervise half-time technician.

**Requirements:** Bachelors in Biology or equivalent. 2-4 years lab experience in microbiology desirable. Excellent organizational skills; ability to work independently and able to lift 35 pounds. Send cover letter and resume to Sam Weeks.

**Technical Part-time****Casual Animal Technician (T0603)  
Division of Nutritional Sciences-Statutory****Minimum Biweekly Salary: \$6.60****Posting Date: 2/13/92**

Assists in routine experiments, compiles records and data using computer, cares for rats; feeding, watering, cleaning and observing for disease; works independently. 10-15 hrs/week.

**Requirements:** Animal handling experience helpful. Send cover letter and resume to Sam Weeks.

**Technical Temporary****Temporary Service Technician (T0803)  
Entomology-Statutory****Hiring Rate: \$5.35****Posting Date: 2/27/92**

Provide technical support to entomology lab working on various aspects of tick biology and Lyme disease. Assist in research on tick survival, behavior, and vector efficiency. Set up and conduct experiments form protocols.

**Requirements:** Biological sciences, entomology or related areas. Some experience with Macintosh computers desirable. Send cover letter and resume to Sam Weeks.

**Technical Temporary Off Campus****Temporary Service Technician (T1103)  
Entomology-Statutory****Hiring Rate: \$7.00****Posting Date: 3/19/92**

In Orange and Ulster Counties (Tuesday-Thursday): Develop and conduct surveys on pesticide use in the non-agricultural sectors. Develop educational programs on how to interview and survey work for 4-H members. On the Cornell Campus (Monday and Friday): Summarize and interpret data. Assist in preparation of reports.

**Requirements:** Training and experience in data handling and computers desirable. Ability to interact well with Cornell faculty and staff, cooperative extension personnel and high school students. Valid NYS driver's license. Public speaking experience desirable. Send cover letter and resume to Sam Weeks.

**Technical Part-time Temporary****Temporary Technician (T0804)  
Veterinary Pathology-Statutory****Hiring Rate: \$9.00****Posting Date: 2/27/92**

Provide technical support in processing frozen sections for histochemistry and immunohistochemistry. Assist in cell culture studies. Routine lab maintenance.

**Requirements:** Associates or bachelors degree required. Experience in histologic or cell culture techniques or experience in a laboratory preferred. Send cover letter and resume to Sam Weeks.

**Temporary Field Assistant (T0802)  
Entomology-Statutory****Hiring Rate: \$5.50****Posting Date: 2/27/92**

Assist the farm manager in operating the departmental research farm. Includes tillage, planting, maintenance, and harvest of field plots for research on vegetables and field crops. Assist in maintenance of the grounds. Assist in repair and maintenance of farm machinery and facilities.

**Requirements:** NYS class 3 operators license and pesticide applicator certification (commercial category) desirable, but not essential. Experience in operation and maintenance of farming equipment including tractors and ground contact implements. Ability to operate hand and power tools. Send cover letter and resume to Sam Weeks.

**Office Professionals**

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

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

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

**Office Assistant GR16 (C1103)  
University Development-Endowed****Minimum Biweekly Salary: \$511.68****Posting Date: 3/19/92**

Serve all departments (five) at 55 Brown Road as building lobby receptionist. Answer telephone calls, transmit messages via Macintosh computer using Quickmail, operate FAX machine; assist with service requests to Telecommunications. Assist the Business Manager with secretarial support for the Office of University Development. Prepare correspondence on Macintosh computer, schedule meetings, handle mail for Business Office, maintain conference room reservation books. Provide support to two accounts assistants in the Business office.

**Requirements:** High school diploma or equivalent. Excellent interpersonal skills. One year prior office experience. Excellent telephone techniques. Knowledge of Macintosh computer. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application. Minorities are particularly encouraged to apply.

**Secretary GR18 (C1104)  
Physiology-Statutory****Minimum Biweekly Salary: \$542.89****Posting Date: 3/19/92**

Provide secretarial and reference data base management for Dr. Nathanielsz and other professional personnel in the LPNR in the Department of Physiology, especially Drs. Myers and McDonald. Other duties as assigned.

**Requirements:** High school diploma or equivalent. Minimum one year related secretarial experience. Experience with word processing (especially WordPerfect) and Lotus or similar database management. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application.

**Night Auditor GR18 (C1109)  
Statler Hotel-Endowed****Minimum Biweekly Salary: \$542.89****Posting Date: 3/19/92**

Is responsible for reviewing, verifying, and recording revenue for the entire hotel. Utilizes the property management system to generate all necessary reports required by management. Performs duties of a front desk clerk. Nights 11 P.M. to 7 A.M., weekends also.

**Requirements:** A High School diploma or equivalent. Some college coursework in bookkeeping or accounting preferred. 2-3 years in similar job preferred. Knowledge of computers required. Regular Cornell employees only. Send cover letter, resume and an employee transfer application to Esther Smith, Staffing Services, EHP #2.

**Office Assistant GR18 (C1010)  
Travel Office-Endowed**

**Minimum Biweekly Salary: \$542.89**

**Posting Date: 3/12/92**

Quality control, issue, and assemble airline tickets daily; maintain and update Sabre passenger profiles; audit Endowed and Statutory Travel Service Requisitions; reconcile monthly Diners Club statement; maintain filing systems; coordinate delivery and mail services; provide backup for receptionist.

**Requirements:** High School diploma or equivalent. Certificate or degree in Travel and Tourism preferred. 2 yrs. travel agency or airline experience preferred. American Airlines Sabre Reservation experience required. Good communication, interpersonal, and organizational skills essential. Send resume and cover letter to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include an employee transfer application.

**Secretary GR18 (C1009)**

**Soil, Crop and Atmospheric Sciences-Endowed**

**Minimum Biweekly Salary: \$542.89**

**Posting Date: 3/12/92**

Typing; arrange travel reservations and prepare paperwork for travel reimbursement; answer telephones and pick up and deliver mail; schedule appointments; cover overload from other secretaries.

**Requirements:** High School diploma or equivalent of 1-2 yrs. working in secretarial position. Organizational and communication skills. Knowledge and experience with computers (IBM compatible); must know how to use WordPerfect. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR19 (C1101)**

**Vet Administration-Statutory**

**Minimum Biweekly Salary: 3/19/92**

**Posting Date: 3/19/92**

Provide secretarial support to the assistant director of development and alumni affairs and the public information coordinator. Duties will include correspondence, support of reunion fundraising and event coordination, processing of gifts, receptionist/phone support, filing, processing budget/accounting forms, and making travel arrangements.

**Requirements:** High School diploma or equivalent. Some college coursework preferred. 1-2 yrs. secretarial experience required. Excellent typing and word processing skills to handle heavy volume of correspondence. Knowledge/experience of word processing skills to handle heavy volume of correspondence. Knowledge/experience of WordPerfect software and of computer database programs required. Experience with Cornell Alumni Systems and Gift Services preferred. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Secretary GR19 (C1105)**

**Mechanical & Aerospace Engineering-Endowed**

**Minimum Biweekly Salary: \$566.28**

**Posting Date: 3/19/92**

Serve as secretary for five professors; oversee the loaning of projection equipment; coordinate the activities of 2 conference rooms plus library; prepare technical manuscripts for publication and presentations using desktop publishing resources; type classwork, proposals and prepare forms and general secretarial duties as required.

**Requirements:** High school diploma or equivalent required. Some college coursework preferred. 1-2 years experience (preferably at Cornell). Technical wordprocessing skills desired. Excellent organizational and interpersonal skills. Medium typing. Regular Cornell employees only. Send cover letter, resume and employee transfer application to Esther Smith, Staffing Services, EHP #2.

**Secretary GR19 (C0907)**

**Division of Nutritional Sciences-Statutory**

**Minimum Biweekly Salary: \$566.28**

**Posting Date: 3/5/92**

Provide administrative and secretarial support for four faculty and their teaching, research and extension responsibilities in the DNS. 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.

**Requirements:** High School school diploma or equivalent required. Some college coursework preferred. 1-2 yrs. related experience. Proficiency in technical typing/word processing skills (MAC) and working knowledge of spreadsheet management; detail-oriented; ability to set priorities; strong organizational, communication and interpersonal skills; ability to make independent decisions, particularly in the absence of faculty supervisors. Prefer experience with graphics software. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR19 (C0802)**

**Computer Science-Endowed**

**Minimum Biweekly Salary: 2/27/92**

**Posting Date: 2/27/92**

Serve as information resource department, staff and visitors and to provide secretarial and clerical support to the administrative office under supervision of Administrative Aide.

**Requirements:** High School diploma or equivalent and familiarity with academic environment. Minimum of 1-2 yrs. related experience. Macintosh computer skills. Ability to set priorities. Excellent communication and organizational skills. Ability to interact with diverse group of people. Self-starter with demonstrated initiative. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Audio-Visual Aide GR20 (C1111)**

**Unions and Activities, Cornell Cinema-Endowed**

**Minimum Biweekly Salary: \$590.45**

**Posting Date: 3/19/92**

Train, supervise and schedule student projectionists, handle routine maintenance and equipment problems in 3 theaters; order all projection supplies; project films 2-4 nights per week. 11 month position, mostly nights and weekends.

**Requirements:** A.A.S. or equivalent 1-2 yrs. related experience. Knowledge of operation and maintenance of professional motion picture and video equipment, in all formats, preferred. Experience at supervising and training students. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Administrative Aide GR20 (C0901)**

**Nuclear Science and Engineering-Endowed**

**Minimum Biweekly Salary: \$590.45**

**Posting Date: 3/5/92**

Provide administrative and secretarial assistance to Director, 3 professors, 1 supervising engineer, 1 assistant facilities manager. Maintain department, and research accounts; process purchase orders, invoice, vouchers, accounts receivable; keep personnel files; process appointments and payroll vouchers; act as Graduate Field Secretary, maintain student and alumni files; compose and sign routine letters; maintain office records, including ones required by Nuclear Regulatory Commission; act as receptionist.

**Requirements:** A.A.S. or equivalent. Minimum 3 yrs. secretarial experience (Cornell preferred). Bookkeeping. Technical typing and word processing (Macintosh). Accuracy in typing, spelling, and arithmetic essential. No smoking in building. This is a one person office. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Accounts Coordinator GR21 (C1108)**

**Finance & Business Services-Statutory**

**Minimum Biweekly Salary: 615.42**

**Posting Date: 3/19/92**

Provide administrative support under the direction of the Fund Manager, for various aspects of accounting. Includes monitoring account, activity, journal preparation, auditing and batching interdepartmental order in accordance with SF&BS office policy and procedures. Provide the audit function for federal Smith Lever vouchers in accordance with applicable policy.

**Requirements:** Associates or equivalent, BS/BA in accounting/business Management or appropriate level of experience and education. Appropriate level of experience and/or training in the financial field is required. Working knowledge of Lotus 1-2-3 (Symphony) is required. Familiarity with University accounting system is preferred. Strong communication (oral and written) skills required. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application.

**Administrative Aide GR21 (C1102)**

**Veterinary Administration-Statutory**

**Minimum Biweekly Salary: \$615.42**

**Posting Date: 3/19/92**

Provide administrative support to associate dean for research and graduate Education and two grant and contract coordinators. Includes: coordinating independent projects; prepare documents, reports and correspondence; maintain office file index; secretarial assistance; accounting responsibility.

**Requirements:** 3-4 years administrative experience, 2-3 years sponsored research/program administration. Excellent interpersonal/communication skills. Accuracy. Organization skills. Knowledge of databases and WordPerfect or equivalent. Confidentiality is essential. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application.

**Administrative Aide GR21 (C1008)**

**School of Hotel Administration-Endowed**

**Minimum Biweekly Salary: \$615.42**

**Posting Date: 3/12/92**

Work independently under the general supervision of the Director of Career Planning and Placement Center at the School of Hotel Administration. Provide administrative support for the placement function and corporate relations.

**Requirements:** Associates degree or equivalent combination of experience. Minimum of 3 yrs. office experience and an understanding of the hospitality industry very helpful. Strong organizational, interpersonal, communication (oral and written) skills. Computer experience. Ability to work with frequent interruptions. Accuracy must be maintained at all times. Heavy typing. The Hotel School has a worldwide exposure in and out of the hospitality industry making the Placement office highly visible. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employee should include employee transfer application. Women and minorities are particularly encouraged to apply.

**Executive Secretary GR22 (C1107)**

**Computer Science-Endowed**

**Minimum Biweekly Salary: \$641.92**

**Posting Date: 3/19/92**

Provide direct administrative assistance to the chairman of the Computer Science Department which includes 25 faculty members, 25 academic researchers and visitors, 30 non-academic staff, and approximately 125 graduate students with a combined 91/92 academic and research budget of \$9 million. Supervise an administrative aide as relates to the duties described

below and coordinate faculty participation in academic and research activities. The position involves a high level of confidentiality and complexity, combined with the human relations skills to deal effectively with ranking government, business, and academic representatives who have critical relationships with the department. Proper exercise of independent judgement, excellent organizational skills, confidentiality, integrity and discretion are required to prevent severe monetary damage and/or loss of good will.

**Requirements:** Associates degree or equivalent combination of education and experience. 2-3 years related public relations, supervisory, administrative and secretarial experience in a university environment. Experience in working with office computer systems desirable. Highly motivated, flexible, creative and able to work independently. Supervisory and organizational skills, with a strong emphasis on the ability to deal effectively with coworkers and others. Demonstrated writing and administrative skills appropriate to the activities described above. Medium typing. Send cover letter, resume to Esther Smith, Staffing Services, EHP #2. Employees should send employee transfer application.

**Office Professionals Part-time**

**Office Assistant GR18 (C0906)**

**School of Hotel Administration-Endowed**

**Minimum Full-time Equivalent: \$542.89**

**Posting Date: 3/5/92**

Under direct supervision, provide secretarial support for one administrative aide and one academic staff member in the area of teaching and research in the food and beverage management department. Monday-Friday, 8:00-12:00.

**Requirements:** High School diploma or equivalent. Secretarial school preferred. 1 yr. related office experience. Ability to use word processing (IBM). Excellent organizational, interpersonal and communication skills. Ability to compose correspondence helpful. Excellent phone skills. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include transfer application. Women and minorities are particularly encouraged to apply.

**Audio-Visual Aide GR20 (C1111)**

**Unions and Activities, Cornell Cinema-Endowed**

**Minimum Full-time Equivalent: \$590.45**

**Posting Date: 3/19/92**

Train, supervise and schedule student projectionists, handle routine maintenance and equipment problems in 3 theaters; order all projection supplies; project films 2-4 nights per week. 11 month position, mostly nights and weekends.

**Requirements:** A.A.S. or equivalent 1-2 yrs. related experience. Knowledge of operation and maintenance of professional motion picture and video equipment, in all formats, preferred. Experience at supervising and training students. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application.

**Office Professionals Part-Time Off Campus**

**Program Aide GR22 (C1106)**

**NYC Cooperative Extension-Statutory**

**Minimum Full-time Equivalent: \$641.92**

**Posting Date: 3/19/92**

As part of a team, plan, implement and evaluate project activities directed to families participating in a NYS funded teen pregnancy risk reduction program in Brooklyn. This is an outreach position requiring extensive field work and supervision of volunteers and other staff as assigned.

**Requirements:** Associates degree in child care, human development, adult education or health related coursework. 3-5 years work experience in a community based or educational program or 5-8 years progressively responsible work in similar position. Communicate effectively. Willingness to work in all types of weather. Use independent judgment. 21 hours per week. Send cover letter and resume to Esther Smith, Staffing Services, EHP#2. Employees should include and employee transfer application.

**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.

**Apprentice Control Technician (G1002)**

**Maintenance and Service Operations-Endowed**

**Posting Date: 3/12/92**

Assist Journeyman Controls Technician in installing and troubleshooting pneumatic and electronic HVAC temperature controls. Operate the central computer and all field hardware, including programmable direct digital controllers and remote terminal units. Responsible for all alarm processing. Rotating Shift.

**Requirements:** AAS in electronics. Must have and maintain a valid NYS drivers license. Must have a basic knowledge of HVAC control systems and computer familiarity. Must be willing to join the Union within 30 days. Send cover letter and resume to Esther Smith, Staffing Services, East Hill Plaza #2. Employees should include employee transfer application. Women and minorities are particularly encouraged to apply.

**General Service Part-Time**

**Security Guard GR01 (G1101)**

**Johnson Museum- Endowed**

**Rate: \$7.20**

**Posting Date: 3/19/92**

Responsible for guarding all works of art in the building following security and safety procedures, communicating with appropriate staff members on a regular basis. Available day or evenings for subbing on non-scheduled work days and for guarding at special events held in the museum.

**Requirements:** High School diploma or equivalent. Able to work with schedules and in a group situation. Background in the security area helpful. Dependable in reporting and attentive to detail necessary. Good communication skills. Able to communicate well with the public. 3 days per week (24 hours) plus some evening hours (total 28 hours). Send cover letter and resume to Esther Smith, Staffing Services, EHP#2. Employees should include and employee transfer application. Women and minorities are encouraged to apply.

**General Service**

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

**Food Lab Assistant (B1101) S005**

**Rate: \$7.53**

**School of Hotel Administration-Endowed**

**Posting Date: 3/19/92**

Responsible for monitoring food labs during evenings and weekends while student groups are using them. Organize stations and coolers/freezers; clean, maintain stock levels, and generally oversee lab of "off hours". 10-month position, August-June. Tuesday-Friday, 5:00-11:00 P.M., Saturday & Sunday 12:00 noon-7:30 P.M.

**Requirements:** High School education. Fundamental knowledge of food, basic cooking and kitchen equipment. Good organizational skills and communication skills especially verbal instructions to students and ability to communicate effectively with supervisor and maintenance staff. Send application materials to Cynthia Smithbower.

**Swing Shift Dairy Worker (B1105) S004**

**Animal Science-Statutory**

**Rate: \$7.17**

**Posting Date: 3/19/92**

Under general supervision, mix and feed dairy cattle rations to cattle at various sites. Maintain and repair equipment used in feed areas. Operate equipment such as tractors, trucks, skidloaders. Assist other crews such as milking, herd health, etc., as required. Some nights and some weekends.

**Requirements:** High School or equivalent. NYS class 5 driver license. Physical examination required. Send application materials to Cynthia Smithbower.

**Academic**

**Lecturer, Temporary Full-time and non-renewable for the 1992-93 academic year**

**Posting Date: 3/12/92**

To teach two sections each term of basic composition in the Writing Workshop and to serve as liaison between the Writing Workshop and Learning Skills Center, a central academic support unit.

**Qualifications:** Masters in English, rhetoric writing teaching. Teaching experience especially with minorities and advanced ESL students essential. Send letter and resume to Dennis Williams, Acting Director Learning Skills Center, 130 Sage Hall, Cornell University, Ithaca, New York 14853-5201. Deadline for applications, March 27, 1992.

**CORNELL  
Employment News**

EDITOR: Nancy Doolittle

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