

CORNELL Chronicle

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Bird families

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Why would father birds try to prevent their sons from having families of their own? Cornell biologists have found the answer.

Cornell People

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When the Huntington Library went public last year with its photographs of the Dead Sea Scrolls, the first person in to see them was Robert Eisenman '58.

Accreditation team calls university 'a world treasure'

The text of the accreditation report begins on Page 10.

By Linda Grace-Kobas

The accreditation of Cornell has been reaffirmed without condition by the Middle States Association of Colleges and Schools Commission on Higher Education (MSA/CHE).

"This is the most coveted reaffirmation status afforded by MSA/CHE and it strongly affirms that we are being successful in our mission 'to serve society as a major university of the first rank through teaching, research and public service of the highest quality,'" Provost Malden C. Nesheim wrote in a letter announcing the reaccreditation to the university's students, faculty, staff and trustees.

Accredited colleges and universities in the United States undergo comprehensive reviews every 10 years by the MSA/CHE, which appoints an evaluation team that conducts a site visit of the campus. An 11-member team chaired by Stanley

O. Ikenberry, president of the University of Illinois, Urbana, visited the Cornell campus Oct. 27 through 30, 1991.

The report of the team was overwhelmingly positive, terming Cornell "a world treasure" and describing the past decade as "a remarkable period of achievement."

"We have a high level of confidence in the ability of the university community to sustain for years to come Cornell's reputation as a 'university of the first magnitude,'" the team said.

The report warned, however, that the "decentralization and entrepreneurial freedom" that marked Cornell's governance in the past "may be strained in an environment of diminishing resources." The university's challenge for the future, the report predicted, "will be to find new ways of making difficult decisions without radically undermining the special strengths and unique qualities of either the parts of the university or the whole."

Nesheim said that in preparing for the Middle States review, administrators did not seek simply a review of the past decade and current "state of health" of Cornell.

"We took this opportunity," he said, "to look ahead to major issues we expected to face over the next decade: the interaction of the statutory and endowed colleges; the role and function of science and technology; and the future of student services."

Before conducting its on-site visit, the MSA/CHE team reviewed a comprehensive self-study report and other materials prepared by the university.

The evaluation team, in its written report to the university, commented on Cornell's "remarkably strong and diverse faculty." The team was also struck by the university community's "strong identification and easily recognizable loyalty to Cornell," and found "a high degree of mutual trust

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Dragons for a day



Photographs by
Peter Morenus

Students in the College of Architecture, Art and Planning (top) parade their dragon down Central Avenue during the annual rite enacted March 12. At right, fourth-year architecture students Kacey Wong (left) and Tom Weston go on a rampage outside Rand Hall.



Cornell faces \$5.2 million cut in state funds

By Linda Grace-Kobas

A proposed \$5.2 million cut for the four statutory colleges at Cornell based on appropriation reductions in the governor's executive budget would eliminate as many as 92 state-funded positions and "materially reduce research activities that support the state's economy, its delivery of social services, labor and management relations, and agricultural productivity and animal health," according to Nathan Fawcett, Cornell's director of statutory college affairs.

An allocation of the executive budget reduction by the State University of New York calls for the reduction of \$5,240,300 to the four statutory colleges here — the Colleges of Agriculture and Life Sciences, Veterinary Medicine, and Human Ecology, and the School of Industrial and Labor Relations. While expected tuition increases in those schools may offset part of the reduction, they will not relieve the majority of the \$5.2 million cut, Fawcett said.

"These reductions come on the heels of 10 successive budget or financial plan reductions since April 1988, which have eliminated \$13 million of program support," Fawcett said. "Those cuts most heavily impacted research and extension programs, which comprise the largest portion of the statutory college budgets, as well as institutional support services."

If the proposed reduction eliminates 92 positions, the number of state-funded positions at Cornell will drop to 1,620, for a total decrease since 1971 of more than 630 positions, or 28 percent. Fawcett estimates that about 24 positions could be transferred to other funds, partially through proposed increases in the portion of tuition retained by the colleges. Between 15 to 20 eliminated positions could be occupied at the time of elimination; some employees may be able to transfer to vacant positions in other parts of the university or be carried on other funds for some period. About 38 position cuts would be achieved through the current state hiring freeze and normal attrition, Fawcett noted.

While previous state budget cuts have not heavily impacted instruction programs because of university efforts to preserve their access and quality, Fawcett said, the pending reductions will have a greater impact on instructional programs, although the colleges will strive to maintain planned enrollment levels.

Of the \$5.2 million cut, the largest portion, almost \$2 million, or 38 percent, will be from instructional programs, and will affect up to 10 faculty positions, graduate teaching assistants equivalent to seven full-time faculty positions, and 25 support positions. As many as nine program offerings, the majority of them in the College of Agriculture and Life Sciences, would be eliminated. Two programs in the College of Veterinary Medicine and as many as nine course sections of the School of Industrial and Labor Relations would be eliminated. Tuition increases may offset a portion of these reductions, Fawcett said, and other funds would have to be found to support graduate teaching assistants.

Research programs would be the second most seriously cut area. Approximately \$1.5 million, or 28 percent of the total, in state support and 21 positions would be lost from the research function, reducing or eliminating up to 22 research projects, as many as 15 of which are in the College of Agriculture, Fawcett said. More than \$400,000 and support for eight positions would be removed from the New York

Continued on page 2

Block that shot!



Peter Morenus/University Photography

Men's basketball coach Jan Van Breda Kolff goes for the block against Phil Hansen of the Buffalo Bills as Will Wolford (No. 69) looks on in Alberding Field House March 14. Members of the Bills football team played against teams from Cornell and Ithaca High School to raise money for the athletic programs at the two schools. The Bills beat Cornell, 81-68.

Cuts continued from page 1

State Agricultural Experiment Station in Geneva, reducing support for fruit and vegetable production and processing in the state and affecting programs in pomology, plant pathology, virology and food science.

Research programs in consumer economics and housing, design and environmental analysis and human development and family studies will be affected in the College of Human Ecology. Two programs each in the Veterinary College and School of Industrial and Labor Relations will be impacted, Fawcett said, noting that tuition increases will not be able to offset these reductions.

Extension programs will be cut almost \$500,000, or 9 percent of the total reduction. Fawcett said the impact on extension will include lost support for seven positions.

"These cuts (in extension) will affect many

of the same programs as the research cuts," Fawcett commented, "reducing the transfer of university-based research for productive application by the state's businesses and industries, local governments, non-profit organizations and individual citizens. In addition, non-credit instructional programs offered by the School of Industrial and Labor Relations to unions and employer groups throughout the state would be reduced."

Other cuts include a total of \$1 million in state support affecting 18 positions in institutional support services, including \$550,000 in savings generated through extraordinary energy conservation efforts, Fawcett said. Cuts of almost \$270,000, or 5 percent of the total, would be removed from academic program support.

Fawcett explained that the \$5.2 million in

NOTABLES

National Science Foundation Faculty Awards for Women have been made to **Barbara A. Baird**, professor of chemistry; **Barbara H. Cooper**, associate professor of physics; and **Teresa E. Jordan**, associate professor of geological sciences. The awards, which include grants of \$50,000 per year for five years, recognize the accomplishments of women in research and teaching and provide funding to facilitate further development as leaders. The award winners, who are among 100 selected this year at 57 institutions, were selected for their accomplishments and potential to contribute to the nation's scientific and engineering effort. Baird specializes in biophysical chemistry; Cooper, in atomic and solid state physics; and Jordan, in stratigraphy and tectonics.

The New York Public Library has selected a book written by two freshmen for its list of 1992 books recommended for teen-age readers. Describing the plight of refugee children who enter the United States illegally from Central America, the book, *Illegal: Seeking the American Dream*, was written by **Phillip Anastos** and **Chris French**, both 19-year-old students in the School of Hotel Administration. Each year, the New York Public Library adds about 250 books to its list of recommended reading for teen-agers. The library's 63rd annual exhibition of Books for the Teen-Ager 1992 opened on March 14 and will continue through April 30. Anastos and French wrote their book after a 1989 research trip to the Rio Grande Valley. Published last year by Rizzoli International Publications, Inc., New York City, the 128-page book includes text and 86 pictures selected from more than 3,500 photos that the students made.

David L. Call, dean of the College of Agriculture and Life Sciences, has been named chairman of the National Nutrition Monitoring Advisory Council. Call was named by President Bush to a four-year term on the council, which is to evaluate the scientific and technical quality of a 10-year plan and to provide guidance to the secretaries of agriculture and of health and human services.

BRIEFS

• **Speaking:** Students in the College of Agriculture and Life Sciences are eligible to enter the spring Eastman-Rice speaking contest. Speakers must present an eight-minute persuasive speech that deals with a topic related to agriculture or life sciences. Entry forms are available in 302 Kennedy Hall; deadline is noon, April 15.

• **Feedback:** Cornell Information Technologies will hold a faculty feedback session on Monday, March 30, from 4 to 6 p.m. in the A.D. White House. Faculty will hear about CIT services and will be asked to share their views on CIT's performance.

• **Women's Studies:** The Women's Studies Program is seeking nominations and self-nominations of faculty, students, staff and residents of the Ithaca area to serve on its executive board, effective July 1. The program aims to encourage the development of teaching and scholarship about women and the sex-and-gender system as it affects women and men. For more information, contact the program at 391 Uris Hall, 255-6480. Nominations will be open until March 30; new members are selected by the existing board.

• **Alumni awards:** The College of Agriculture and Life Sciences' Alumni Association is seeking nominations for the Outstanding Alumni Awards and the Young Alumni Achievement Award. Recipients excel in their career, service to the community or service to the college. Details are available from John C. Sterling, 265 Roberts Hall, 255-7651. Nominations must be postmarked no later than April 30.

• **Bloodmobile:** The American Red Cross Bloodmobile will be at the Memorial Room in Willard Straight Hall on Monday, March 30, from 9 a.m. to 3 p.m. and at the School of Hotel Administration on Tuesday, March 31, from 10 a.m. to 4 p.m. Call 273-1900 for an appointment; walk-ins are welcome. The visits are sponsored by Kappa Delta Rho and the Hotel School, respectively.

• **Singapore:** Andrea Parrot, an assistant professor of human service studies in the College of Human Ecology, has been invited to speak in Singapore on May 2 at an international conference dealing with sexual harassment in the workplace. Other speakers will come from Japan and Europe to address about 500 business executives and government officials from a number of nations. Parrot, author of *Acquaintance Rape: The Hidden Crime* (Wiley 1991), specializes in human sexuality and acquaintance rape. She has discussed her research on a number of national television shows.

• **Alert officer:** Cornell Public Safety Officer Ellen O'Pray has been credited by Ithaca City Police for alerting city officers to the theft of \$5,000 of computer equipment recently. O'Pray observed two men walking along Williams Street carrying a large bag; when they saw O'Pray, the two men dropped the bag and ran. The Cornell officer sent a radio alert to city police, who arrested the men a short time later.

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

Olin Lecture: Stephen Jay Gould will deliver the Spencer T. and Ann W. Olin Foundation Lecture on Tuesday, April 7, at 7:30 p.m. in Bailey Hall on "Why Progress Does Not Rule the History of Life." Reception for all graduate students will follow in the Biotechnology Building.

Enrollment: Pre-enrollment for fall 1992 courses takes place through April 8 at Sage Graduate Center. Forms are available at graduate field offices and Sage Graduate Center.

Tax: A representative from the Internal Revenue Service will conduct sessions and answer questions today, March 26, from 9 a.m. until noon and April 16 from 1:15 to 4:30 p.m. in the Anabel Taylor Hall Auditorium. Or, contact IRS toll free at (800) 829-1040.

May Degree: All requirements for a May degree must be completed by May 15. The cut-off for having one's name appear in the commencement program is April 3. Information is available from the thesis adviser.

OBITUARY

Bruce Hird Jr., a junior in School of Hotel Administration, was killed in a one-car accident in North Carolina on March 17, when the car he was driving apparently hit a culvert and became airborne, flipping over and landing on its roof. A memorial service was held on campus earlier this week.

CORRECTION

A caption in the March 12 Chronicle incorrectly identified the people giving a presentation on financial aid to the Board of Trustees. Pictured were (from left): Amy Field, a senior in the College of Agriculture and Life Sciences; Laura Clark '85, national leader of the Cornell Tradition Alumni Association and vice president with Morgan Guarantee Trust; Erik Silldorf, a senior majoring in natural resources; and Joe Jordan III, a senior majoring in psychology.

Students and staff elect trustees, Assembly members

By Sam Segal

Students voted in greatly increased numbers in March to pick a student trustee, Nancy Richmond, from nine candidates and to elect 15 Assembly members from 34 candidates.

Employees, with three candidates for employee-elected trustee, chose Judy VanDermark to replace Dwight Widger. Cristin Gardner, director of the Office of the Assemblies, said VanDermark's victory was the first in memory when a majority (52 percent) was recorded in the first round of the complex voting system used in these elections.

The enthusiasm varied, however. While the undergraduate turnout, at 25 percent of the 12,300 students, was sharply up from the 16 to 18 percent of the prior five years, graduate student turnout was down to the lowest percentage in five years — at 3.9 percent of 5,200 students.

Moreover, the enthusiasm of candidates, both undergraduate and graduate, varied significantly with college and with constituency.

There were, for instance, 10 candidates for three at-large Assembly positions but no candidates for seats representing

the Johnson Graduate School of Management, the Graduate School, the College of Veterinary Medicine or homosexual and bisexual students.

The other colleges fell between those extremes, with the School of Industrial and Labor Relations, for instance, fielding four candidates for one seat; the College of Arts and Sciences, six for two; and the College of Human Ecology and the College of Architecture, Art and Planning each fielding one for one seat.

Richmond, who will replace student-elected Trustee Linda Richichi July 1, is an ILR student from Rockville Centre, N.Y., who promised the voters that she would "continue to deal with and communicate to all levels those issues that are of primary concern to students."

VanDermark, director of Conference Services and long active in women's issues and community activities, said the trustee position affords "the opportunity to be part of the development of a campus climate which will foster growth and advancement for all employees."

While vocal members of some constituencies sound proprietary about their electees, officials said that the theory of

representation is not simple.

New trustees, for example, often receive this piece of advice from current trustees: It's certainly appropriate for trustees to represent the views of their electors to the full board, but the job is more complex than being a mouthpiece. Cornell is entrusted to the trustees, and the ultimate charge to all board members is to guard the interests of the whole university over the long haul.

Paul F. Cole, secretary/treasurer of the state AFL-CIO, is designated as a labor representative to the board and supports that description.

"It's important that a constituency have a real voice in choosing a representative," says Cole, who notes that he was recommended by the state AFL-CIO president, who is elected by more than 2 million members.

"And it's important," he continues, "for a board to have a variety of perspectives to strengthen the overall decision-making process. But once the debate goes forward and all these constituencies present their ideas, the exercise of individual judgment comes into play to act in the interests of the university."

Campus agencies to hold seminar on sex crimes

More than 70 law enforcement officers, medical staff persons, rape crisis workers and university counselors from nine counties will gather on campus from March 30 to April 1 to study sex crimes.

Harry O'Reilly, founder of the New York City Police Department's Sex Crimes Analysis Unit, will help local officers and counselors understand the physical and psychological changes that occur in survivors. He will share methods of improving interviewing techniques, crisis intervention and prevention. He will also discuss crime scene analysis, use of state of the art evidence and methods of profiling rapists.

Participants, in addition to O'Reilly, include Capt. William Boice of the Department of Public Safety; Nianne VanFleet, nursing supervisor of the Gannett Health Center; Andrea Parrot, assistant professor of human service studies and an expert on date rape; and Bonnie Shelley, clinical coordinator for Ithaca Rape Crisis.

The three-day seminar, "Sex Crimes Investigation," is sponsored by Cornell Public Safety and the Gannett Health Center.

"Our goal in holding this symposium is to help build a more knowledgeable, effective and coordinated network among all the people who help survivors of sex crimes and those who investigate them," said seminar organizer Scott Hamilton, an investigator in Cornell's Department of Public Safety.

Among the attendees will be police officers, sheriff's deputies and assistant district attorneys from Cayuga Heights, Cheektowaga, Cortland, Dryden, Horseheads and Ithaca, as well as Seneca, Tioga and Tompkins counties and university public safety officers from Cornell, Ithaca College, SUNY-Binghamton, SUNY-Brockport, SUNY-Cortland and Wells College.

Kahn: Foreign investment would fortify U.S. airlines

By Albert E. Kaff

The economist who deregulated U.S. airlines believes that increased foreign investment could help strengthen the troubled industry and make it more competitive.

"We should relax even more the restrictions against foreign ownership of our airlines," said Alfred E. Kahn, who lifted federal regulatory control of airlines when he was chairman of the Civil Aeronautics Board in 1977 and 1978.

"I am not opposed to foreign investment in any U.S. industry. Foreign investment has helped revitalize our automobile industry as it did our tire industry. I'm also in favor of allowing foreign airlines to carry passengers from one U.S. city to another, because I favor competition," added Kahn, now a business and economic consultant and a professor emeritus of economics here.

Rules of cabotage now observed by all nations permit only domestic airlines to carry passengers on domestic routes. Also, the U.S. government restricts how much foreign money can be invested in the ownership of American airlines, from 25 percent of voting stock to a higher share of non-voting equity.

In an interview, Kahn said that he views with "some alarm the growing concentration of airlines. If the recession goes on for a couple more years, we could wind up with only three airlines in the United States, and that is the worst nightmare. That is not what we bargained for when we deregulated."

Since deregulation, four major U.S. carriers

— Eastern Airlines, Pan American Airways, Braniff and Midway Airlines — have failed; Continental Airlines, Trans World Airlines and American West are in default or bankruptcy; and the industry estimates it lost \$4 billion in an 18-month period.

Foreign money might help reverse this trend, said Kahn. Otherwise, if the U.S. air industry continues to decline and moves toward a monopoly, "We might have to go back to regulation, and I would hate to see that happen," Kahn said.

Kahn said he recognizes a "general xenophobia and national security considerations" that oppose foreign ownership of airlines. But he weighed these arguments against steps to strengthen airlines throughout the world.

He noted that KLM, the Dutch carrier, wanted to purchase Air Atlanta, a feeder airline, so that KLM would be more competitive against Delta Air Lines. Both KLM and Delta fly international routes from Atlanta, but Delta has an advantage by being able to bring passengers into Atlanta from other U.S. cities on its own planes.

The deal was not approved, and Air Atlanta went out of business.

Several U.S.-foreign arrangements along the lines that Kahn supports already exist. He said that KLM owns about 49 percent of Northwest; American Airlines owns stock in Qantas of Australia and Cathay Pacific of Hong Kong; Delta owns stock in Swiss Air and Singapore Airlines; SAS owns stock in Continental; and TWA owns stock in All-Nippon of Japan.

Winter wheat



Jose Barbosa (left) and Enrique Autrique, graduate students in the Department of Plant Breeding and Biometry, prepare winter wheat for crossbreeding as part of a project to incorporate desirable genes from wild wheat varieties into cultivated ones. Their ultimate goal is better yield and improved disease resistance.

Peter Morenus/University Photography

Professor Nerode helps EPA revise its use of science

By Larry Bernard

Anil Nerode is a mathematician, not a magician.

Indeed, it was serious study, not chicanery, that resulted in the sweeping changes that the head of the U.S. Environmental Protection Agency announced last week.

EPA Director William K. Reilly told Congress and the National Science Board on March 19 that he would change the way his agency uses science in developing regulations to protect the nation's environment. Specifically, the agency will expand and strengthen its peer review process agencywide; commit funds to attract top-ranked scientists to the agency; have a science adviser within each EPA program and regional office, and include the broad scientific community at every step of a regulation's journey from inception to implementation.

Nerode, Cornell professor of mathematics and director of the Mathematical Sciences Institute, was one of four authors of a report to Reilly recommending the changes.

"This will open up EPA science to the science community and industry, and others," Nerode said. "This will do a great deal to alleviate everyone's worries about the quality of science in EPA's regulations."

Scientists long have complained that the science on which the EPA bases its rules and regulations is flawed: there is not enough time for long-term studies, there is little corroboration from independent laboratories, and there rarely are any follow-up studies. Fur-

ther, the agency may cut funding in the middle of a research grant if its budget becomes tight, making scientists wary of taking on an EPA project.

Nerode cited dioxin as an example of how regulations suffer. Dioxin is considered one of the most toxic substances known. Strict EPA regulations have reduced the amount of dioxin in the environment, but no one knows by how much.

"Now that we're eliminating them, no one is looking at the effectiveness of the regulation. If there is a reduction, no one will know. You have to do the follow-up studies. That EPA will start doing that is a true revolution," Nerode said.

He added that one of the biggest drains on the nation's economy is that the EPA does not revisit its regulations. "We're driving industry out of the country," Nerode said. "There are at least 20 regulations a year [that are not revisited] that cost billions of dollars every year. If an industry comes up with a new technology, they can't use it here because the regulations don't allow it. It drives them away."

"The EPA gives up the science after the regulation is in place. That's the attitude I would like to see changed. A lot of these changes will cut the snarl of the bureaucracy. This will slow the regulatory process and open the science to everyone," Nerode said.

The panel recommending the changes was chaired by Raymond C. Loehr, formerly of Cornell and now chairman of civil engineering at the University of Texas.

Study of harassing father birds shows why sons don't breed

By Roger Segelken

Two Cornell biologists, applying cost-benefit analysis to family conflict situations in animal societies, have shown why parental suppression of reproduction by their own offspring can make "evolutionary sense" for all parties.

Except for the frustrated daughters-in-law, that is.

Researchers Stephen T. Emlen and Peter H. Wrege specialize in the family dynamics of "social" animals — the ones that act like some people we know. Reporting March 26 in the journal *Nature* on "Parent-Offspring Conflict and the Recruitment of Helpers among Bee-Eaters," Emlen and Wrege describe activities of one African bird that may take place, to some extent, in many animal societies:

• At the most critical times of courtship, mating and nesting, fathers actively interrupt their sons' attempts to breed by harassing them and their prospective mates. The fathers make a nuisance of themselves, aggressively chasing their sons and stopping them from feeding insects that they have caught to prospective female mates. If the young couple succeeds in pairing and mating, the father may continue the harassment by blocking the entrance to their nest.

• Without offering much resistance, the sons frequently abandon their attempt at breeding and instead remain with their fathers as helpers at his nest.

• Helping takes the forms of excavating new nests in the earthen cliffs where colonies of as many as 200 bee-eaters dwell, defending the nests, incubating the parents' eggs, and delivering food to young — everything the sons could be doing for their own offspring.

"At first glance this would seem to be a problem for the theory of natural selection," Emlen said in an interview before publication of the *Nature* report. "Organisms are 'supposed to be' primarily interested in perpetuating their own genes."

But the outcome of the latest study did not surprise Emlen and Wrege, a Cornell profes-



Natalie Demong

The "darker side of family life," parental manipulation among bee-eaters, makes evolutionary sense for all parties, biologists claim.

or of neurobiology and behavior and a senior research associate, respectively, who had earlier performed an analysis of seemingly altruistic behavior by bee-eaters. They discovered that helping truly is a family affair for the birds, which live in extended family groups where virtually all helpers are genetic family members.

Their 1988 finding — that animals recognize different categories of kin and are most likely to help their closest relatives — bolstered the concept of "inclusive fitness" in natural selection. They demonstrated how the inherited trait for apparently "selfless" behavior is really a "selfish" one for an organism's genetic interests, that helping has an "evolutionary payoff."

In the case of the harassing fathers, Emlen

and Wrege peered even deeper into what the professor calls the darker side of family life — parental manipulation of their offspring. Rather than finding family life to be strife-free, the biologists report that there are evolutionary reasons for expecting familial conflict to be commonplace. They further speculate that the ability of dominant individuals to manipulate the behavior of others will actually be greatest when the subordinates are family members.

The study was supported by the John Simon Guggenheim Foundation, the National Geographic Society and the National Science Foundation.

From their studies of harassing fathers, the Cornell biologists made these observations:

• Breeding bee-eaters have difficulty obtaining enough insects to feed their growing young. Many nestlings starve before reaching the age at which they leave the nest.

• Helpers play a major role in feeding young. A pair without help had about a one-in-two chance of raising one of their own to

'At first glance this would seem to be a problem for the theory of natural selection.'

—Stephen T. Emlen

maturity; getting assistance from one helper nearly doubled their chances of success.

Why don't sons more forcibly resist recruitment attempts of their parents? By helping its parents to rear full siblings, a son will accrue, on average, 0.47 "offspring equivalents." By breeding unaided on its own, the son is likely to produce 0.51 offspring equivalents. Thus, Emlen said, "There is little fitness cost to a son associated with abandoning an early breeding effort and instead helping both its parents."

There is one loser in these family conflicts, however — the daughters-in-law. Bee-eaters have the equivalent of an incest taboo, Emlen explained, and at the time of pairing, females leave their own family units and join the male's family as "in-laws." Emlen and Wrege had previously reported that in-laws do not help in bee-eater society, presumably because there is no inclusive fitness gain associated with helping non-kin. Whenever a father succeeds in gaining the help of a mated son, the daughter-in-law loses her chance of reproducing for that season.

What self-respecting female would marry into a situation like this?

"Clearly, in one sense the quality of a bee-eater male is downgraded if its father is still alive," Emlen commented. "We may find that a courting female can assess a male's family structure when evaluating his attractiveness as a prospective mate. It's a question we're currently trying to answer."

Studies focus on tumors, orchard sprayers and biofungicides

Garlic's benefits

Garlic grown in selenium-rich soil can greatly reduce tumor growth in laboratory animals — more than either garlic or selenium alone, according to scientists at Cornell and Roswell Park Memorial Institute in Buffalo, N.Y.

Selenium is a dietary element found in small amounts in foods and animal feeds, as well as some soils, but often at levels that may be deficient for meeting nutritional needs, says Cornell toxicologist Donald Lisk. Previous studies in laboratory animals have shown that both it and garlic, long-believed to promote good health, inhibit the production of tumors.

The researchers found that rats fed garlic grown in a selenium-rich medium developed

CORNELL
Research

60 percent fewer mammary tumors than a control group, while a third group fed garlic grown normally developed 25 percent fewer tumors.

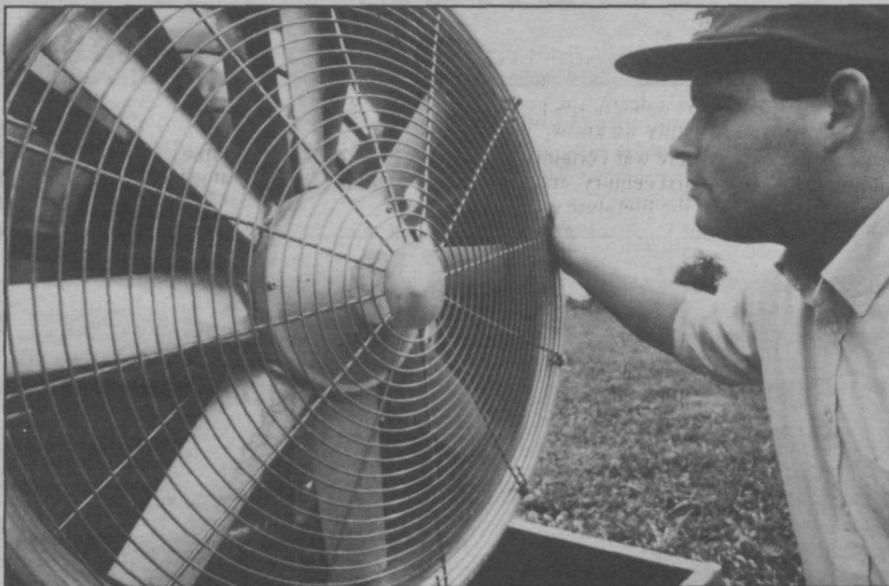
Lisk and Cornell food scientist Gilbert Stoewsand, a professor of food science and technology at the Agricultural Experiment Station in Geneva, provided high-selenium garlic to Dr. Clement Ip, a cancer researcher at Roswell Park Memorial Institute, who conducted the feeding studies.

These results provide evidence for the importance of selenium in human diets, said Lisk, a professor of toxicology in the College of Agriculture and Life Sciences.

"From a practical standpoint, people should eat foods that assure that their normal daily diet contains an adequate level of selenium," he said.

Among these are organ meats such as liver and kidneys, as well as fish, grains, eggs, dairy products and Brazil nuts.

—William Holder



Richard Derksen inspects the fan and housing of an orchard sprayer. The fan pulls in air to carry the spray into the tree.

Helping improve pesticide applications

The vast majority — 70 percent — of air blast sprayers used on orchards that have pest control problems appear to be significantly off their mark when applying pesticides, spraying either too much or too little, according to a new Cornell study.

Although the study was limited to 51 field tests, the findings are consistent with other surveys of pesticide applications.

"We suspect that this problem is nationwide, affecting the vast majority of people who use spray equipment — from field crop farmers, landscapers and vegetable and fruit growers to greenhouse operators, Christmas tree growers and even homeowners," said Richard C. Derksen, an assistant professor of agricultural and biological engineering.

Problems are due to both a lack of attention to machine performance and difficulty in calibrating the sprayers, specifically, the sprayer nozzles or operating pressure. Resulting calibration errors can be costly.

"In New York state, the losses in chemical costs, crop yield and crop quality are at least several million dollars annually; nationally, losses are in the billions," Derksen said.

His study uncovered that errors in orchards that have a history of pest control problems range from one-third too little pesticide to up to two times too much. Overspraying is both expensive and environmentally hazardous. Underspraying is as harmful as overspraying, he says, because it can lead to repeated applications of pesticides at rates that are ineffective.

To help growers better understand how to calibrate their air blast sprayers and to point out common mistakes, Derksen and his colleagues, with support of DowElanco, produced an 11-minute video that shows proper techniques for calibrating air blast orchard sprayers and why growers need to monitor their sprayers more vigilantly.

—Susan Lang

Replacing chemicals

Biological controls ranging from special concoctions of microorganisms to tailor-made disease-fighting composts could replace millions of dollars worth of chemical fungicides applied to golf courses and home lawns, according to Cornell turfgrass pathologist Eric Nelson.

The result would not only save money but reduce environmental damage and dangers to humans, animals and beneficial microorganisms, he said.

Nelson reports that he is now able to suppress major fungal diseases of turfgrasses to levels comparable to those achieved by chemical fungicides through such biological methods as top-dressing golf courses and lawns with composts or with higher-than-normal populations of microorganisms that inhibit plant pathogens. His studies on the non-composting aspects of biocontrol are published in a recent issue of *Phytopathology*, and his work on the effects of compost applications on turfgrass diseases will be in a forthcoming issue of *Plant Disease*.

By using Nelson's methods for four years, the golf course at The Country Club of Rochester has reduced its use of synthetic fungicides by 89 percent.

Working with experimental plots and golf courses at Rochester, Cornell and the Sagamore resort at Lake George, Nelson, an assistant professor of plant pathology in the College of Agriculture and Life Sciences, has successfully used microbial-based fungicides to control turfgrass diseases, including pythium blight and root rot, dollar spot, red thread, grey snow mold and brown patch.

Currently, more than \$55 million is spent annually on turfgrass fungicides to control diseases on golf courses, home lawns, parks, athletic fields, corporate and school grounds and elsewhere. Almost 75 percent of that amount is spent on golf courses. Golf course turf experts spend about 60 percent of their chemical pesticide budgets on fungicides. Golf course turfgrasses are particularly vulnerable to fungi because they are monocultures, as opposed to mixed grasses which are used for home lawns.

—Susan Lang

Crusader makes Dead Sea Scrolls available for study

By Carole Stone

When the Huntington Library went public last September with its photographs of the Dead Sea Scrolls, defying the Israeli Antiquities Authority and a small team of scholars that had exclusive access to the scrolls for the past 40 years, the first person in to see them was Robert Eisenman '58.

Eisenman, a professor of Middle East religions at California State University at Long Beach, together with two or three colleagues, has fought for the past eight years to make the first-century scrolls available to all scholars and the general public.

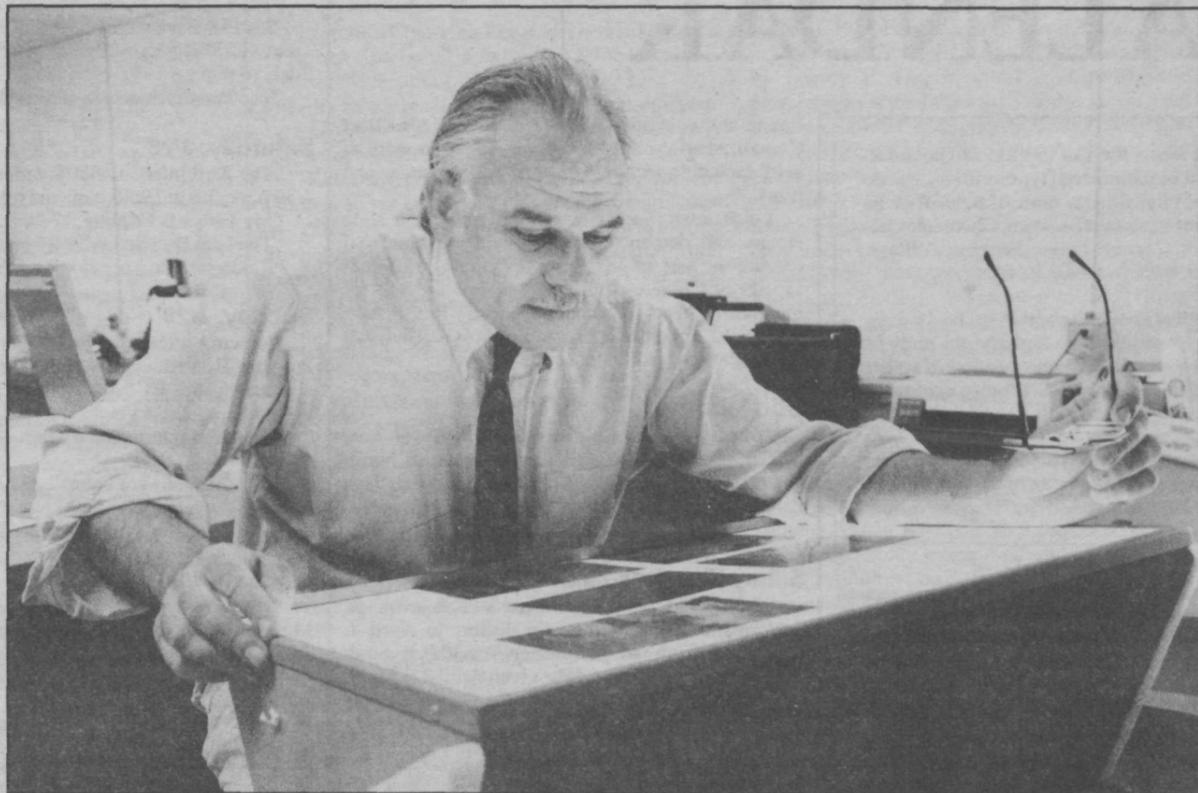
"When we finally got in to see the microfilm reels of the Dead Sea Scrolls, it felt, because we had been waiting all these years, like a triumph, as if we finally, basically kicked in the door," Eisenman said. His remark was included in a television program, "Secrets of the Dead Sea Scrolls," aired by the Public Broadcasting Service in November.

It wasn't the Huntington Library in San Marino, Calif., whose door was kicked in: that privately endowed institution, to which Eisenman has been an adviser for the past year, shattered the wall of secrecy surrounding the scrolls by making available microfilm of the entire collection of documents.

"Ultimately, this will come to be seen as equivalent to Martin Luther's nailing his 99 theses on the church door of Wittenberg, because it will occasion a complete re-evaluation of the origins of Judaism and Christianity in the first century," Eisenman said in a telephone interview from his home in Fountain Valley, Calif.

The manuscripts collectively known as the Dead Sea Scrolls — a cache of some 800 Hebrew and Aramaic manuscripts, including the oldest known books of the Old Testament — were discovered in caves near the ruins of Qumran, some 20 miles east of Jerusalem, between 1947 and 1956.

To piece together the hundreds of scroll fragments and publish translations of the documents, an international team



David J. Nelson/Cornell State University at Long Beach
Professor Robert Eisenman '58 examines photographs of the Dead Sea Scrolls in the Huntington Library in San Marino, Calif.

ments, but of the authenticity of our ideas of people and the world on which whole philosophies and world religions are built," he added.

Most scholars believe the Dead Sea Scrolls were written by the Essenes, a reclusive, quietist community, one of the four major Jewish sects of the period between 200 B.C. and 100 A.D.

Eisenman disagrees.

"My position is that the scrolls were not written by the Essenes. Or, if they were, then we have to redefine what we think of the Essenes," he said.

The people of Qumran were "not harmless, meditative, apolitical, retiring people unaffected by the affairs of the world. Not at all," he said.

"They were militant, political people, nationalistic, and xenophobic, zealous about Jewish law, unforgiving and messianic. They hated all backsliders, collaborators and idolators — all sons of the pit."

Evidence for this can be found in several of the Dead Sea Scrolls, according to Eisenman: documents describing rituals of the temple in Jerusalem and its hidden treasures, plans for an apocalyptic battle against the Roman army and a diatribe against the Jewish leadership in Jerusalem.

And although those responsible for the scroll writings practiced baptism, held property communally and followed a leader called "The Teacher of Righteousness" who suffered a martyr's death, the people of Qumran were "not like the Christianity we know," he said.

"There was certainly a messianic movement in Palestine in the first century, and the last stages of the scroll literature reflect the literature of that movement.

"But there was no Christian movement in Palestine as pictured by the apostles. The Qumran community was not a pre-cursor to Christianity, nor did it influence it. What happened in Palestine was the scrolls," he said.

"Christianity is a creation of Paul: it was written retrospectively, in the second century, overseas and under heavy Hellenistic influences.

"This is what's so frightening about the scrolls," he said: "When you go to them for a view of first-century Palestine, you don't find the Palestine of the Gospels."

In a guest lecture he gave at Cornell in 1983, Eisenman suggested the scrolls were written by a group of Sadducees who broke from the temple establishment in Jerusalem.

While he was disappointed that only a few people seemed to understand his paper, he does remember his Cornell undergraduate days with fondness.

'Ultimately, this will come to be seen as equivalent to Martin Luther's nailing his 99 theses on the church door of Wittenberg. It will occasion a complete re-evaluation of the origins of Judaism and Christianity.'

"They were a time of intellectual ferment and energy, of the Beat movement, Thomas Pynchon, Dick Farina and Kirkpatrick Sale. I remember people being hauled before the MJB [the Men's Judicial Board, for breaking parietal rules], the spring riots, the march to President Malott's house in Cayuga Heights [to protest those rules]."

As a student, Eisenman started out in engineering physics and then switched to philosophy and comparative literature. (His brother, Peter, the deconstructivist architect who built the Wexman Center at Ohio State University and has also been labeled an iconoclast in his field, was five years ahead of him at Cornell.)

After graduating, Eisenman travelled for five years in Italy and Israel and three times overland to India. Then he pursued an interest in Middle Eastern culture by earning a master's degree at New York University in 1966 and a Ph.D. in Middle East languages and culture at Columbia in 1971.

At Cal State he specialized in Islamic religion and culture but was also teaching early Christian history, religion and literature when he became interested in the scrolls.

"My theories [about the scrolls] may even be wrong," he admitted, "but it doesn't matter. What I'm doing is opening up the debate.

"That's why we broke the monopoly."

CORNELL
People

of seven scholars was organized under the direction of a Dominican monk, Father Roland de Vaux. These scholars published the Qumran Bible and other intact scrolls, but they withheld publication of other manuscripts, including writings that reflect the turbulence of Palestine under Roman occupation and the beginning of Christianity.

Eisenman, among others, accused the international team of hoarding the documents for two purposes: to dominate interpretation of these eyewitness accounts of the first century and simply to preserve the scholarly prestige that went along with the work.

That was why he felt it was so important to break the monopoly. And why in 1988 he leaked a copy of a printout of the Dead Sea Scrolls, previously known only to the international team, to a popular journal of biblical archaeology.

"Official editions of the scrolls meant official interpretations, and control of the unpublished manuscripts meant control of the field," he said.

"We're not talking only about the authenticity of docu-

Holding liquor-makers liable would damage economy, courts

By Lisa Bennett

Attempts to hold cigarette and alcohol manufacturers liable for harm or deaths caused by their products, if successful, would effectively remove the products from the market, significantly damage the economy and cripple the court system, according to products liability expert James Henderson, a professor of law here.

For these reasons, the 100-year trend of expanding products liability law in favor of the plaintiff has come to an end, Henderson and Brooklyn Law School Professor Aaron Twerski write in the current issue of the *New York University Law Review*.

"In our view, American product liability law has reached a point from which further meaningful development is not only socially undesirable but also institutionally unworkable," they write.

Henderson and Twerski's article is entitled *Closing the American Products Liability Frontier: The Rejection of Liability without Defect*. A companion commentary is entitled *Stargazing: The Future of American Product Liability Law*.

These papers follow the widely reported 1990 study *The Quiet Revolution in Products Liability*, which cited the beginning of a

conservative turn in products liability and was co-written by Henderson and Cornell Professor of Law Theodore Eisenberg.

"There has been a modern trend in our culture toward blaming the other guy in a whiny, oh-poor-me approach. These articles are scholarly tracings of that tendency as it plays out in products liability law," said Henderson, Cornell's Frank B. Ingersoll Professor of Law.

Under current law, to win a products liability case, a plaintiff must prove the product was defective before it was distributed; that the defective condition caused injury; that he or she was in fact injured; and, if the defendant raises the issue, that he or she did not misuse or abuse the product.

But Henderson and Twerski find evidence of a movement toward holding manufacturers of cigarettes, liquor, handguns and other inherently dangerous products responsible for all harm that may result from their use — referred to in the legal world as liability without defect — in arguments put forth by liability commentators and in cases advanced by trial lawyers and plaintiffs.

"There is pressure — enormous pressure — through lawsuits that are being filed everyday, trying every which way to nail these manufacturers. And all it would take would

be one breakthrough and — boom! — trial lawyers would be off to the races," said Henderson.

Limited versions of liability without defect have already been granted in some courts. For example, in 1982 an asbestos manufacturer was held liable even though it did not and could not have known of the product's danger; and in 1985, an innocent victim of criminal assault was ruled to have a right to take legal action against the manufacturers of Saturday night special handguns.

Advocates of liability without defect argue that manufacturers of inherently dangerous products should be held liable, without the plaintiff having to prove defect because:

- The current system allows these manufacturers to escape liability and have their products sold at a cost much lower than what would reflect their cost of injuries.

- Liability without defect would reduce the consumption of these products by increasing their costs to consumers.

- Such a system would promote more investment in safety.

But Henderson and Twerski argue that to approve liability without defect would be disastrous to the economy and the court system.

If courts were to hold cigarette and liquor

manufacturers liable for all harm resulting from their use, "the effect would be on roughly the same level as taking us back to prohibition," said Henderson.

That is, the authors write, "the result would be 'black-black' markets — both financially irresponsible and substantially more dangerous than the commercial markets that exist under the traditional, defect-driven products liability system.

"These substitution effects not only wreak havoc with traditional markets for new products, but also make society, on balance, less safe than it was with less regulation," they add.

Such a system would, furthermore, be unworkable, Henderson and Twerski argue.

"Can you imagine trying to sort out how many Americans ever smoked during a period of their life long enough to be at some risk of injury, how many were exposed to passive smoking and what the relationship was between smoking and exposure to other dangers, such as asbestos?" Henderson asked.

Therefore, they conclude, "To expect that courts will open their doors to litigating the fate of politically unpopular products such as cigarettes and alcoholic beverages, providing causes of action to hundreds of thousands of alleged victims, is fantasy."

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 sub-heading of the calendar in which the item should appear.

Latina and coincides with Latin Month (April) at Cornell, when a variety of campuswide events will be held, including lectures, musical performances and films.

Local artist Jim Hardesty will present a slide lecture and demonstration that will examine seal carving as part of his series examining different aspects of Chinese paintings. Sessions are \$13 for museum members, \$15 for non-members. Registration is required. For more information and to register, call the education department at 255-6464.

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.

Silbey Fine Arts Library

"Still Books" by Susan Share, a book artist and performance artist, will be on display to April 4. "Excerpts from an Unfolding World," a book performance by Share, will be given April 2 at 5 p.m. in Tjaden Gallery. The exhibit is the third in a series of 5 artist's books exhibits curated by Laurie Sieverts Snyder, a visiting lecturer on photography in the Fine Arts Department.

Willard Straight Hall

"Winter Reflections," landscape paintings by Amy Lambrecht, will be on display through April 4 in the art gallery, Willard Straight Hall. With still lifes, winterscapes and a self-portrait in the collection, Lambrecht shares her vision of winter as a time for reflection, regeneration and anticipation for things to come.



"Heath" (above) is one of the paintings by Efraim Racker, the late Albert Einstein Professor of Biochemistry, to be exhibited at the Upstairs Gallery in Ithaca in a benefit show for the Racker Cancer Research Fund, March 31 through April 25. Racker was one of the nation's leading cancer researchers and a prolific painter. He died last Sept. 9, two days after suffering a stroke. The gallery is located in the DeWitt Mall Office Complex, 215 Cayuga St. An opening reception will be held Tuesday, March 31, from 5 to 7 p.m.

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, 3/26

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

Friday, 3/27

"Sati: Sacrifice or Murder," "Struggle or Submission: Women Under Islam," and "The Provoked Wife," spons. by South Asia Program, 4 p.m. Free.

"Raiders of the Lost Ark" (1981), directed by Steven Spielberg with Harrison Ford, Karen Allen, Paul Freeman and Denholm Elliot, 7 p.m., Uris.

"The 23rd International Tournee of Animation" (1991), produced by Terry Thoren, 7:45 p.m. and

midnight.

"The Last Boy Scout," 9:35 p.m., Uris
 "My Father is Coming" (1991), directed by Monika Treut with Shelly Kaestner, Annie Sprinkle and Alfred Edel, 10 p.m.

"The People Under the Stairs," midnight, Uris.

Saturday, 3/28

"The 23rd International Tournee of Animation," 4:30 p.m., 7 p.m., 9:30 p.m. and midnight.

"My Father is Coming," 7:20 p.m., Uris.

"The Last Boy Scout," 9:25 p.m., Uris.

"Raiders of the Lost Ark," midnight, Uris.

Sunday, 3/29

"Moving Pictures: Films By Photographers Program II: Visions of America" (1921-1971), co-sponsored with CCPA, 2 p.m., Johnson Museum. Free.

"The 23rd International Tournee of Animation," 4:30 p.m.

"The Traveling Players" (1975), directed by Theodor Angelopoulos, 7:30 p.m., Uris. Free.

"The Last Boy Scout," 8 p.m.

Monday, 3/30

"Namphu" (1987), directed by Tutthana Mukdasanit, sponsored with Southeast Asia Program, 4 p.m. Free.

"The 23rd International Tournee of Animation," 7:15 p.m.

"The Silent Enemy" (1930), directed by H.P. Carver with Chief Yellow Robe. Spotted Elk and Chief Buffalo Child Long Lance, 9:30 p.m.

Tuesday, 3/31

"The Last Boy Scout," 7:30 p.m.

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

Wednesday, 4/1

"Homo Promo" (1991), a collection of 28 trailers (Gaypril Film Festival), 8 p.m.

"Addams Family" (1991), directed by Barry



Jack Vartoogian

DanceBrazil will perform March 27 at 8 p.m. in the Proscenium Theatre, Center for Theater Arts. See Dance listing for more information.

22 Goldwin Smith Hall.

East Asia Program

"Hong Kong in Transition," Alex Fong, director, Hong Kong Economic and Trade Office, March 27, 12:15 p.m., G08 Uris Hall.

Graduate School

Stephen Jay Gould, paleontologist, Harvard University, will give the 1992 Spencer T. and Ann W. Olin Foundation Lecture, April 7, 7:30 p.m., Bailey Hall.

Indian Student Association

"Indo-U.S. Relations in the Post Cold War Period," Shri Abid Hussain, India's ambassador to the United States, April 1, 8 p.m., Schwartz Auditorium, Rockefeller Hall.

Law School

"Law and Human Rights in the Former Soviet Union — A Time of Hard Decisions," Vladimir Kartashkin, March 27, 12:45 p.m., atrium, Myron Taylor Hall.

Materials Science & Engineering

Herbert H. Johnson Memorial Lecture "Diffusion Along Grain Boundaries in Metals," Robert W. Balluffi, Massachusetts Institute of Technology, April 2, 4:30 p.m., 140 Bard Hall.

Music

Jaki Byard, jazz composer/pianist, will lecture on his music, March 27, 11:15 p.m., Barnes Hall.

Society for the Humanities

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

"Deviant Identities: Jews and Others," George Mosse, Clark Fellow and history, University of Wisconsin, co-sponsored with The Humanities Center, March 31, 4:30 p.m., Guerlac Room, A.D. White House.

"Singular Imagination and Social Imaginary," Cornelius Castoriadis, Ecole des Hautes Etudes en Sciences Sociales, co-sponsored with The Humanities Center, April 1, 4:30 p.m., 165 McGraw Hall.

South Asia Program

"Indo-US Relations Post Cold War," Shri Abid Hussain, ambassador of India, April 1, Schwartz Auditorium Rockefeller Hall. Call 5-8923 for time.

University Lecture

"Pleasures of the Greek 'Symposium,'" Oswyn Murray, Balliol College, Oxford, co-sponsored by departments of classics, history and history of art, April 1, 4:30 p.m., G22 Goldwin Smith Hall.

MUSIC

Department of Music

Festival Chamber Orchestra will perform works by Feurzeig, Kiroff and Weesner on March 26 at 8:15 p.m. in Barnes Hall.

The final concert of the violin-piano sonata series by Beethoven, featuring violinist Sonya Monosoff and fortepianist Andrew Willis, will be performed on March 27 at 8:15 p.m. in Barnes Hall.

The performance by soprano Judith Kellock, tenor Paul Sperry and pianist Marg Garret on March 28 at 8:15 p.m. in Barnes Hall, has been canceled.

Cornell University Jazz Ensembles, directed by Karlton Hester, will present their annual Spring Concert on March 29 at 8:15 p.m. in Statler Auditorium. Featured guest will be the multi-talented composer, arranger and pianist Jaki Byard. Byard

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.

Spring Festival Workshop taught by Dick Crum will be held March 28 and 29 in the Memorial Room, Willard Straight Hall. The program will include two teaching sessions, each beginning at 10 a.m. and 2 p.m., followed by a party, 8 p.m. to midnight. Registration will begin at 9:30 a.m. The program for Sunday will be from 11 a.m. to 1:30 p.m. and will review dances taught. Admission is \$7 per session (free for CU students) or a weekend pass for \$25. A free get-acquainted party will be held March 27 from 8:15 p.m. to 10:30 p.m. at no charge.

Global Dancing, co-sponsored by the Cornell Wellness Program, March 31, Latin dances; teaching, 7:30 to 9 p.m.; open dancing, 9 to 10 p.m., Dance Studio, Helen Newman Hall.

Israeli Folkdancing

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

Western Swing

Classes, taught by Bill Borgida and Cindy Overstreet, 8:45 p.m. through April 8. No partner is needed (\$6 per class), Edwards Room, Anabel Taylor Hall.

Department of Theatre Arts

"DanceBrazil," a vibrant company of dancers, singers and musicians, will perform on March 27 at 8 p.m. in the Proscenium Theatre, Center for Theatre Arts, 430 College Ave. Under the direction of master Capoeirista and modern choreographer, Jelon Vieira, DanceBrazil's repertoire ranges from tradition to modern Afro-Brazilian dance. The full company of 15 performers and musicians will perform at this concert. Seating is limited. Tickets are \$10 for general audience; \$8 students/seniors. For reservations, call 254-ARTS.

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.

"Nature's Changing Legacy: The Photographs of Robert Ketchum," featuring approximately 75 photographs from the years 1970 to 1991, exploring our evolving consciousness of what comprises our national legacy and what we have done to change it., will be on exhibit through Aug. 2. Ketchum's subjects, which include the Hudson River and the Tongass, Alaska's vanishing rain forest, often serve as metaphors for national and international environmental problems, among the deforestation, rural gentrification, clean air and water, and the preservation of wilderness areas.

In conjunction with the exhibit, Nancy Green will conduct a tour today, March 26, at noon. The Artbreak is free and open to the public.

"Contemporary Latin American Art: Selections from El Museo del Barrio," featuring seven paintings by Luis Cruz Azaceta, Myrna Baez, Wilson Brandao-Giono, Felix Cordero, Jacqueline Biaggi-Mascaro and Nitza Tufino, will be on exhibit through April 12. The exhibition is co-sponsored by La Asociacion

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ness an eclectic musical style that confirms the richness of his kaleidoscopic past. He also plays trumpet, trombone, bass, alto and tenor saxophone, and drums and is most celebrated for his virtuosic, prodigious and lubricious piano technique and has witnessed a colorful career. For a brief stay in New York in the mid-1940s, he remained in Boston to develop his musical language in an uncommonly fertile musical environment before reappearing on the national jazz scene. The Massachusetts native has performed with the big band of Maynard Ferguson for several years and with Herb Pomeroy's big band. He also led his own big band, The Apollo Stompers, while teaching at the New England Conservatory of Music. Byard has a new release out on the Concord record label titled "Mysteries I." He is currently teaching at the Manhattan School of Music and the New School for New York City.

Piano students of Jonathan Shames will give a recital on March 30 at 8:15 p.m. in Barnes Hall. Recitals by Mozart, Chopin, Liszt and Rochberg will be featured.

Israel Chamber Orchestra will perform on April 2 at 8:15 p.m. in Bailey Hall.

The Bill Johnson Quartet will perform on April 2 at 8:15 p.m. in Barnes Hall.

Bound for Glory

Marcia Taylor, political singer from Providence, will perform in three lively sets on March 29 at 8:30, 10:30 and 12:30 p.m. in the Commons Coffeehouse at Anabel Taylor Hall. Bound for Glory can be heard Sundays from 8 to 11 p.m. on WVBR-FM, 93.7.

RELIGION

Evangelical Chapel

Frederick G. Marcham, Goldwin Smith Professor of the History of English History, will deliver the sermon on March 29 at 11 a.m. Music by the Sage Chapel Choir, directed by John Hsu, acting choir master, and Meniker, organist. Sage is a non-sectarian chapel that fosters dialogue and exploration with and among the major faith traditions.

Masses

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., Rev. Gordon 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 11th St., Ithaca, N.Y. Call 272-5810.

Shabbat Services: Friday: Reform, 5:30 p.m., Anabel Taylor Chapel; Conservative/Liberal, 5:30 p.m., Founders Room, Anabel Taylor Hall; Saturday: Orthodox, 9:15 a.m., Edwards Room, Anabel Taylor Hall; Conservative/Liberal, 9:45 a.m., Founders Room, Anabel Taylor Hall.

Young Israel (call 272-5810 for time).

Presbyterian Church

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

Quaker

Friday prayers, 1 p.m., Founders and Edwards Rooms, Anabel Taylor Hall. Zuhr prayer, 1 p.m., Anabel Taylor Hall. Weekly group discussion/meeting, 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, 7 p.m., Anabel Taylor Chapel. Thursdays, Bible Study, 4:30 p.m., G7 Anabel Taylor Hall. Fridays, prayer, 5:30 to 8 p.m., 401 Thurston Ave.

Swami Sri 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: A Journey to Spiritual Growth," Thursday evenings at 7 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

Agricultural & Biological Engineering

"Chinese Dike-Pond System," George L. Chan, environment consultant, Geneva, Switzerland, March 27, 3:30 p.m., 125 Riley-Robb Hall.

Applied Mathematics

"Travelling Waves in the Complex Ginzburg-Landau Equation," Arjen Doelman, applied mathematics, March 26, 1 p.m., 421 Sage Hall.

"A New Robust Route to Chaos (and Uncountably Many Fragile Ones)," Paul Glendinning, University of Cambridge, March 27, 4 p.m., 165 Olin Hall.

"Computing with Sparse Polynomials," Paul Pedersen, computer science, March 31, 12:20 p.m., 421 Sage Hall.

Astronomy & Space Sciences

"The Origin of Astrophysical Jets," Richard Lovelace, applied and engineering physics, March 26, 4:30 p.m., 105 Space Sciences Building.

Biochemistry

"Another Brick in the Wall: Mechanisms of Insect Defense in Plants," John Steffens, plant breeding, March 27, 4 p.m., Large Conference Room, Biotechnology Building.

Biology

"Neurogenetics of Membrane Excitability: Recent Results and New Directions," Barry Ganetzky, University of Wisconsin, March 26, 12:30 p.m., G-1 Biotechnology Building.

Biophysics

"RNA Structure and Dynamics: A Ribozyme and a Retrovirus," Jamie R. Williamson, Massachusetts Institute of Technology, April 1, 4:30 p.m., 700 Clark Hall.

CaRDI

"The British Working Landscape Model — An Alternative," Bryn Green, University of London Wye College, March 26, 12:15 p.m., 250 Caldwell Hall.

"The Tug Hill Collaborative Regional Planning Model," Ben Coe, director, Temp. NYS Commission on Tug Hill, April 2, 12:15 p.m., 250 Caldwell Hall.

Ceramics Program

Ceramics Afternoon, co-sponsored with the Department of Materials Science and Materials Science Center, will be held on March 27. The theme will be "Diamond Films." Opening remarks, Paul Houston, chemistry, 2:20 p.m.; "Chemistry of Diamond CVD," Stephen J. Harris, General Motors Research Laboratory, Warren, MI, 2:25 p.m.; "Thermal Properties of Carbon in its Different Phases," Jeffrey R. Olson, physics, 3:05 p.m.; "Diamonds at GE," Thomas Anthony, General Electric Corporate Research and Development, Schenectady, 3:35 p.m.; "Molecular Beams and Lasers: What Can They Tell Us About Diamond?" Paul Houston, chemistry, 4:15 p.m.

Chemical Engineering

Title to be announced, Patricia A. Davis, Bascom Palmer Eye Institute, Miami, March 26, 4:30 p.m., 140 Bard Hall.

"Computer Simulations of Surfactant Self-Assembly," Berend Smit, Shell, Amsterdam, March 31, 4:15 p.m., 165 Olin Hall.

Chemistry

"Variational Bounds to Solvation Free Energy Differences via Computer Simulation," William Reinhardt, University of Washington, March 26, 4:40 p.m., 119 Baker Laboratory.

"Structure and Reactivity Relationships in Lithium Dialkylamides: Anatomy of Krel," Dave Collum, March 30, 4:40 p.m., 119 Baker Laboratory.

"Surface Diffusion on Single-Crystal Surfaces," Steven M. George, University of Colorado, Boulder, April 2, 4:40 p.m., 119 Baker Laboratory.

City & Regional Planning

"Disciplining Women? Rice, Mechanization and Gender Relations in Senegambia," Michael Watts, University of California, Berkeley, April 3, 2:30 p.m., 609 Clark Hall.

Ecology & Systematics

"The Problem of Scale and the Scale of Problems," Simon Levin, ecology and systematics, April 1, 4:30 p.m., A102 Corson Hall.

Electrical Engineering

"Blind Signal Processing," Ruy-wen Liu, Hong Kong University of Science and Technology, March 31, 4:30 p.m., 219 Phillips Hall.

Entomology

"Plants, Insect Herbivores and Parasitoids: Menage a trois or Fatal Attraction?" Pedro Barbosa, University of Maryland, March 26, 4 p.m., Morison

Ketchum photographs at Johnson Museum

"Nature's Changing Legacy: The Photographs of Robert Ketchum" is on display at the Herbert F. Johnson Museum of Art through Aug. 2.

This photographic essay of 75 prints made between 1970 and 1991 explores our natural legacy and what we have done to change it.

Ketchum's subjects — which include the Hudson River and Alaska's vanishing rain forest — often serve as metaphors for worldwide environmental problems such as deforestation, rural gentrification, the cleanliness of air and water and the need to preserve wilderness areas.

A Los Angeles native who has been photographing the American landscape for more than 20 years, Ketchum won the Sierra Club's Ansel Adams Award for Conservation Photography in 1991. He serves as curator of photography for the

Seminar Room, Corson/Mudd Hall.

"New Findings in Gypsy Moth Population Dynamics," Joe Elkinton, University of Massachusetts, Amherst, April 2, 4 p.m., Morison Seminar Room, Corson/Mudd Hall.

Environmental Seminar

"The British Working Landscape Model, an Alternative," Bryn Green, University of London, Wye College, March 26, 12:15 p.m., 250 Caldwell Hall.

Environmental Toxicology

Title to be announced, Ron Costella, grad student, environmental toxicology, March 27, 12:20 p.m., 135 Emerson Hall.

Epidemiology

"Dehydroepiandrosterone and Cardiovascular Risk: A Community Based Perspective," Anne Nafziger, Clinical Pharmacology Research Center, Bassett Research Institute, March 30, 12:20 p.m., 216 Martha Van Rensselaer Hall.

Floriculture & Ornamental Horticulture

Asymbiotic Germination and Development of *Cypripedium Calceolus*," Chin C. Chu, grad student, March 26, 12:25 p.m., 404 Plant Science Building.

"Toward the Development of a Science-based Approach to 4-H Programming," Don Rakow, landscape horticulture, April 2, 12:15 p.m., 404 Plant Science Building.

Food Science & Technology

"Process Analysis as the Basis for Process Control of a Twin-screw Extruder," Steven Mulvaney, food science, March 31, 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.

"Apples and Other Strange Fruits in the Highlands of Central America," Ian A. Merwin, fruit and vegetable science, April 2, 4:30 p.m., 404 Plant Science Building.

Geological Sciences

"Kinematic Evidence for Extensional Unroofing of the Franciscan Complex, California, Tekla Harms, Amherst College, April 2, 4:30 p.m., 1120 Snee Hall.

Industrial & Labor Relations

"The Dilemmas of Public Agenda Research," William J. Wilson, University of Chicago, March 26, 1:30 p.m., 110 Ives Hall.

International Nutrition

"Stunted Growth in Guatemalan Preschool Children and its Relationship to Body Size, Composition and Physical Performance in Adolescence," Jere Haas, nutritional sciences, March 30, 4 p.m., 100 Savage Hall. **Canceled**

International Studies

Global Transitions Program: "Potential Field Based PAR Projects," Mildred Warner, CaRDI, April 2, 4 p.m., G08 Uris Hall.

International Studies in Planning

"The Lost Decade: The Crisis of the Third World in the 1980's," Ajit Singh, University of Cambridge, March 27, 12:15 p.m., 115 Tjaden Hall.

Latin American Studies Program

"Railroad Stations in Mexico," Maria E. Castillo-Chavez, Historic Preservation Program, March 31, 12:15 p.m., 153 Uris Hall.

Materials Science & Engineering

"Biomedical Implants: Orthopedic and Ocular Applications," P.A. Davis, Bascom Palmer Eye Institute, March 26, 4:30 p.m., 140 Bard Hall.

Mechanical & Aerospace Engineering

"Axisymmetric Vortex Breakdown: A Double Helix in Fluid Mechanics," Gary L. Brown, Princeton University, March 31, 4:30 p.m., 111 Upson Hall.

Microbiology

"Regulation of Capsular Polysaccharide Synthesis

National Park Foundation in Washington, D.C.

"Natures Changing Legacy" was organized by Nancy E. Green, curator of prints and photographs at the Johnson Museum. It was made possible by the support of Herbert A. Belkin and his wife, by Michael Sammet and by Albert Dorskind, '43.

Green will conduct a half-hour gallery tour today, March 26, at noon. This Artbreak tour is free and open to the public. Following her presentation, participants are invited to eat their lunches on the museum's sixth floor; complimentary tea and coffee will be provided.

Ketchum will give a talk about his work on Thursday, April 9, at 5:15 p.m. in Olive Tjaden Hall and on Saturday, April 11, at 2 p.m. in the exhibition galleries.

in *E. coli*," Susan Gottesman, National Cancer Institute, March 26, 4 p.m., 204 Stocking Hall.

"Structural and Genetic Analysis of the Flagellum of *S. typhimurium*," Robert MacNab, Yale University, April 2, 4 p.m., 204 Stocking Hall.

Natural Resources

Title to be announced, David Perkins, natural resources, select graduate student seminar, March 26, 3:35 p.m., 304 Fernow Hall.

"GIS and The Natural Resources," Roger Slothower, natural resources, March 31, 12:20 p.m., 304 Fernow Hall.

"Native Fishes of New York State: How Did They Get Here?" C. Lavett Smith, American Museum of Natural History, April 2, 3:35 p.m., 304 Fernow Hall.

Near Eastern Studies

"Oriental Studies in the Former Soviet Union," Maya Vachtangadze, March 27, noon, 374 Rockefeller Hall.

Operations Research & Industrial Engineering

"Engineering Opportunities in the Financial Services Industry," Alan S. Rosenthal, Merrill Lynch, March 26, 4:30 p.m., 155 Olin Hall.

"Good Managers Make Bad Decisions," F. Kenneth Iverson, Nucor Corp., the John R. Bangs Jr. Lecture, April 2, 4:30 p.m., 155 Olin Hall.

Peace Studies

"The Function of Peace Research and the Politics of Change," Joseph Camilleri, LaTrobe University, Australia, March 26, 12:15 p.m., G-08 Uris Hall.

"Economic and Social Transformation in Post-Socialist Russia: A Glance from the Inside," Yevgeny Kuznetsov, April 2, 12:15 p.m., G-08 Uris Hall.

Pharmacology

"Surface Domains Involved in Acetylcholine Receptor Function and Pathology," Bianca Conti-Tronconi, College of Biological Sciences, University of Minnesota, March 30, 4:30 p.m., G-3 Vet Research Tower.

Physiology & Anatomy

"Measurement of Pulmonary Capillary Pressure in the Patient," T.S. Hakim, director, surgical research, SUNY Health Science Center, Syracuse, March 31, 4:15 p.m., G-3 Vet Research Tower.

Plant Breeding & Biometry

"Selection for Dry Matter and Fresh Root Yield in Cassava," Kiala Kilusi, grad student, plant breeding, March 31, 12:20 p.m., 135 Emerson Hall.

Plant Pathology

"Epidemiology of Glume Blotch of New York Winter Wheat," Dennis Shah, March 31, 4:30 p.m., 404 Plant Science Building.

"Parasite-derived Resistance for Controlling Plant Viruses: Is It Still a Dream?" Dennis Gonsalves, plant pathology, Agricultural Experiment Station, Geneva, April 1, 3 p.m., A133 Barton Lab, Geneva.

Plant Science Center

"The Analysis of Transposable Elements in *Petunia Hybrida*," A.G.M. (Tom) Gerats, Laboratory for Genetics, Rijksuniversiteit, Ghent, Belgium, March 26, noon, Small Seminar Room, Biotechnology Building.

Program on Social Analysis of Environmental Change

"Reshaping Nature: Political Ecology in the 1990s," Michael Watts, University of California, Berkeley, April 2, 4 p.m., 700 Clark Hall.

Science & Technology Studies

"Science and the Baltimore Case: Impacts on Perception and Process," Deborah Barnes, The Journal of NIH Research, Washington, DC, March 30, 4:30 p.m., 609 Clark Hall.

"Reshaping Nature: Debating the Environment in the 1990s," Michael Watts, University of California, Berkeley, April 2, 4 p.m., 700 Clark Hall.

Continued on page 8

Editor, general, professor to discuss press and war

By Albert E. Kaff

A U.S. Army general who served as a White House military assistant during the Persian Gulf War will join the editor of the Minneapolis-St. Paul newspaper and a Cornell expert on the First Amendment in an April 1 panel discussion on the press and war.

Open to the public, the program, titled "The Press at War: Military Necessity and Freedom of the Press," will start at 8 p.m. in the main conference room in the Biotechnology Building. The speakers:

- Retired Lt. Gen. Richard G. Trefry, senior fellow with the Association of the United States Army, former inspector general of the Army and military assistant to President Bush during the Gulf War.

- Tim J. McGuire, executive editor of the *Minneapolis-St. Paul Star Tribune* and chair of the Press, Bar and Public Affairs Committee, American Society of Newspaper Editors.

- Steven H. Shiffrin, a professor in the Cornell Law School and author of *The First Amendment: Democracy and Romance*.

On April 2, Trefry and McGuire will participate in a class, "Democracy and War," that uses the Korean War and the Peloponnesian War (431-404 B.C.) to examine relations between the ideas of democracy and democratic government, and the conduct of war to advance or defend those ideas. The class is taught by Professors Barry S. Strauss, history, and David R. McCann, Asian studies.

Trefry and McGuire were invited to Cornell

by the Daniel W. Kops Freedom of the Press Fellowship Program. A 1939 graduate of Cornell where he was editor of *The Cornell Daily Sun*, Kops has been in journalism since before World War II, first as a reporter on the *Houston Press* and later in Washington.

In 1949, he became principal owner of the WAVZ Broadcasting Co. in New Haven, Conn. In the years that followed, he expanded his broadcast interests and became president of Kops-Monahan Communications, a company that operates four radio stations in Albany, N.Y., and New Haven, Conn., until its sale in 1984.

When the Federal Communications Commission rescinded its ban against broadcasting editorials in the late 1940s, Kops became one of the nation's first broadcasters to air editorials. He was appointed chairman of the committee on editorializing of the National Association of Broadcasters (NAB), encouraging development of broadcast editorials. Later he was elected radio vice chairman of the NAB.

Kops served on the U.S. National Commission for UNESCO, working for a free flow of information throughout the world. He has received a number of industry awards, including the Distinguished Service Award from the Connecticut Broadcasters Association in 1974 and a broadcast editorial award from the Connecticut Associated Press in 1979. He twice received the Alfred I. duPont Award for Broadcast Leadership.

Statesmen, scientist to lecture

Barber B. Conable Jr.

Barber B. Conable Jr., who retired last August from the presidency of the World Bank, is visiting campus this week as the Henry E. and Nancy Horton Bartels World Affairs Fellow, giving a public lecture and meeting with classes.

The lecture, on "Global Change," will be tonight, March 26, at 7:30 p.m. in Alumni Auditorium, Kennedy Hall.

During 10 terms in the House of Representatives, Conable served on the Joint Economic Committee, spent eight years as the ranking minority member of the Ways and Means Committee and spent 14 years in the House Republican leadership.

Henry E. and Nancy Horton Bartels, both of the Class of 1948, have endowed their World Affairs Fellowships to bring to campus internationally recognized figures to discuss topics of international significance.

Shri Abid Hussain

Shri Abid Hussain, India's ambassador to the United States, will deliver a public address on "Indo-U.S. Relations in the Post Cold War Period" on April 1 at 8 p.m. in Schwartz Auditorium, Rockefeller Hall.

Hussain, 65, has held a number of state and central government positions in India and international assignments for the United Nations.

His U.N. posts have included adviser to Turkey on community development; industrial adviser to Fiji; and chief of industries, technology, human settlements and envi-

ronment at the U.N. regional commission based in Bangkok, Thailand.

As an Indian diplomat, Hussain has negotiated trade agreements with several nations, including the United States, the former Soviet Union and China.

Kip S. Thorne

Time travel can be singularly hazardous to your health, astrophysicist Kip S. Thorne is expected to claim when he delivers his final A.D. White Lecture on April 2.

"Black Holes, Time Machines and Singularities" is the topic for Thorne, the California Institute of Technology professor of theoretical astrophysics who completes his tenure as an A.D. White Professor-at-Large here this year. The lecture, which is open to the public, is scheduled for 8 p.m. in Schwartz Auditorium, Rockefeller Hall.

Thorne will discuss the latest ideas on singularities, the theoretical points in the universe where gravity is thought to become so infinitely strong that it crushes matter out of existence, as well as whether singularities are possible outside of black holes.

Considered one of the world's leading authorities on black holes and gravity waves, Thorne will note his differences of opinion with the British astrophysicist Stephen Hawking on the creation of singularities. As to the notion that backward time travel is possible in black holes, Thorne will try to show that such a time machine would inevitably self-destruct into a singularity.

To arrange an appointment with Thorne, call Mary Roth at 255-8542.

CALENDAR

continued from page 7

Soil, Crop & Atmospheric Sciences

"Biophysical Effects of Aluminum Toxicity," Peter Ryan, SCAS, March 31, 4 p.m., 135 Emerson Hall.

Southeast Asia Program

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

Stability, Transition & Turbulence

"The Nature of Plasma Turbulence," R.N. Sudan, March 31, 12:30 p.m., 178 The Theory Center.

Textiles & Apparel

"Interfaces in Composites," Umesh Gaur, Textile Research Institute, March 26, 12:20 p.m., 317 Van Rensselaer Hall.

"Computational Methods in the Study of Polymer Degradation," Lawrence Pratt, April 2, 12:20 p.m., 317 Martha Van Rensselaer Hall.

Western Societies Program

"Montaigne's Fantastic Monster and the Construction of Gender," Lawrence Kritzman, Dartmouth College, April 2, 4:30 p.m., 281 Goldwin Smith Hall.

SPORTS

(Home games only)

Thursday, 3/26

Baseball, Binghamton, 3 p.m.

Saturday, 3/28

Women's Tennis, Rutgers and St. Bonaventure, 9 a.m./5 p.m.
Men's Lacrosse, Yale, 1 p.m.

Sunday, 3/29

Men's Jr Varsity Lacrosse, Herkimer C.C., 1 p.m.
Men's Tennis, Bloomsburg, 1 p.m.

Wednesday, 4/1

Women's Jr Varsity Lacrosse, William Smith, 4 p.m.

SYMPOSIUMS

Africana Studies and Research Center

"A Question of Power: Gender, Politics and Cultural Production in Africa," March 27 and 28, Africana Center, 310 Triphammer Road. The program includes five panel sessions over the two days, on topics of social, political, economic factors in cultural production. Concluding the symposium, the film "Finzan," a story of two African women rebelling against female circumcision and other traditional practices around marriage, will be screened, March 28 at 3:15 p.m., with discussion to follow.

Financial Aid Forum

"Financial Aid Policy and Practice," presented by the Joint Assemblies Financial Aid Review Committee, will be held on March 30, 7 to 9 p.m., Kaufmann Auditorium Goldwin Smith Hall. Susan Murphy, dean of admissions, and Donald Saleh, director of financial aid, will be giving a short presentation followed by an open forum discussing concerns about Cornell's current and future financial aid situation.

Latin American Studies

"Environment and Development: Perspectives on Latin America's Own Agenda," a workshop to address the international efforts of environmental concerns, will be held on March 27 beginning at 3:30 p.m. in Uris Hall auditorium and March 28 in the Biotechnology Building. Advanced registration is required for Saturday's activities through the Latin American Program, 190 Uris Hall. The conference is co-sponsored by the Center for Environment and CIIFAD, and the University of Pittsburgh. Advanced registration is required (\$5) at 190 Uris Hall.

Law School

"Enabling the Workplace: Will the Americans with Disabilities Act Meet the Challenge?" a symposium organized by the student-run Journal of Law and Public Policy, March 28, from 9 a.m. to 5 p.m., atrium, Myron Taylor Hall.

Lesbian, Gay & Bisexual Studies Conference

"Perverting the Academy or Camping Out At the (A.D.) White House: A Lesbian, Gay & Bisexual Studies Conference," March 27 through March 29, A.D. White House.

South Asia Program

"Dams and Development: A Panel Discussion of the Narmada River Project," co-sponsored with the Center for the Environment, March 30, 4:30 p.m., G-08 Uris Hall. Moderator is Smitu Kothari, editor, "Lokayan Bulletin," Delhi and Cornell Humphrey Fellow. Speakers include Girish Patel, Lok Adhikar Sang (Organization for People's Rights) and Senior Advocate, Gujarat High Court; and Shripad Dharmadhikari, Narmada Bachao Andolan (Movement to save the Narmada).

THEATER

Community Based-Arts Project

"A Story Telling Evening," an evening of stories by Roadside Theater and Junebug Productions, sponsored by the Community-Based Arts Project, March 26, 8 p.m., Class of '56 Flexible Theatre, Center for Theatre Arts. Tickets are \$3 and \$5.

"Story Swap," participants in the Community-Based Arts Project tell their stories, March 28 at 7 p.m. and March 29 at 2 p.m., Class of '56 Flexible Theatre, Center for Theatre Arts. This even is free and open to the public.

Veterinary Medicine

The Veterinary Players of the College of Veterinary Medicine will perform Cole Porter's "Anything Goes" at 8 p.m. on Friday, April 3, and Saturday, April 4, and at 2 p.m. on Sunday, April 5, in James Law Auditorium. General admission tickets are \$5 for all performances. For reservations and information, call (607) 253-3700. Director of the college production is Larry Thomas. Musical director is Tony Yadzinsky. Choreographer is Ken Malone.

MISC.

Africana Studies & Research Center

Demonstration-performance of East African music, dance and song forms by Namu Lwanga of Uganda, March 27 at 8 p.m. in Kaufmann Auditorium, Goldwin Smith Hall.

Christian Science Monitor

The Christian Science Monitor resource

files will be in the lobby of Willard Straight Hall on March 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.

Cornell Garden Plots

Garden Plots are available for rental. Single (\$6) and double (\$10) plots are located at Cornell Quarters (off Mitchell Street) and Warren Farm (Bluegrass Lanes off Hanshaw Road). Send stamped, self-addressed envelope with phone number and desired location to Garden Plot, Box 871, Ithaca, N.Y. 14851. Do not send money. You will receive a priority number for distribution day, May 2. For further information, call 257-1281.

CUSLAR

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

CUSLAR Study Group on Economic Trends in Latin America will meet April 1, 8 p.m., 314 Anabel Taylor Hall.

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.

Women's Studies Cafe

"Women's Studies Cafe" will meet on March 27 at 4:30 p.m. in the 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.

Glass ceiling will be cracked by year 2000, study says

By Albert E. Kaff

Two new studies on the workplace report that by the year 2000 the glass ceiling will be cracked, "if not shattered," and employees from file clerks to managers will be expected to understand their company's mission, its competitive position and how well it is performing.

One way that information will be shared widely when the next century dawns will be the "widespread usage of electronic mail and personal computer networks throughout the organization," said a report issued by the Center for Advanced Human Resource Studies (CAHRS) at the School of Industrial and Labor Relations.

The Cornell report was written by Lee Dyer, a professor and academic director of the CAHRS, and Donna Blancero, a research associate.

The other study, prepared for IBM Corp. by Towers Perrin, a human resource consulting firm, said that "85 percent of all respondents believe that communicating business directions, problems and plans to employees will be very important for gaining competitive advantage."

Published in March, the two research reports were prepared to guide U.S. businesses into more effective human resource policies and to increase American competitiveness in international markets.

The reports were discussed at a Cornell CAHRS-IBM conference of human resource executives and academic specialists in New York City and now are being distributed to industry, labor, government and academic institutions.

The Cornell study, "Workplace 2000: A Delphi Study," provides a picture of how business organizations will be functioning in the next decade. The report consolidates replies to a series of questions put to 57 human resource executives, academics, consultants, government agencies, labor leaders and non-profit organizations across the nation.

The IBM study, "Priorities for Competitive Advantage," deals with how companies should structure their human resource strategies into the next century. The report was based on replies from 2,961 companies in North America, Latin America, Europe and Asia/Pacific, including 223 firms listed in *Fortune's* Global 500.

Some key points from each report:

Workplace 2000

By the start of the next century, 11 percent of executives will be women, up from 2 percent in 1991. Nearly one-third of managers and two-fifths of professional and technical employees will be women in 2000, up from one-fifth and one-quarter, respectively, in 1991.

Nearly one-seventh of professional and technical employees will work at home, linked to their offices or factories by computers. From 1991 to 2000, business and industrial productivity will increase 83 percent and revenue by 136 percent in real dollars, but the number of employees will increase by

only 29 percent.

Work teams will be prevalent throughout the workplace, particularly below the executive level.

Managers, professional and technical employees will be well informed on their company's corporate mission and strategy, its competitive position and its performance; and "even support staff [will be] reasonably well informed on these issues." From support staff to executives, fewer employees will spend their entire career with one company.

Priorities for Competitive Advantage

Companies surveyed by IBM forecast several changes in business operations during the 1990s, including decreasing importance of government regulations, globalization of business structures and the economy, decline in entrants to the workforce and marked changes in workforce demographics.

Japanese and Americans showed less concern about competing on a global basis than did Latin Americans.

"This parallels a view that the Japanese and, to a lesser extent, the Americans are better positioned to compete," the report said.

In all countries except Japan and Korea, executives emphasized a trend toward rewarding workplace groups rather than individuals, noting that in the two East Asian nations "organizational dynamics already support work teams."

Foreign-language fluency was considered important except in the surveyed English-language nations: United States, Britain, Canada and Australia. "For European respondents, international experience was critical," the report said. "The North Americans were well below the mean in terms of requiring international experience."

Think apples



Peter Morenus/University Photography

Rick Reisinger, manager of the Orchards, prunes a McIntosh tree as he and a three-member crew begin preparing for the growing season.

Conferences to explore sexuality, women's history and disability

Gay studies

By Lisa Bennett

The first conference organized to present work being done at Cornell in its newly-formed, and often misunderstood, field of lesbian, gay and bisexual studies will be held Friday, March 27, through Sunday, March 29.

Cornell became one of only a few universities to offer a graduate minor in lesbian, gay and bisexual studies this academic year, according to Biddy Martin, the graduate field representative and associate professor of German studies and women's studies.

"Perverting the Academy or Camping Out at the (A.D.) White House: A Lesbian, Gay and Bisexual Studies Confer-

'It is not just about lesbians, gays and bisexuals. It is really about how sexuality is organized and the significance accorded to sexual behavior in social life more generally. The study of heterosexuality in all its different forms is as central to the field as gay sexuality.'

— Associate Professor Biddy Martin

ence," will be held at Cornell's A.D. White House. Topics will include identity politics, or the advantages and disadvantages of claiming rights on the basis of being part of a minority group; the men's movement; and the relationship between gay studies and women's studies. A session on "Homoerotic Cinema" will be held at 7:15 p.m. in 165 McGraw Hall.

Faculty and graduate students from Cornell and faculty from Ithaca College will participate in this event, which was organized by Cornell faculty, visiting fellows and graduate students in a lesbian, gay and bisexual studies group. Some 15 faculty members and 30 students are affiliated with the field of lesbian, gay and bisexual studies at Cornell.

"This field seems to have achieved academic legitimacy in the past five years, although people have been doing work in it for more than 20 years," Martin said.

Still, its focus often comes as a surprise to people.

"It is not just about lesbians, gays and bisexuals. It is really about how sexuality is organized and the significance accorded to sexual behavior in social life more generally. The study of heterosexuality in all its different forms is as central

to the field as gay sexuality," said Martin.

What lends the field its name is not its focus, but its perspective.

"The name of the field acknowledges that the most marginalized people have put themselves in the position of developing the critical intellectual and political perspectives on sexuality," Martin said.

"The advantage of this vantage point is that people become able to see that all sexuality is constructed, instead of simply natural or inevitable."

Cornell faculty working in this interdisciplinary field, and speaking at the conference, include Martin; Sandra Bem, professor of psychology; Isabel Hull, associate professor of German history; Mary Jacobus, the John Wendell Anderson Professor of English; and Timothy Murray, associate professor of English.

The impetus for the conference, like the minor, came from graduate students who last year organized themselves into a lesbian, gay and bisexual study group, said Martin.

The group will also serve as host for campus visits by the lesbian writer Minnie Bruce Pratt on April 10; Jonathan Goldberg of Johns Hopkins University on April 16; and film maker Marlon Riggs, creator of *Tongues Untied*, on May 8.

U.S. Indian culture

American Indian women will be the focus of a conference and performance at Cornell on Saturday, March 28, marking women's history month during this quinquennial of Columbus' voyage to the Americas.

The conference, "A Legacy of Resistance and Preservation: Native American Women, 1492-1992," will feature lectures on American Indian women's historical efforts to preserve their culture, on contemporary issues and on the ways these concerns come together in today's rethinking of the American Indian legacy. The conference will be held from 1 to 5 p.m. in Room 401 of Warren Hall.

The performance "Matilda Joslyn Gage and the Iroquois: A Suffragist/Indian Alliance" will feature Sally Roesch Wagner, founder of the Women's Studies Program at California State University at Sacramento and Joslyn Gage's biographer.

Wagner will play the role of the American Indian suffragist leader, discussing the similarities between the oppression of American Indians and white women. It will be held at 8 p.m. in Anabel Taylor Auditorium.

Both events are free and open to the public.

"Women's history month calls upon us each year to remember the struggles of women in the past in order to renew

our efforts to gain equality for women in the present," said Ileen DeVault, a conference organizer and assistant professor of industrial and labor relations.

During this quinquennial year, "it is especially appropriate that we examine the contributions Native American women have made to our cultures," added Natalie Gibson, director of Akwe:kon, Cornell's American Indian Program house.

Speakers include: Grace Powless Sage, a clinical psychologist and therapist at Cornell's Gannett Health Center; Carol Cornelius, a Ph.D. candidate in education; M.A. Jaimes, a fellow at the Society of the Humanities; and Alyce Spotted Bear, former tribal chair of the Three Affiliated Tribes and Ph.D. candidate in education.

The conference is sponsored by the Women's Studies Program with help from the American Indian Program, Balch Hall faculty participants and American Indian students.

New law's impact

What opportunities does the new American Disabilities Act offer people with disabilities? What are the implications for employers? What are its costs and benefits?

Nine experts about the act — some critics, some advocates — will gather to discuss questions like these on Saturday, March 28, from 9 a.m. to 5 p.m. in the Law School atrium for a conference entitled "Enabling the Workplace: Will the Americans with Disabilities Act Meet the Challenge?"

The conference is free and open to the public. Among the speakers will be:

- David Summers, public affairs specialist for the Equal Employment Opportunity Commission in Washington, D.C.
- Elaine Graham, senior lobbyist for the restaurant industry and director of federal relations for the National Restaurant Association in Washington, D.C.
- Ellen Saideman, director of the Disability Law Center of New York Lawyers for the Public Interest, Inc.

Also speaking will be Thomas Barnard, an employment attorney from Ohio who is an expert on AIDS in the workplace and drug-testing; Thelma Crivens, professor of industrial and labor relations at Cornell; Robert Holdsworth, Ithaca attorney and director of the Family and Children's Center Inc.; Stephen Mikochik, associate professor at Temple University Law School and former attorney with the Civil Rights Division of the U.S. Department of Justice; David Popiel, director of litigation for the Community Health Law Project in East Orange, N.J.; and Bonnie Tucker, professor of law at Arizona State University College of Law.

The symposium is organized by Cornell Law School's student-run Journal of Law and Public Policy.

Middle States praises Cornell's people and programs

Report to the
Faculty, Administration, Trustees, Students
of
CORNELL UNIVERSITY
Ithaca, New York 14853 by
An Evaluation Team representing the
Commission on Higher Education
of the Middle States Association
of Colleges and Schools

Prepared after study of the institution's self-study report and a visit to the campus on October 27-30, 1991.

The members of the Team:

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Working with the Team:

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This report represents the views of the evaluation team as interpreted by the Chair; it goes directly to the institution before being considered by the Commission. It is a confidential document prepared as an educational service for the benefit of the institution. All comments in the report are made in good faith, in an effort to assist Cornell University. This report is based solely on an educational evaluation of the institution, and of the manner in which it appears to be carrying out its educational objectives.

At the time of the visit

Date when instruction began: 1865

Year of first graduating class: 1869

President: Frank H. T. Rhodes

Chief Academic Officer: Malden Nesheim

Chair of the Board of Trustees: Stephen H. Weiss

Cornell is a great university; an acknowledged center for discovery, academic leadership and service; and, in a very real sense, a world treasure.

The University opened the decade of the 1990's with a celebration of its 125th anniversary. Certainly it can be said that over those years the University has made great strides in achieving the vision of Ezra Cornell and Andrew Dickson White of a university of great quality and usefulness to mankind.

The evaluation team observed and confirmed ample evidence of strength at Cornell. The University is served by a remarkably strong and diverse faculty that includes more than 100 members of the National Academy of Arts and Sciences, the National Academy of Science, and the National Academy of Engineering. Cornell is a leading national center for research and scholarship, ranking near the top among universities nationally in research expenditures. The University is well served by a superior library system and its student body ranks among the best in the nation. The Cornell University community — students, faculty and staff members, alumni and others — enjoys an attractive, well maintained and equipped, and beautifully sited campus.

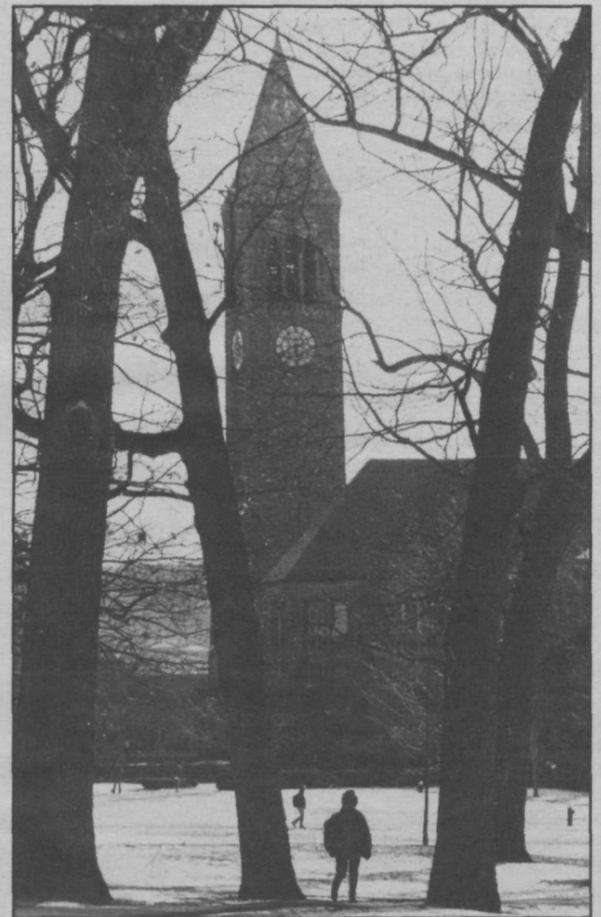
The most recent decade has been a remarkable period of achievement at Cornell. New programs and new academic perspectives and initiatives have emerged. Campus facilities have been expanded, and the financial foundations of the University have been strengthened. Cornell achieved a position of national leadership in private giving with support from alumni and friends, corporations and foundations ranking among the top for private and public universities across the nation.

The research mission of the University also gained strength during the decade of the 1980's. Even though demographic trends in New York State and in the Nation tended downward, demands for admission to Cornell University remained strong over the decade with student applications growing both in quantity and quality.

While the assessment of the evaluation team is that Cornell University is an even stronger institution today than a decade ago, the focus of the Cornell self-study was not on the past but on the University's prospects for the future. The assumption underlying the self-study and shared by the evaluation team is that the environment in which Cornell University will function in the years ahead will differ in many important respects from that of the past; and the strategies and approaches that have served Cornell University so well in prior years may not necessarily be the optimum ones for the decade ahead. The focus of the self-study, therefore, was on the question of how Cornell's special qualities can be sustained and nourished during the years ahead.

In addressing these and other issues, the University elected to draw on several institutional analyses and reports developed over the past several years, culminating in an intensive period of self-study executed over the past year. The University conducted a comprehensive self-study, with special concentrations on the interaction of the statutory and endowed colleges; on the status and future of science and technology, including the graduate and research programs in the University; and on the adequacy of student life and services at Cornell.

The evaluation team had ample opportunity to review the self-study and related materials prior to an intensive on-site



Peter Morenus/University Photography

"Cornell is a great university; an acknowledged center for discovery, academic leadership and service; and, in a very real sense, a world treasure." Above, the university's landmark: McGraw Tower.

campus evaluation of the University commencing on Sunday, October 27, and concluding Wednesday, October 30. The evaluation team received full cooperation from all members of the University community.

General Observations

Although Cornell University is a highly diverse and decentralized university, the team was struck by the fact that Cornell is more than the sum of its parts. Throughout the University community, whether one speaks to students, faculty, staff, alumni or trustees, there is a strong identification and easily recognizable loyalty to Cornell as an institution. There appears to be a high degree of mutual trust among the deans, members of the faculty, the administration, and the Board of Trustees. All appear to be motivated by and working toward the greater interests of the University. As one member of our team observed, "There is a great sense of comity..."

At the same time, we detected a concern for what may lie ahead, particularly in an environment characterized by increasing financial pressure. The choices Cornell will confront may be ones for which the experience of the last decade may provide inadequate preparation. The current style of governance and decision making, characterized by decentralization and entrepreneurial freedom, may be strained in an environment of diminishing resources. To the extent these concerns are valid, the challenge confronting Cornell will be to find new ways of making difficult decisions without radically undermining the special strengths and unique qualities of either the parts of the University or the whole.

Specifically, there is a danger that in an environment of increased financial stringency, the fences separating colleges and departments — now low — will go up; that barriers to the easy flow of students and faculty across departmental and disciplinary boundaries — now few — may increase; and that the autonomy and independence of individual academic units and scholars — now considerable — will be diminished.

In a climate in which "each tub is expected to sit on its own bottom," there may be a tendency for engineering to teach its own mathematics; for the hotel school to teach its own English or French; and for other fragmentation to take place that could weaken the University overall. Such a course would challenge the assumption that the University is greater than the sum of its parts. As one member of the Cornell family put it, "One of Cornell's greatest challenges is to understand the collective impact of individual entrepreneurial decisions."

We believe the University is responding effectively to these challenges, including adjustments in:

- attitudes, embracing the consensus that "better" need not be, and in some cases can no longer be, "bigger";
- systems of resource allocation, supported by better data and better planning;
- incentives, to reward actions that achieve improved quality without comparable increases in costs; and
- perspective, that encourage cooperation, consolidation, and sharing among colleges and between levels of administration.

Many of these changes are well advanced and others are still in the early stages, but all deserve encouragement and careful nurturing to ensure that the University, overall, is well served and that the unintended consequences of entrepreneurial actions are understood.

To advance the welfare of the University overall, we suggest that the deans of the several schools and colleges of

Continued on next page

A letter from the provost

MEMORANDUM

To: The Students, Faculty, Staff and Trustees of Cornell University

From: Malden C. Nesheim

Subject: Reaffirmation of Accreditation

Date: March 23, 1992

It is with pride and pleasure that I can now formally announce to you that the Middle States Association of Colleges and Schools Commission on Higher Education (MSA/CHE) has acted to reaffirm the accreditation of Cornell University without condition. This is the most coveted reaffirmation status afforded by MSA/CHE and it strongly affirms that we are being successful in our mission "to serve society as a major university of the first rank through teaching, research and public service of the highest quality."

We chose not to enter into the reaccreditation process simply with the intent of assessing our current state of health and recapitulating what had transpired over the decade since our last evaluation visit. In addition, and far more importantly, we took this opportunity to look ahead to major issues we expected to face over the next decade: the interaction of the statutory and endowed colleges; the role and function of science and technology; and the future of student services.



Malden C. Nesheim

Our reaccreditation self-study established a framework for discussing and formulating institutional plans in these and other areas. The internal review and comment period we engaged in last spring started us on this path of planning. The visit of the distinguished team of evaluators — chaired by Dr. Stanley O. Ikenberry, President of the University of Illinois — went a long way toward helping us to sharpen the focus of our planning in many areas. The real work, however, will continue over the next decade as we strive to strategically formulate and implement plans of action that will enhance our position as "a University of the first rank" and will lead to the reaffirmation of accreditation of Cornell without condition, once again in 2001.

I also want to take this opportunity to thank everyone who had a hand in the process leading up to this decision by MSA/CHE. We are indebted to the Self-Study Steering Committee, to the individuals who served on the special areas of emphasis subcommittees, to the many concerned individuals who read and commented on early versions of the Self-Study and to the hundreds who cleared their calendars to make time to visit with members of the Evaluation Team during their brief stay on campus. But most of all I am particularly thankful to each and every one of you who by your vibrant and passionate interest in this institution led the Evaluation Team to comment that "[t]hroughout the University community, whether one speaks to students, faculty, staff, alumni or trustees, there is a strong identification and easily recognizable loyalty to Cornell as an institution."

Copies of the official correspondence from MSA/CHE as well as the Final Report of the Evaluation Team that visited the campus last October have been appended to this announcement. I trust you will find them, as did I, both heartening for their overall complimentary character and yet challenging for their pointing to areas where we will need to continue to seek to improve.

Thank you, and congratulations.

Report of the Commission on Higher Education of the Middle States Association of Colleges and Schools

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the University might play a stronger role as University-wide officers and make a greater commitment to the larger good of the University. Greater involvement, not only of deans, but other academic leaders and the faculty at large in discussions of issues of University-wide concern will increase the level of understanding of complex issues and contribute to the development of needed consensus.

Cornell University Libraries

The University enjoys a strong library system, including the Olin Graduate Library, the Uris Undergraduate Library, and 14 unit libraries distributed among the several colleges on the Ithaca campus. The depth and breadth of University collections and the sophisticated systems for making library resources available to the Cornell community constitute major assets. Bibliographic records for all library holdings cataloged since 1973 are available in the Cornell online catalog. Conversion is underway for records of materials which were not previously in the automated format.

The library collections embrace more than 5 million volumes, including over 60,000 serial subscriptions. Discussions with representatives of the faculty suggest that the library systems presently respond well to the teaching and research needs of the University. However, as new academic programs, centers and institutes are considered, the impact on and implications for the library system should be weighed.

In recent years, the impact of inflation and the explosion in the volume of published material have created notable stress on the library budget. Cornell is to be commended for its practice of consistently augmenting the library materials budget. The operational requirements for cataloging materials, acquiring supplies and equipment and integrating new technologies will require additional attention.

Space is a key challenge confronting the libraries. A major library addition is being built underground, contiguous to the Olin Library, to house special collections. The University's trustees commissioned a strategic space plan for the libraries in 1990. The plan assumes that current deficit space needs and projected growth through the year 2000 will need to be addressed through new space, but that after 2000 the libraries will remain in an essentially steady state, that additional net volume growth will be reallocated to remote storage, and that the application of new technology will help address and perhaps reduce space requirements as well as preservation and document storage problems.

The University Libraries maintains an extraordinary productive relationship with the Information Technologies administration. Joint experiments underway to preserve brittle materials and to provide access to electronically stored or published journals promise exciting developments for research libraries worldwide.

A word should be said about certain of the special strengths of the Cornell libraries. Note should be made, for example, of the remarkable Southeast Asian and the Icelandic collections at Cornell. These materials constitute a special resource for scholars around the world. We commend the University for

its stewardship in preserving these and other special collections.

While the Cornell libraries, as other sectors of the University, will face challenges in the years that lie ahead, we are impressed with the current strength of the library system and the ability of the Cornell libraries to respond to the needs of the University community in the years ahead.

The University's Stewardship of Resources

As suggested earlier, the decade of the 1980's was a period of remarkable growth for Cornell. Fund balances increased from \$858 million to more than \$1,400 million; the University's endowment grew from less than \$330 million to more than \$925 million. Sponsored research funding expanded, as did revenues from tuition, the growth in both cases exceeding significantly the rate of inflation.

It is our assessment that Cornell emerged from the decade of the 1980's not only a stronger institution academically, but fiscally as well. The University also emerged with higher expectations. It appears doubtful for higher education generally that the growth orientation which characterized the environment of the 1980's will be recreated in the 1990's. Growth in federal research support has slowed. Revenue growth through tuition increases may be constrained. And support from the State of New York on behalf of the Cornell statutory colleges has been inadequate in recent years.

In the context of this more constrained fiscal environment, the major challenge for Cornell in the 1990's will be to sustain the remarkable achievements in academic quality and infrastructure developed during the 1980's and earlier while making the necessary academic investments required to sustain momentum.

Cornell is to be commended for the comprehensive approach it has taken to integrate sound planning into the management and decision making processes of the University. The systems supporting institutional planning and decision making appear to be capable of meeting the needs of Cornell, although they will need to be nurtured and refined as time goes on.

As the University moves through the new decade, further changes in the Cornell culture are likely, including the greater use of data in the decision making process, increased codification of policies and procedures, the adoption of more systematic approaches to planning, and increased centralization of decisions regarding the allocation of resources. Continued care will need to be exercised to assure that the essential elements of Cornell's culture, so important in the success of years past, and so important in the University's future, are sustained.

Physical Planning

Cornell has a beautiful campus characterized by extensive acreage and a relatively large number of buildings. Over the past several years the University has developed a strategic framework for campus precinct development well designed to serve the academic needs and priorities of the University. The physical plan for the campus is composed of thirteen precincts and includes designated protected green areas, landscaping plans, potential sites for new construction and/or additions to existing facilities, the designation of campus architectural treasures, projections of future space needs and campus infrastructure requirements. We commend Cornell for its progress in the development of a comprehensive physical plan and for its skill in relating these plans so effectively to the mission, priorities and unique character of the University.

One of the University's challenges in the years ahead will be to make careful decisions regarding further campus expansion and to be parsimonious in space additions. The University clearly understands these limits and is addressing them.

In summary, Cornell has developed a superb physical environment on campus and is working effectively to plan, maintain, preserve and enhance that environment in ways supportive of the mission of the University.

Human Resources

Currently, the University is searching for a top human resource professional. The need to develop the human resources of the campus, especially the character and quality of the support staff and the non-faculty professional staff, should continue to receive a priority appropriate to maintaining the first rank academic environment to which Cornell is committed. Cornell has embraced this objective.

Statutory and Endowed Colleges

Much of the unique character of Cornell University is its public, land grant dimension. Ezra Cornell agreed to provide a \$500,000 endowment for the University with the condition that the institution be located in Ithaca and that it be endowed with income from the "Land Grant Fund". As a result, when the University was founded in 1865 as a private university, its land grant/statutory college dimension was created and remains today a distinguished feature of Cornell University.

The consequences of this unusual joining of the endowed colleges/schools of Arts and Sciences, Engineering, Law, Management, Hotel, and Architecture, Art and Planning with the statutory colleges/schools of Agriculture, Veterinary Medicine, Human Ecology, and Industrial and Labor Relations has shaped the character of Cornell. This unique combination of statutory and endowed colleges has resulted in a remarkable breadth of curriculum. It has provided an incentive for Cornell to provide programs of outreach, public service, extension, and technology transfer that have nourished Cornell's bonds with the larger society over the years and given a special patina to the campus culture unlike that



Charles Harrington /University Photography

"The depth and breadth of University collections and the sophisticated systems for making library resources available to the Cornell community constitute major assets." Above, law student Matthew Schaefer in the Law School's library.

found on any other campus in America.

The statutory colleges should be viewed as a significant strategic asset in planning for the future of Cornell University. More powerfully than the University may know, the unique character so many have come to know and love as "Cornell" derives, at least in part, from the existence of the statutory colleges at Cornell and the influence they have had on the mission, academic program, student body, financial base, and public support Cornell has enjoyed overall.

The unusual structure of Cornell and the existence of colleges that derive major portions of their financial support from quite different sources has created a special management challenge for the University over the years. In recent years, the University has shaped its policies, organizational structures, and administrative services to make the distinctions between the endowed and statutory colleges as minimal as possible. We urge that these efforts be continued. For example, all University faculty members, regardless of college, are employees of Cornell University. Tenure resides in the University regardless of college affiliation.

Distinctions in the funding and governance of the statutory and endowed colleges have led to the development of two largely independent systems of faculty and staff compensation. Continued efforts should be made to minimize the impact of funding distinctions in the operation of the statutory and endowed colleges. Cornell should continue to move toward a unified system of academic, fiscal and personnel policies.

New York State and the State University of New York should be encouraged to sustain and enhance support to Cornell and to view not only the statutory colleges but the entire University as a major asset. The State also should review its policies and relationships with Cornell so as to improve financial support to Cornell and the statutory colleges and to help Cornell achieve a policy and management structure that serves well both the statutory colleges and the University overall.

Science and Technology

Cornell University is recognized as one of the great research universities in the United States. The self-study supports that conclusion with specific data, including the high ranking enjoyed by Cornell in support of the research function and the research and scholarly awards accorded the Cornell faculty in recognition of their superior performance. Cornell has enjoyed remarkable success in obtaining support for large scale interdisciplinary research programs, including six major national research centers.

Undergraduate students benefit as well from the research environment at Cornell, not only by virtue of the quality of the faculty serving the University and in the supporting systems of laboratories and libraries, but through direct participation in the research experience, with roughly 25 percent of the undergraduate student body enjoying a significant research experience.

The evidence suggests that the efforts and strategies of the Cornell faculty and administration in years past have served the University well. Highly successful research programs have evolved. We believe that the University's concern for the balance between basic and applied research and the concern for balance between research and other missions of the University are well placed. While Cornell should not feel complacent in its relatively strong position as a research

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Panel reaffirms Cornell's accreditation

March 18, 1992

Dr. Frank H. Rhodes
Office of the President
Cornell University
300 Day Hall
Ithaca, New York 14853

Dear President Rhodes:

At its sessions on March 4-5, 1992, the Commission on Higher Education acted to reaffirm the accreditation of Cornell University and to note that as of now the Periodic Review Report is due June 1, 1996.

The Commission on Higher Education expects evaluation team reports to be distributed to all constituencies named on the cover page of team reports: faculty, administration, trustees, and students. Further, the Commission expects any action taken by the Commission to be shared with appropriate campus constituencies.

Enclosed for your information and review is a copy of the Statement of Affiliation Status for your institution. This statement has been developed to implement the policy approved by the membership at the November 1990 meeting of the Middle States Association; a memo explaining the policy is enclosed. Consistent with that policy, the Statement of Affiliation Status, once reviewed and agreed to by the institution, will be released to members of the public upon written request. Accreditation applies to the institution as detailed in the institutional description included in the SAS. Please review the enclosed Statement of Affiliation Status and respond by April 20, 1992 indicating your approval or proposed modifications.

Please be assured of the continuing interest of the Commission on Higher Education in the well-being of Cornell University. Please contact Dr. Paula Hooper Mayhew, Associate Director, if any further clarification is needed regarding the Statement of Affiliation Status or other items in this letter.

Sincerely,
Carolyn P. Landis, Vice Chair

Continued from preceding page

university, it should feel secure and, therefore, be willing to define its own research agenda and priorities; and adjust, as needed, incentives and rewards, particularly as these relate to the recognition of superior teaching and the importance of outreach and public service in the land grant tradition.

The organization of graduate and research programs at Cornell is somewhat different than at most universities. Individual graduate fields may be established by faculty initiative and need not be directly related to the University's departmental and/or college structure. The strength in this system is its ability to involve faculty members and students from different departments and disciplines and to reach easily across statutory and endowed college lines. Shifts in directions and research priorities can be easily accomplished in response to changes in scholarly fields and in response to changing needs and opportunities.

The highly decentralized and flexible structure for the conduct of graduate study and research, however, may also yield some liabilities. One casualty may be the absence of a strong central mechanism for the nurturance of graduate student life on a University-wide basis.

We therefore commend the University for addressing graduate student life issues. The Committee on Graduate Student Life, appointed by the Provost, has issued three reports with recommendations. One specific step worthy of consideration is that the Office of the Dean of the Graduate School assume greater responsibility for graduate student life and provide greater campus-wide programming and support services for graduate students at Cornell. We support consideration of this initiative.

Cornell has established a large number of research centers, institutes and laboratories. Centers are organized primarily by faculty initiative and formally approved by the Faculty Council of Representatives and ultimately the Board of Trustees. Some centers may report to a dean or a combination of deans, some to the Provost, and others to the Vice President for Research and Advanced Studies. Center directors meet monthly with this Vice President to discuss research policies and issues.

There is, however, no consistent pattern for the evaluation of research centers. The University-wide, major research centers are evaluated by funding agencies and the University. Some centers have external advisory committees, but others do not. Some of the smaller and/or college-based centers have no formal evaluation process or policy.

The University may wish to consider the adoption of a more consistent mode of evaluation, including the involvement of external review teams as well as internal peer evaluation.

Student Life

The University selected student life as one of the major areas for special concentration in the self-study. We believe this decision to have been well placed. The evaluation team strongly endorses the University's desire to bring the experience in the classroom into closer harmony with residential and other out-of-class experiences. While the gap may be no wider at Cornell than elsewhere, Cornell can lead the nation and Cornell students can benefit.

The Cornell University self-study, in the section entitled

"Current Challenges, Instruction," cites results from a 1987 survey of undergraduates in which 50% of those responding either agreed or strongly agreed with the statement, "Cornell would be a better place for undergraduates if the faculty placed less emphasis on research and more emphasis on teaching and advising."

In addition to seeking greater faculty involvement in the out-of-class life of undergraduates, the self-study focussed extensively on the better coordination and more efficient delivery of services to students. With respect to the concept of residential learning houses, the University is to be commended for attempting to find new and creative ways in which significant numbers of Cornell faculty members can be more actively involved with students outside the classroom and laboratory setting. The current faculty in residence and the faculty fellow program, now involving some 86 members of the faculty, stands as a significant achievement.

Moreover, the University's desire to test and explore the possibility of establishing a residential house program, while ambitious, is realistic and provides great potential for increased faculty and student interaction.

In achieving greater faculty/student contact, both in the classroom and in residence and other out-of-class settings, the University will need to continue to explore how the multiple demands on faculty time can be more effectively balanced. In addition to their teaching responsibilities, faculty members are expected to develop new research programs, to be innovative in their pedagogy, and to involve themselves in undergraduate life beyond the classroom. Effective balancing among these and other competing claims is essential in bridging the gap between classroom and campus life.

We recommend the University continue its efforts to develop the faculty fellows program, the residential college concept, and other approaches that will offer students and faculty members a variety of options. We urge even greater involvement of students, faculty members and student life staff members in the institutional planning process.

In addition to strengthening the linkages between campus life and the classroom, the University has devoted considerable attention to defining the appropriate organizational structure for bringing student services and academic programs closer together. During the past year, the University reorganized and consolidated, under one senior administrative officer, most of the centrally managed student services and academic programs. The University's Vice President for Academic Programs and Campus Affairs now has responsibility for a broad range of student services, including the Office of the Dean of Students. Eighteen offices comprise this management portfolio.

While endorsing the general direction of this reorganization, we suggest that the University may wish to continue to review the overall organization, with the aim of clarifying roles and responsibilities, lines of accountability and authority, and programmatic relationships. In particular, we suggest that the role of the Dean of Students in the new organizational structure and the qualifications expected in the individual sought to fill this role be clarified before the position is filled.

The decentralized organizational structure of student services and other administrative services throughout the University leads to apparent duplication. Shrinking resources may make these arrangements less possible in the future. We

encourage the University to continue its efforts to consolidate and better coordinate student services, such as admissions and career planning and placement. One constructive example of this effort is the proposal for better coordination between and among the Bursar, the Financial Aid Office, the University Registrar, and the colleges. We encourage the University to continue the rationalization and consolidation of student and other administrative services.

The University also may wish to devote increased attention to the definition of the appropriate role of fraternities and sororities as part of campus life.

The need to clarify University expectations for fraternities and sororities is certainly not unique to Cornell. The University's recently promulgated relationship statement is a sound first step. The University may wish to involve members of fraternities and sororities in the further development of a mission statement containing goals and objectives toward which Greek organizations might be focussed and under which they might be evaluated. Consensus on such a statement could help members of fraternities and sororities understand their roles and responsibilities and assist the University community in understanding the important role these organizations play in campus life.

As the University family becomes more diverse, there is the increased potential for friction among members of the campus community.

Divisions arise, not only along racial and ethnic lines, but between students from different socioeconomic backgrounds. We support an increased effort to reach out to the broadest cross-section of students, including those students who occupy leadership positions in student government and organizations and students who do not necessarily hold those leadership roles. Students of color, in particular, may feel isolated.

We urge the University to continue its efforts to involve all members of the University community in exploring the quality of their academic and campus life experience.

Summary

Cornell is a great university. It is served by a strong faculty, a dedicated Board of Trustees and an administrative leadership that has done a superior job of articulating the mission and priorities of the University and nurturing a humane campus culture. The Cornell student body is one of the best in the nation.

The most recent decade has been a particularly productive one for Cornell. The focus of the self-study and that of the evaluation team, however, was on the future. We believe Cornell is well in touch with the challenges it is confronting today and those it will likely face in years to come.

The unique character of Cornell derives from its independence as a leading private university, the special dimension supplied by the statutory colleges and Cornell's Land Grant heritage, and the standards of excellence applied by the campus community over the years in teaching, research and public service.

We commend the University for its accomplishments. The challenges of the future are many. Nonetheless, we have a high level of confidence in the ability of the University community to sustain for years to come Cornell's reputation as a "University of the first magnitude."

Self-study committee members

The following people served on Cornell's self-study committees as part of the reaccreditation process.

Steering Committee: John R. Wiesenfeld, vice president for planning, chairman; Robert Barker, then-senior provost; Ronald G. Ehrenberg, Irving M. Ives Professor of Industrial and Labor Relations; Francille M. Firebaugh, dean, College of Human Ecology; Alan G. Merten, dean, Johnson Graduate School of Management; Larry I. Palmer, vice president for academic programs and campus affairs; Richard E. Schuler, professor of civil and environmental engineering and economics; Michael W. Matier, associ-

ate director of Institutional Planning and Research, ex officio; C. Clinton Sidle, director of Institutional Planning and Research, ex officio; and Laura J. Uerling, executive staff assistant for planning, staff.

Science and Technology: Norman R. Scott, vice president for research and advanced studies, chairman; Phillip Anderson, assistant professor, Johnson Graduate School

of Management; Peter Bruns, professor and director, Division of Biological Sciences; David Cassel, professor of physics; Brian Chabot, professor and director, Agricultural Experiment Station; Jon Clardy, professor and chairman, Department of Chemistry; Davydd Greenwood, professor and director, Mario Einaudi Center for International Studies; Jack Lowe, director, Office of Sponsored Programs; Shelley McGuire, graduate student, Division of Nutritional Sciences; Dudley Poston, professor and chairman, Department of Rural Sociology; Don Randel, dean, College of Arts and Sciences; Christine Shoemaker, professor of civil and environmental engineering; and Linda Morse, executive staff assistant for research and advanced studies, staff.

Student Services: Larry Palmer, vice president for academic programs and campus affairs, chairman; Hilary Ford, assistant dean, Dean of Students Office; Mary Katzenstein, professor of government; Peter McClelland, professor of economics; Charles McClintock, associate dean, College of Human Ecology; and Debbi Barley, executive staff assistant for academic programs and campus affairs, staff.

Interaction of the Endowed and Statutory Colleges: Robert Barker, then-senior provost, chairman; Hector Abruna, associate professor of chemistry; Olan Forker, professor of agricultural economics; Albert George, professor of mechanical and aerospace engineering; Amy McCune, associate professor of ecology and systematics; Kathy Rasmussen, associate professor of nutritional sciences; Fred Rogers, vice president for finance; John Semmler, assistant dean for public affairs, veterinary administration; Norman Uphoff, professor of government and director, International Institute for Food and Agricultural Development; and Nathan Fawcett, director, Statutory College Affairs, staff.

Accreditation *continued from page 1*

among the deans, members of the faculty, the administration, and the Board of Trustees."

Even so, the team detected concern for the future because of expected financial pressures, and suggested that university deans, faculty and other academic leaders have greater involvement in discussions of issues to contribute to the development of consensus. The university has already responded to this concern, the report noted, by making adjustments in: "attitudes, embracing the consensus that 'better' need not be, and in some cases can no longer be, 'bigger'; systems of resource allocation supported by better data and planning; incentives to reward actions that improve quality without comparable increase in cost; and perspective, to encourage cooperation, consolidation and sharing among colleges and between levels of administration.

The evaluation team's 10-page report reviewed:

• **Statutory and endowed colleges:** Cornell's unique blend of endowed and statutory colleges has resulted in "a remarkable breadth of curriculum" and an incentive to provide outreach, public service, extension and technology transfer programs that have "nourished Cornell's bonds with the larger society...and given a special patina to the campus culture unlike that found on any other campus in America," the team wrote.

New York State and SUNY should view "not only the statutory colleges but the entire university as a major asset," the team recommended, and said the state should "improve financial support" both to Cornell and the statutory colleges.

• **Science and technology:** The report noted that undergraduate students benefit from the research environment because of the quality faculty it draws and the availability of laboratories and libraries. Roughly 25 percent of undergraduate students also enjoy

a "significant research experience."

Cornell's "highly decentralized and flexible structure" for graduate study and research has positive aspects, the report said, but added that this system may lack a strong central mechanism for the nurturance of graduate student life on campus. It commended the university's efforts to enhance graduate student life through the Committee on Graduate Student Life appointed by the provost.

• **Student life:** The review committee endorsed the general direction of the university's reorganization of student services and programs to increase faculty involvement in the out-of-class life of undergraduates, and encouraged it to continue efforts to consolidate and better coordinate student services such as admissions, career planning and placement.

• **University Libraries:** The team commended the university for consistently augmenting the library materials budget, but it warned that consideration of new academic programs, centers and institutes should include impact on the libraries.

• **Stewardship of resources:** "The major challenge for Cornell in the 1990's will be to sustain the remarkable achievements in academic quality and infrastructure developed during the 1980's and earlier while making the necessary academic investments required to sustain momentum," the team said.

• **Physical planning:** The team commended Cornell's development of "a comprehensive physical plan" and cited potential campus expansion as the university's greatest future challenge in physical planning.

• **Human resources:** The report emphasized the importance of the selection of a "top human resource professional." Since then, Beth I. Warren has been named associate vice president for human resources. She will begin her new duties April 1.



John Wiesenfeld, chairman

ate director of Institutional Planning and Research, ex officio; C. Clinton Sidle, director of Institutional Planning and Research, ex officio; and Laura J. Uerling, executive staff assistant for planning, staff.

Science and Technology: Norman R. Scott, vice president for research and advanced studies, chairman; Phillip Anderson, assistant professor, Johnson Graduate School

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Rating and Rewarding Individual Performance

This is the last article in this series on performance dialogues. It covers some of the issues involved in rating, rewarding, and motivating staff on a continual basis. There will be future articles in Cornell Employment News throughout the year on performance dialogues to highlight the training available for staff and supervisors to enhance the performance dialogue process. Future articles will also discuss a volunteer network, currently in the formative stages of being established across campus, to facilitate performance dialogue in-unit training.

Both rating and rewarding staff performance should be personalized – custom-tailored to each individual to be truly effective. There are several ways to individualize the Performance Dialogues and avoid rating inaccuracies, and a number of diverse approaches to motivate staff.

Rating Staff Performance

1. **A fair and objective rating process is based on the careful collection of information and data.** To be able to evaluate staff fairly and objectively, supervisors/managers must carefully observe and record information. (The article "Preparing for Performance Dialogues," printed on March 5, 1992, discusses this process in greater detail.)

2. Rating inaccuracies can happen easily, and personal feelings can creep into work relationships, no matter how unbiased an individual may try to be. Some common problems in rating staff performance include:

Leniency Error—This happens when raters "go easy." Staff members are given higher ratings than they deserve because the rater doesn't want to deal with staff feedback and defend negative ratings. This is called "avoidance."

Central Tendency—This describes the tendency of many raters to give all their staff "average" ratings—even though everyone is not average. This tendency is also often caused by not taking enough time to really differentiate among the levels of performance in a work unit, or to see staff members as separate and unique individuals.

Halo Effect—Very few staff members are superior performers on all aspects of their job. Halo effect occurs when raters allow superior performance on one

work element to influence their ratings on all elements. Also, often staff performance improves dramatically just prior to the formal performance dialogue meeting. Ratings should reflect performance throughout the entire year that is being evaluated.

Negative Carry-over—Just as very few staff are superior performers in all aspects of their job, very few staff members are *poor* performers on all aspects of their job. Again, care must be taken to differentiate between the various performances being evaluated. Moreover, a single incidence of poor performance at one point in time should not influence expectations of future performance. Anger or disappointment over one incident should not color expectations of future performance.

Unfamiliarity—Supervisors/managers should provide ratings only on those elements of performance that they know about. If there is a situation where the supervisor or manager does not have enough information to accurately assess performance, that supervisor or manager should consult with other supervisors who have this knowledge (with an appropriate explanation to the staff member).

Non-job-related Influence—Raters often allow their positive or negative personal feelings to get in the way of accurate performance reviews. While negative ratings definitely should be given if they are deserved, personal biases—positive or negative—should be put aside. Ratings should focus only on how well each staff member actually performs specific duties and tasks.

Rewarding Staff Performance

In order to motivate staff, supervisors and managers will need to take time to get to really know their staff—their preferences in work assignments, work environment, priorities, and work goals. For example, some staff members would be delighted to be invited to make a presentation to represent their department, but others might be very uncomfortable with this suggestion. Some would prefer to set their own priorities; others would prefer to have more structure built into their jobs. Exhibiting knowledge and sensitivity to individual staff preferences can be a strong motivator for good performance.

Selecting personalized rewards is part common sense and part trial and error. *Some possible choices are:*

1. Warm friendly greetings
2. Special assignment
3. Formal acknowledgment of achievement
4. Solicitation of suggestions
5. Tangible rewards – trophy, plaque, certificate
6. Arrange for top management to recognize staff
7. Support staff in meeting
8. Asking for advice or feedback
9. Verbal or nonverbal recognition or praise
10. Invitation to lunch
11. Ask staff to lead meeting or give report
12. Use staff member's name frequently
13. Compliment staff on work progress
14. Design job with more responsibility
15. Offer advanced training
16. Encourage participation in educational programs
17. Provide public recognition through newsletter or other source
18. Let staff set own priorities
19. Add more scope to job
20. Select staff to represent department
21. Write letter of appreciation
22. Give staff supervisory responsibility
23. Build more – less – social interaction into job
24. Design more – less – structure into the job
25. Provide status symbol (name plate, business cards, etc.)
26. Recommend staff for promotion
27. Pass along customer letters, calls
28. Assign to preferred work partner

Motivational principles to use as guidelines

- Expect the **BEST**
- Set **S.M.A.R.T. GOALS** (see last week's article, "Performance Dialogues: The Annual Formal Meeting")
- Give **Specific, Focused, and Timely FEEDBACK**
- Provide **POSITIVE** Reinforcement
- Enhance staff **SELF-ESTEEM**
- Offer **GROWTH** Opportunities

Day Care in Martha Van Begins All-Day Program Federal Funding Available for Eligible Working Families

Registration is in process for the Cornell Early Childhood Program (CECP), beginning September 1992. Several recently added features of this program make Cornell's day-care especially attractive:

• The Early Childhood Program has moved back into the East Wing of Martha Van Rensselaer, which has been newly renovated.

• Full-day care will begin in September. It will provide 50 weeks of child care, with 55 child care hours per week. Full-day care will be offered on a sliding-scale basis, depending on family income level. To determine tuition level, each family's tuition will be calculated at a rate of nine percent per year of the family's total annual income from all sources before taxes. The minimum tuition is \$225.00/month; the maximum is \$600.00/month. The program includes breakfast, lunch, and two snacks daily.

• In addition to the sliding scale fee, the CECP is participating in a Federal Child Care Assistance Program. Federal Child Care Block Grant Funds have become available to the county through the Department of Social Services. The CECP is licensed to receive these funds. For those families that qualify, these federal funds will be used to reimburse the child care center for a large portion of the families' child care costs. For example, families of four with annual incomes **below** \$28,000/year, families of three with incomes **below** \$24,000/year, or a single parent with one child, with an annual income **below** \$20,000/year, are eligible to apply for these federal funds. Both parents—or the single parent—must be employed and be U.S. citizens to be eligible for this child care assistance.

• These federal funds can be used for reimbursing families for half-day as well as full-day tuition costs. The CECP will serve 34 children in the half-day programs and 16 children in the full-day program.

The Cornell Early Childhood Program is an integral part of the Department of Human Development and Family Studies in the College of Human Ecology. Its mission is to provide the best possible program for approximately 50 children and their families; to serve the research needs of the faculty and graduate students in the department and the college; to provide an on-campus program with preschool children for undergraduate courses; and to serve as a resource to Cooperative Extension.

Vacancies are filled from the waiting list by an Admissions Committee based on the programmatic and research needs of the department. The criteria for balancing the groups are the age and sex of the children and the financial situation of the family. Enrollment for the fall takes place in March, but a few additional openings usually occur in August and January. Children are eligible if, by September 1, 1992, they are:

- two years, nine months of age through four years, nine months of age: half-day morning program.
- three years, six months of age through five years of age: half-day afternoon program.
- two years, nine months of age through five years of age: full-day program.

"We would especially encourage those families who are eligible for federal block grant assistance to apply to the Cornell Early Childhood Program. We hope that all eligible families will take advantage of this new program designed to help with the high costs of quality child care," said Elizabeth Stilwell, director of the program. "Even if we do not have openings for all who apply, the family that is eligible for block grant assistance may choose to place their child in another licensed child care center in the county. Families participating in the Federal Block Grant Child Care Assistance Program are free to choose a program that best meets their needs."

There is no application fee to the Cornell Early Childhood Program. A non-refundable deposit of \$30 is required when a child is accepted and enrolled.

For further information or to make an appointment to visit the program, please call Elizabeth Stilwell, director, at 255-3288, or Shawn Lovelace, 255-3074.



Welcome

You're invited to a Brown Bag Get Together

Sponsored by the
**Advisory Committee on the Status of
Women-(ACSW)**

**Tuesday, March 31, 1992
Noon - 1:00 p.m.**

**Doherty Faculty Lounge
280 Ives Hall**

You'll have an opportunity to:

- Meet ACSW's officers and members
- Learn about the committee's goals
- Discuss current issues on campus - especially those that affect women
- Find what it means to be a members of ACSW

For more information, please contact Sandra Carrington at 5-3981 or 4-2759.

Select Benefits Deadline

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

Select BENEFITS

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.

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).

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.

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.

Director (PA1201) Environmental Health-Endowed Posting Date: 3/26/92

Provide professional leadership and administrative direction for a staff of 17, which includes those with training in toxicology, biology, health physics and environmental science. Represent the university in dealings with outside agencies on environmental health matters.

Requirements: Advanced degree in health physics, environmental science, toxicology, chemistry or biology. Several years of relevant experience. Certified industrial hygienist or health physics society certification. Good supervisory and interpersonal skills. Send cover letter and resume to Cynthia Smithbower.

Head, Info. Technology Section (PT1203) HRII Albert R. Mann Library-Statutory Posting Date: 3/26/92

Manage the systems development & technical support group for an innovative science library, active in information systems research. Supervise six technical professionals & manage complex system development projects. Oversee a \$750,000 budget & initiate and coordinate technical aspects of grant-funded projects. Work to further the innovative applications of emerging information technologies in the management of scholarly information.

Requirements: Bachelors degree or equivalent required. Masters in computer, library, or information science, or related field desirable. Formal

course work in computer science desirable. 7 yrs. relevant experience including programming, systems analysis, systems management, network administration, or technical management. At least 2 yrs. of technical management experience, knowledge of microcomputers, LANs, modern programming environments and techniques, and UNIX systems desirable. Send cover letter and resume to Sam Weeks.

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: BS degree in computer science or equivalent combination of education and experience. 3-5 years experience in operating systems maintenance & 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.

Senior Benefits Analyst (PA1104) HRII 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) 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 advanced statistical methods and research design. Knowledge of computer operating systems or programming on mainframes and microcomputers. Strong service orientation and good oral & written communication skills. Send cov ltr and 2 resumes to Sam Weeks.

Project Coordinator III (PT0410) HRII 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

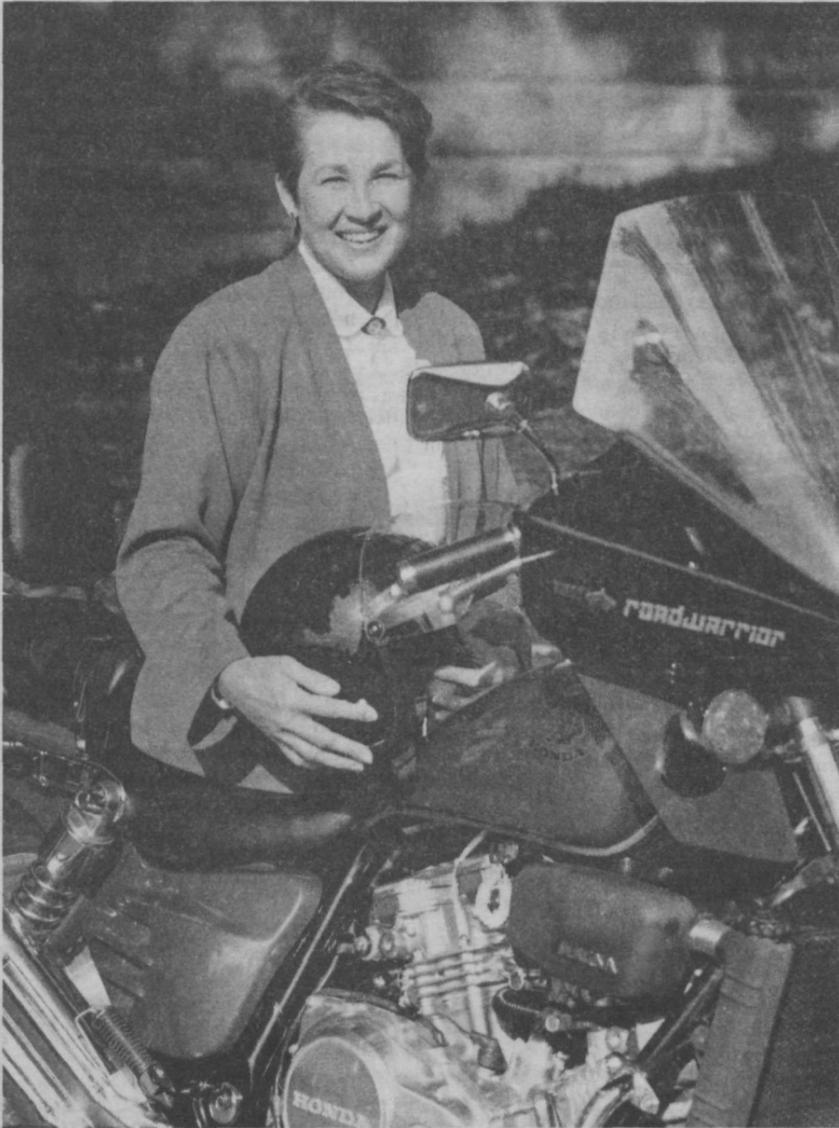
Networking

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

EMPLOYEE SPOTLIGHT

Barbara Clark

by Susan E. H. Hollern — Photo by Doug Hicks



What do you think it's like working in the President's Office? Do you think it's fast-paced with an emphasis on the President's day-to-day activities? It certainly is, and just to reaffirm what I said, sit back and read about this week's Employee Spotlight, Barbara Clark.

So Barbara, what is it that you do in the President's Office? "I answer the phones and pass messages, maintain five calendars and make travel arrangements. When calls come in, I try to help the individuals as much as I can. Sometimes calls come in from off-campus that have been routed all over the campus. When this happens, I take the time to help the caller by getting the information that they need and calling them back. Because the caller has taken the initiative to call Mr. Rhodes, I try to help them as best I can. If I'm unable to help, then I route the caller to someone that can better answer their questions."

With regard to the many calendars Barbara maintains, there is quite a lot of upkeep to them that one, like myself, isn't aware of. "In addition to the master calendar, his desk calendar, his home calendar and pocket calendar, I have to

make sure that everything is detailed on his daily 3 x 5 pocket card including names, telephone numbers of where Mr. Rhodes will be and fax numbers, street names and locations of meetings, and cross-reference for street names (for the larger cities he visits). Items will slip through the cracks if you don't pay attention to detail. Being on top of the entire realm of his activities is a very important part of my job."

When making travel arrangements, Barbara has to be very careful as to when flights depart, arrive, etc., as well as making sure that ground travel time is given plenty of consideration when making meeting arrangements in various cities throughout the world. "Mr. Rhodes does not like wasting time. It's imperative that I make sure his layover times in airports is at a minimum."

Other than her job at the President's office, her interests include training horses and motorcycling. Recently, Barbara decided to obtain her motorcycle drivers license. In fact, it took Barbara only three weeks to accomplish this feat! When I asked Barbara to tell me about this 'personal challenge,' the whole

room lit up as she glowingly explained the following: "I made up my mind that I was going to ride myself. I had been a passenger on my husband's bike for several years. So, I started watching the papers for a used bike and found a 1987 cherry-red, Honda Magna! I practiced for three weeks and got my license. The day after I got my license, I drove it to work! I prayed all the way to work that day! It's so nice to be able to go by a field and smell freshly chopped hay or going by various orchards and your senses picking up the smells of apples or grapes. Obtaining my license has made me a better driver over all. You tend to be more watchful of the surroundings and happenings all around you. I just love it!"

Last summer, Barbara and her husband, Sheldon, went to visit her brother. They rode the motorcycles there and once at the house, her brother was exasperated thinking that *she* rode the beautiful cherry-red machine there 'all by herself.' As Barbara exclaims, "I told him that I rode it to work every day. He was just 'beside himself.' He couldn't believe that I would ride a motorcycle to work because I work for the President of the University! I told him that Mr. Rhodes was very supportive of my endeavor!"

Barbara used to live in Texas. While there, she started showing Quarter Horses, then moved to Quarter Horse race horses. Here, she got her start in training these majestic animals. One summer, Barbara was a leading trainer in Juarez, Mexico working with Thoroughbred horses. She oversaw the ex-

ercise and medical attention of the race horses at the stable. "Training is an exciting experience. You see all aspects of the horse racing industry and the excitement is, at times, overwhelming!"

Barbara also used to raise Rhodysian Ridgeback hounds and Maltese. At one time, Barbara's Ridgeback had a litter of 13 pups! She now has one Ridgeback female, called "Risky Business" and a shepard/collie cross called "Molly."

Presently, Barbara and her husband maintain a 400-acre crop farm. This farm was a six-generation dairy farm. They also board dry cows and heifers during the winter time. Someday, Barbara will get back into the horse industry—as she states, "I'll probably get back into having horses when I retire so that I can spend lots of time with them."

When I asked Barbara what her motto is for being so positive, she came back to me with this statement: "I like to brighten up other people's lives. Sometimes, you may feel that a smile isn't that much. But for some people that don't receive many smiles, it means quite a bit to them. Some days it's difficult due to the stress that we are under, but I make sure that I answer the phone with a smile on my face and greet our visitors the same way. It means a lot to folks and that's what's important—making others feel good, too!"

The University and the President's Office are very fortunate to have such a dedicated and professional employee as Barbara Clark. Help us congratulate Barbara, as this week's Employee Spotlight!

LEADERSHIP LEADS

Are We Sunk Again?

by George Peter

A Japanese official recently lambasted the American worker. He said that we are lazy, illiterate and poorly educated. Whoa! Back off! Here is the way it really is: Some time ago the Japanese imported modern concepts in leadership from an American expert named Deming. Now they claim it is their invention. It has been so successful that they now export Japanese cars, cameras, electronics and about everything else.

But, they obviously don't understand or appreciate what has been incorrectly called the "Japanese Concept in Leadership." If they really could comprehend, instead of merely copy, they would know the truth. American management is lacking in *leadership literacy*. American management has not learned how to *empower* workers so that they will be excited about their work and excited

about learning how to be more effective.

We talk about it a lot. We lament that the Japanese accepted the concept that workers need to be empowered. We make motions at trying these modern concepts, but something always gets in the way. Leaders keep tripping over their own egos and this prevents the implementation of workable systems.

We don't need another sinking by the Japanese. We need to understand, better than the Japanese do, that to be *leadership literate* is to develop a work environment where the employee senses a partnership in a team effort.

Until we really understand, and really implement, such concepts in our systems, the Japanese will continue to outperform ours in more and more ways. America needs to upgrade its leadership skills.

IRS EIC Tax Credit Changes

Working families with children may be able to claim a greatly increased special federal tax credit of up to \$2,020 this year through the Earned Income Credit (EIC) Program. To qualify, families must earn between \$1 and \$21,250, have one parent who worked at least part of the year, and have at least one child living at home for at least half of the year. This credit is "refundable," according to Jean Finley, president of the local Unitarian-Universalist Youth-in-Crisis Task Force.

An estimated one out of four of the local eligible families will unknowingly forfeit this money because they are not aware of this benefit, Finley reports. The Youth-in-Crisis Task Force is distributing flyers and posters on the EIC Program.

Claiming EIC benefits requires filing an extra form (Schedule EIC) this year. Help in filing and more information on EIC program refunds is available through the IRS's toll-free number (1-800-829-1040) or locally through the Volunteer Income Tax Assistance program. In Ithaca, RSVP volunteers are providing IRS-VITA help at: G.I.A.C., 318 N. Albany St., weekdays from 10-3; Tompkins Co. Public Library, 312 N.

Cayuga St., Saturdays from 10-2; the Senior Citizen Center, 213 S. Geneva, Fridays from 9:30-12:30; the atrium of Center Ithaca, Tuesdays from 10-3; and the VFW Hall, 423 W. State St., Mondays from 9:30-12:30 and Wednesdays from 1-4.

Other area IRS-VITA assistance sites are Watkins Glen Public Library, Saturdays, 12-2; NYS Senator Libous' Office, 167 Main St., Owego, Mondays/Wednesdays, 10-2:30; and Boyle Senior Center, 149 Genesee St., Auburn, Mondays/Fridays, 9-12. Home VITA-help visits can be arranged by calling 607-753-5060 (Cortland Co.); 315-539-5655 Ext. 2088 (Seneca Co.); 315-255-1565 (Westminster Manor, Auburn) or 315-255-1565/315-253-4947 (Schwartz Towers, 90 North St., Auburn).

Families can also see payment of their EIC benefit in advance by filing a W-5 form with the working parent's employer. At the parent's request, employers must add EIC benefits to regular payroll payments throughout the year.

If you have questions, please call Jean Finley at 607-272-3081 or call the IRS directly at 1-800-829-1040.

We see things ”
not as they are
“ but as we are.

Poetry Contest

The 3rd Networking Poetry Contest is now underway and we are awaiting your poems. This contest is being held as part of the Networking Board's efforts to meet the objectives of Networking which were established more than a decade ago. These include: encourage employee participation, enable the employees to have a voice, promote personal growth, and to utilize unused talent at Cornell. We are also aiming to improve communication between units at Cornell, as some departments are donating their time and services as prizes for the contest.

The Office of Human Resources and Cornell Information Technologies (CIT) have both donated workshops, the Laboratory of Ornithology has offered a gift certificate to their Crow's Nest Bookstore, Cornell Dining Services and Transportation Services have also donated prizes, as well as other departments on campus.

So if you enjoy writing poetry, write a poem or two and submit them before April 17th, using the enclosed entry form.

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:

Kathie Shaff CIT/IR
33 Thornwood Drive

by the deadline of April 17, 1992

EMPLOYEE ASSISTANCE PROGRAM

273-1129

Couples Conflicts: Working it Out

Remember what it was like when you were just getting involved in a new relationship? Many of us would sit and talk with each other for hours at a stretch. After a while, though, if we are like most people, we find we have gotten caught up in the hurly-burly of our daily lives. We attend to our busy schedules, juggle home, career, family, friends, and leisure pursuits, and seem to end up with little time to even talk with our spouse or partner. This dwindling of communication and time together takes place even though the importance of this relationship to us and our commitment to it remain as great as ever.

At the same time that the opportunities for spending time together lessen, occasions for tensions and conflicts arise—frustratingly, often over issues that "should" be simple to resolve, such as who will wash the dishes or call the babysitter. The division of chores may not be the simple task it would initially seem. Given modern relationships and complex schedules, dividing chores according to traditional sex roles may not be the best solution. Today's more complex schedules need more room for negotiation.

Three essentials for successful marriages or relationships are: (1) commitment to growth and change, (2) effective communication, and (3) creative use of conflict and anger. One creative way to structure communication and conflict between partners is to schedule and hold weekly meetings to discuss specific issues. Agreements are in effect for one week only, and can be renegotiated at the next meeting. In this manner, conflicts are neither awarded nor escalated, and no assumptions are made about lifelong plans. Doesn't it make sense to take the time to meet for twenty or thirty minutes a week? Consider: few successful businesses operate without meetings of colleagues and discussion of goals and progress. We owe our partners and ourselves the time and effort it takes to help our lives together run smoothly.

Here are some suggested guidelines for couple meetings:

- 1) Meet weekly at a regularly scheduled time.
- 2) Alternate responsibility for chairing the meeting. Be respectful of your partner's opinions.
- 3) Keep the meeting short - 20-30 minutes - depending on the number of items to be discussed.
- 4) In regard to chores, childcare arrangements, etc. - make a list, discuss how to distribute the workload fairly, write it down, then post it (e.g., refrigerator, bulletin board).
- 5) Use meetings to tell your partner about your schedule for the week, including doctor appointments, extra meetings, etc. Your schedules should also be written down, preferably on a kitchen calendar. In addition, plan fun times, e.g., dates, recreation, outings.
- 6) Agreements should stay in effect until the next meeting. Avoid hassling your spouse about agreements in-between meetings. (It's only a week!)
- 7) To keep the meetings positive, each partner should evaluate his or her performance (not the spouse's) on the agreements made the week before. Do not gripe. Support and encourage your spouse as you would a respected colleague.
- 8) Try the meetings for at least four consecutive weeks before you declare them worthless. Most couples find them valuable once they become comfortable with the idea of formal meetings. Once your household is running smoothly, you may want to consider involving your children in them as well.

If, despite all efforts, you are still having trouble working out conflicts, consider calling your Employee Assistance Program (EAP) at 273-1129 for an appointment.

EMPLOYEE ASSEMBLY COMMUNICATIONS COMMITTEE

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

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 pm to 4:30 pm 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.

Transportation UPDATE

Cornell University Office of Transportation Services 255-4600

Chemung County Transit is adding a third bus through Schuyler County, effective March 30, with stops in Horseheads, Millport, Montour Falls, Odessa, Alpine Junction, downtown Ithaca, and Cornell. For more information, call Brad Lane at 255-9948.

A revised Ithaca Area Transit Map will be available in mid-April. It will include new routes and will reflect the re-opening of East Avenue.

The Traffic Bureau now offers "instant appeals," by FAX, for Cornell parking tickets. This option is available only within ten calendar days of the issuance of a ticket. Call 255-5688 for instructions or further information.

Recipes for the Nutrition Conscious

Translation: Recipes for those who want to lose weight and/or are concerned about excess fat in the diet. Some experts are claiming that the American diet is way too high in fat content. 40% seems to be the average. Nutritionists are claiming that 30% is too high. Dr. Dean Ornish contends that 20% may be too high. Here are some ways to eat heartily and still minimize fat intake. Use substitutes.

Old Fashioned Apple Butter

One peck apples
One gallon sweet cider
Six cups sugar
One tablespoon cinnamon
One half tablespoon cloves

Wash and slice apples (don't peel). Add cider and cook until soft, then press through a sieve. Boil the strained pulp until it is thick enough to heap on a spoon, then add sugar mixed with spices and continue boiling until so thick that no liquid runs from the butter when tested on a cold plate. Pour while hot into hot jars. Process 10 minutes in hot water bath, then completely seal.

The alternative is to buy your apple butter at your favorite grocery store or at the Cornell Apple Orchards store.

Prune Paste

Take one cup pitted prunes, blend with six tablespoons water and two teaspoons vanilla.

Substitute for shortening in recipes for brownies, muffins and other baked goods. This reduces the fat in the recipe by at least 75 percent. The mixture is best when used fresh, but it can be kept in the refrigerator for several days. If kept in airtight container, may be stored in a refrigerator for several weeks.

Three ounces of prunes contain 239 calories and 7 grams of fiber. Prunes are high in iron, potassium and beta carotene.

Tompkins County Health Department

Cornell University

Open Blood Pressure Clinics

Date	Site	Time
March 1992		
31	Africana Center	9:00-11:00
April 1992		
2	Bus Garage	8:00-10:30
7	Morrison Hall-Room 134	9:00-12:00
9	U-Hall 28 Lounge	9:00-11:30
9	Stocking Hall-Room 117	1:00-4:00
14	Humphreys Service Bldg.	1:00-3:30
15	Humphreys Service Bldg.	8:30-11:30
21	US Soil & Nutrition Lab	9:00-12:00
26	Comstock Hall-Room 2123	1:30-3:30

INCITES

CUINFO: Your Electronic Source for Information at Cornell

by Steve Worona

CUINFO is Cornell's computerized public-information system, available at no charge to all members of the Cornell community. Starting from an intuitive, user-friendly main menu, you can browse through CUINFO's holdings and find everything from the latest weather forecast to the entire Cornell course catalog! New information and menu items are added to CUINFO on a regular basis. Here are some of the latest entries:

- **EVENTS.** The *Information and Referral Center* in Day Hall maintains a comprehensive list of campus events, including movies, sports, lectures, concerts, art exhibitions, and many others. That listing is now available on CUINFO, under EVENTS.
- **TRAVEL.** If you're about to travel abroad, check out CUINFO's list of State Department Travel Advisories. Covering countries from Algeria to Zimbabwe, these advisories provide official U.S. government warnings about civil unrest, medical precautions, fraudulent commercial schemes, and other issues of concern to the foreign traveler. Look for them under CUINFO TRAVEL.

Speaking of CUINFO TRAVEL, another new item on that menu is AGENT, the "Travel Planning Request Line" sponsored by the Cornell Travel Office. This service allows you to specify the details of a forthcoming trip, which a Travel Consultant will then review and match with appropriate airline schedules, accommodations, rental cars, and the like. The Travel Consultant will then call you with the result of your request and to arrange ticketing.

- **SPORTS.** While the season is still in full swing, enter SKI on CUINFO's main menu to see today's conditions for both downhill and cross-country areas. CUINFO receives and posts this information automatically each morning by about 7am.

If you're curious about whether Barton Hall will be available for that noontime jog, the Athletic Department is now posting the weekly Barton schedule under CUINFO ATHLETICS.

- **MEDIA.** Have you ever wondered what Cornell's Media Services Department is all about? Take a look at the new three-page description under CUINFO SERVICES.
- **TEXTBOOKS.** Thanks to the Cornell Campus Store, CUINFO now features a complete list of required and recommended textbooks for all courses being taught this semester. Enter TEXT from the main CUINFO menu.

CUINFO terminals are located in the lobbies of Day Hall and Gannett Clinic, at the main desks of Willard Straight Hall and Noyes Center, in the Student Employment Office, and in most campus libraries. CUINFO is also available directly from your desktop computer if it's connected to the campus data network. (Ask your local area network administrator or the CIT Service HelpDesk—121 CCC, 255-8990—for details.)

(From now on, *Networking* will publish announcements of new items in CUINFO on a regular basis to keep you up-to-date on what's available.)

More Ways to Stretch Your Vacation Dollars

The Anheuser-Busch Theme Parks Club is offering 9 great ways to save 15% on your family's next vacation. You'll receive a 15% discount on general admission to Sea World of Orlando, California, Ohio & Texas; Busch Gardens in Tampa and Williamsburg; Adventure Island, Cypress Gardens and Sesame Place. In addition, you will be able to take advantage of discounts on merchandise, lodging, transportation and meals.

Universal Studios is offering a 10% discount on general admission and merchandise.

Disney's Magic Kingdom Club brings you the best of Disney with exclusive benefits, special discounts and vacation packages at Walt Disney World in Florida and at Disneyland Park in California. Benefits include:

- Reduced prices on tickets & passports at all Disney Theme Parks
- Savings of 10-30% on select Disney resort accommodations

- Discounts at Pleasure Island, Typhoon Lagoon & River Country
- 10% discount at Disney Stores nationwide
- 10% discount on air fares on Delta Airlines
- Up to 30% discount with National Car Rental
- Discounts on cruise vacations aboard Premier Cruise Lines

Your FREE Magic Kingdom Club card is available now. Please contact Janet Beebe at 255-7565, 165 Day Hall. ALL Cornell Employees are eligible for these discounts.

RADIO CITY MUSIC HALL EASTER EXTRAVAGANZA AND NEW YORK CITY: APRIL 11-12, 1992

CRC is offering a fantastic Easter get-away to New York City and the Radio City Easter Extravaganza. Join the world-famous Rockettes and the sunniest cast in town for an eye-popping, ear-perking musical spectacular guaranteed

to put some spring in your step and a song in your heart!

The bus will leave early Saturday morning, April 11 from Cornell's "O" Lot. The group will check in at their hotel, the Quality Inn Midtown, upon arrival in New York. The afternoon is yours to enjoy and explore New York City. You will receive tickets to the 8:00 p.m. performance of the Easter Show at Radio City Music Hall. After checking out of our hotel at noon on Sunday, the group will

visit South Street Seaport for a few hours of shopping. An early evening arrival is expected in Ithaca.

The price is \$135.00, per person, double occupancy for CRC Club members. Your trip includes transportation, lodging, and tickets to Radio City Music Hall. A \$75.00 deposit is required upon signing up for this trip, the balance is due on March 27. There is still room available. Sign up today by calling 255-7565. Don't delay!

Impressions of Puerto Rico

by Dorothy & Bob Wiggans

We chose this Puerto Rican trip more as an escape from slippery roads than for the place. The musical, West Side Story, featuring gangs and crime had given us a poor impression. Imagine how surprised we were to find a prosperous people, well dressed, driving shiny new cars and being so friendly.

The group was most congenial led by genial George Peter. After landing in San Juan, we rented a van and began a circle tour of the 100-mile-long island, spending three nights on the road before returning to San Juan for the remainder of our week.

The radio telescope that Cornell developed at Arecibo was a major highlight of the trip. We had VIP treatment with a tour by the director. George Peter spent two years there helping set up this largest radio telescope in the world and he was given a very warm welcome.

Puerto Rico has many interesting features—a wide variety of terrain including mountains and valleys, pineapple, banana, and coffee farms, lovely seaside beaches, fishing villages, large cities, the famous rain forest, a long history, ancient Indian ruins uncovered 17 years ago, a Spanish culture, Spanish colonial architecture, and much more.

We had a loose plan for the week that allowed for unexpected side trips, as well as lots of free time for surfing, shopping, walking, and exploring other attractions on our own. This is a place to return to. We enjoyed the variety of accommodations, and unexpected treats like continental breakfast on the flower bedecked roof of the hotel in Ponce.

And to top it all, the flowers were breathtaking—growing in gardens and fields and along the road. Beauty predominated from mountain scenes to beaches, valleys, gorges and waterfalls.



UNCLASSIFIED ADS

1. Please send all unclassified ads through Campus Mail **ONLY** to *Networking* Unclassifieds, Susan Hollern, 440 Day Hall. Hand delivered ads will be omitted. **NO PHONE CALLS PLEASE!**
2. For our information your name and campus phone number **MUST** be submitted with ads, otherwise your ad will be omitted.
3. All unclassified ads are free of charge to Cornell faculty, staff and students and will be printed in the order received as space permits.
4. Please limit your ad to 30 words or less. Any ad longer than 30 words may be shortened by the *Networking* staff—depending on space available.
5. The deadline for the April 9 issue is March 31, 1992 at noon.
6. Please submit an ad for each issue that the ad should appear in. Thank you.

For Sale

Five piece solid oak dinette, bentwood chairs, 42" round with 13" leaf, formica top, excellent. \$300. Pioneer 45 watt receiver, cassette deck, turntable, \$200. Please call Tim at 5-4310 or 589-4770 evenings.

White dresser, perfect condition, \$125. Sears Kenmore high efficiency air conditioner, excellent condition (used one year), \$300. Two, 1-ton wooden coal storage crates, \$30 each or both for \$50. Please call 272-2922.

Flooring, #1 Red Oak, \$1.59 per sq. ft., 1,197 Sq. Ft. Peachtree 44" insulated steel door, \$250. Please call 539-6597 after 4:00pm.

1982 Toyota Tercel, 3-door, automatic, am/fm radio, new battery, new brakes, runs great! \$900 OBO. Please call 277-1881 after 5:30pm.

3-bedroom house in Trumansburg village. Sunporch, pantry, attached garage, 15 x 24 attached storage barn. All remodeled and insulated; new Andersen windows and siding. Spacious private yard with stream and flowering trees on quiet street, walking distance to stores and bus. \$62,500. Please call Pat at 564-7927.

Wedding dress never worn or altered, cathedral length, white satin with beaded design. Pictured in BRIDES Magazine last year. Paid \$650, asking \$475. Please call Bonnie at 5-5482 or 257-8185 after 5:00pm.

Car speakers, Sony, 6 x 9, excellent condition, \$30 OBO. Please call Mike at 277-3945, leave message.

Fishing board, 14' aluminum with trailer. 9.9 HP Johnson, accessories, \$795. Refrigerator, \$50. Please call Sean at 272-5543 or 539-6390.

Equipped 14' Sunfish sailboat with trailer. \$1,000. Please call 5-5348.

1981 Skyline mobile home, 14' x 70', 2 bedrooms, study, 1 1/2 baths, large living room. Washer/dryer, new 8' x 10' workshop. Hillside acres. \$15,000. Please call Alex at 5-7163 or 272-6593.

1978 Chevrolet 4-Wheel Drive truck. Newly rebuilt engine, new box, all new body parts. Please call 273-7966.

Two traditional sofas: new beige with brown and rust, used two months. \$425 (new \$750). Gold velour with matching chair in excellent condition. \$350. Green occasional chair, \$35. Humidifier, used twice, \$50 (cost \$100 new). Please call 5-7616 or 315-364-8425 after 4pm.

Windsurfer. Hi fly 555 12' board, two sails: 6.0 mylar, 7.2 flathead. Nice, fun board. Complete. \$350. Please call Jim at 5-2329 or 589-6014.

US Silver coins. Good selection. Kennedy's, dollars, walking liberty's, dimes, nickels, commemoratives, pennies. Best Offer over \$800. Please call Jim at 5-2329 or 589-6014.

1988 Nissan Maxima SE. Loaded 5-speed. Air, cruise, am/fm cassette. Excellent shape, no rust, runs like a tip. 87K. Best offer over \$7,900. Please call Jim at 5-2329 or 589-6014.

1990 Bayliner Ciera Sunbridge, 22', 230 hp, V8, 40 hours on engine, dual axle trailer with brakes, camper and bimini top, docklines, fenders, anchors with lines, life jackets, safety equipment. Dual batteries, am/fm cassette with power booster and JBL speakers. Three props, VHF radio, depth and fish finder, sleeps 4, private head, sink and icebox, water-skis, etc. Asking \$23,000 OBO. Beautiful boat a MUST SEE!!! Please call Ron at 257-1142 or 257-3809 and ask for Ron or Kelli.

Magic Chef 36" gas range, \$50. Comfort Glow kerosene heater. Used three times. Retail \$139, now \$90. Gibson Air Sweep air conditioner, 2 years old, 110v. Retail \$500, now \$300. Please call 5-3136 or 315-889-5487.

Nikon Macro Lens, 105 mm f4, AI. Good condition, \$190. Vivitar 283 Flash with accessories, \$50. Please call Donald at 273-5163.

1983 Toyota Tercel hatchback. Copper, 4-speed, 100K+ miles. Some rust. Runs well, recently inspected. \$675. Please call 257-3283 after 6:00pm.

1987 Chevy Nova. Made in USA. Automatic transmission, 4-door, red, excellent shape. 74,000 miles. Warranty. \$4,200 OBO. Please call 387-5567.

1989 Subaru Justy. Automatic, warranty, rust-proofed. One owner. 13,000 miles, cloth seats. \$300 + take over payments. Please call James at 3-3857 or 277-1861.

1986 Subaru Wagon, 4-wheel drive, power windows, power locks, am/fm cassette, 116,000 miles. Very nice condition! \$2,900. Please call 5-3192 or 564-7188

1988 Pontiac Sunbird, 2-door, automatic, AC, am/fm cassette, tilt steering, 40K miles, \$5,500. Please call Bob at 273-8659.

1978 Holiday Rambler, 28 ft. camper trailer. Sleeps four adults. Has air conditioning, full bath, gas stove w/ oven, furnace w/ electric blower, gas and/or electric refrigerator, and a 20 ft. awning. \$3,000. Please call Bonnie at 4-7128 or 539-6748 evenings.

Looking for that specialty or show car? Here it is! 1979 Pontiac Trans Am Anniversary Edition. All original. Has all options. Automatic transmission. Always garaged and covered. 11,000 original miles. Asking \$13,000. Please call 546-4111 after 6:00 pm.

Wanted

Utility trailer capable of hauling garden tractor. Please call 838-8209.

Sewing machine, free or reasonably priced. Can be older, but must be in good working condition for my 11 year old. Please call Judy at 5-1696 days or 533-4373 evenings.

Land alone or land with house in Groton or Dryden area. 15-30 acres. Please call after 6:00pm at 564-9218.

House rental wanted for very distinguished Russian Physicist in August, prefer lake or country setting. Contact Andre at 5-5169 or 277-6475 evening.

Case for Apple Macintosh external floppy disk drive (800K size). Please call Oliver at 5-7062, anytime.

For Rent

Sabbatic house for rent: Beautiful, four-bedroom furnished house downtown on lovely street facing a creek, 7 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 a message at 277-2228.

One bedroom apartment, Sapsucker Woods area, available immediately, \$400 includes all but electricity. No pets or smokers. Please call 257-2895 or 257-4421.

One bedroom efficiency cottage suitable for one person. 5 1/2 miles from Octopus on Taughannock Blvd. 20-minute drive to Cornell. Loft bed and desk available. No dogs. Non-smoker. Cozy, clean and quiet with lake view. \$325 plus utilities, 12-mo. lease. Please call 272-2039.

Two and three bedroom new townhouses. 2 1/2 miles to Cornell. Yard, private deck, washer/dryer hookup. Furnished basement for family room. Two full baths. Please call 273-2964.

Vacation rental: Charming 3 bedroom, 1 1/2 bath Adirondack lakefront cottage on private pine-tree peninsula. Canoe, screened porch, stone fireplace, large dock. \$500 week in May, June and September. \$600/week July through Labor Day. Less than 3 hours from Ithaca. Please call 257-1597.

Quiet two bedroom apartment northeast area, Dart Drive. \$530 includes everything. Washer & Dryer facilities. Please call 5-5723 or 257-2339.

Newly built in 1988 in Aurora, large 4 bedrooms, 2 1/2 baths, living room, dining room, kitchen, den, full basement, large yard. Off main road. \$800 plus utilities. Please call Anne at 5-9081.

Only \$685 sublets my \$800 2-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.

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.

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.

**Project Administrator (PC1205) HRI
Human Development Family Studies**

Posting Date: 3/26/92

Provide administrative support for Cornell Youth and Work Program. General administrative responsibilities including correspondence, accountability supervisor, publications, newsletter, and project development.

Requirements: Bachelor's degree or equivalent and 2-3 years related experience. Knowledge of wordperfect 5.1. Ability to work independently and under pressure. Excellent organizational, interpersonal, and communication (written and oral) skills. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application. Women & minorities are particularly encouraged to apply.

**Asst. 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 Dept (PC1005) HRI
Bursars Office-Endowed**

Posting Date: 3/12/92

Supervise and coordinate daily operations of the support staff & 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, EHP #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, EHP #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: gen-

eral 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.

BOYCE THOMPSON INSTITUTE

**Part-time Greenhouse Assistant
Boyce Thompson Institute for Plant Greenhouse**

Salary: \$6.70

Posting Date: 3/26/92

Perform general greenhouse duties such as watering, planting, lifting, etc. Weekend work required.

Requirements: A.A.S. in horticulture or equivalent experience and NYS drivers license required. A working knowledge of greenhouse operations would be helpful. Must be able to lift 50lbs.

Contact: Anne Zientak, Boyce Thompson Institute, 254-1239

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).

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 (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 (T1202)

Chemistry-Endowed

Minimum Biweekly Salary: \$566.28

Posting Date: 3/26/92

Provide staff support to laboratory services. Prepare, package, and distribute reagents, supplies, and equipment. Assist with inventory control, stockroom operations, lab maintenance, and chemical disposal.

Requirements: Bachelors in chemistry or closely related field, or equivalent, 1-2 yrs. lab experience. Strong chemistry background with knowledge of safe chemical handling procedures. Ability to follow directions, keep records, and meet deadlines.

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 & 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 letter 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 (T1201)

Diagnostic Laboratory-Statutory

Minimum Biweekly Salary: \$615.42

Posting Date: 3/26/92

Perform a comprehensive range of microbiological and serological tests to aid in the diagnosis of viral and rickettsial infections in clinical specimens. Preparation of media, buffers, and other reagents. Performance of tissue culture, and fluorescent antibody tests.

Requirements: Bachelors degree in microbiology, biology or related field. 1-2 yrs. related experience. Good sterile technique, experience with microscopy and virological procedures desired. 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.

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 HS 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: HS 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.

Assistant Reservationist GR18 (C1202)

Staller Hotel-Endowed

Minimum Biweekly Salary: \$542.89

Posting Date: 3/26/92

Responsible for all guest room reservations and assignment of hotel rooms, transient guests. Assists reservationist in assigning group room blocks. Flexible; nights and weekends.

Requirements: HS diploma or equivalent. Hospitality industry background essential, specifically front-of-the-house operation. Knowledge of computer/word process. Good communication skills. Regular Cornell employees only. Send cover letter, resume, and employee transfer application to Esther Smith, Staffing Services, EHP #2.

Office Assistant GR18 (C1208)

Office of Sponsored Programs-Endowed

Minimum Biweekly Salary: \$542.89

Posting Date: 3/26/92

Receive all telephone calls and visitors to OSP. Process all outgoing and incoming mail. Maintain central forms file. Prepare and distribute weekly agenda. Maintain copier and facsimile machine.

Requirements: HS education or equivalent. Some college coursework preferred. 1-2 years related experience. Send cover letter & resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application.

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: HS 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.

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 pro-

files; 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:** HS 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, EHP #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
Type; arrange travel reservations & prepare paperwork for travel reimbursement; answer telephones and pick up and deliver mail; schedule appointments; cover overload from other secretaries. **Requirements:** HS 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, EHP #2. Employees should include employee transfer application.

Relief Night Auditor/Night Manager GR19 (C1201)
Statler Hotel-Endowed
Minimum Biweekly Salary: \$566.28

Posting Date: 3/26/92
Review, verify and record hotel revenue; generate report through property management systems as required by management; perform duties of night manager in relief; coordinate and participate in front desk, concierge and bellman activities to provide quality guest service. Full-Time, regular position, nights 11:00 PM - 7:30 AM. **Requirements:** HS diploma or equivalent, some college coursework in accounting preferred. Hotel experience desirable and knowledge of computers essential. Excellent interpersonal and communication skills. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application.

Administrative Aide GR19 (C1203)
Alumni Affairs-Endowed
Minimum Biweekly Salary: \$566.28

Posting Date: 3/26/92
Provide secretarial support to Director of Alumni Affairs and Associate Director of Alumni Programs while serving as the office receptionist. **Requirements:** HS diploma or equivalent. Some college coursework preferred. 1 - 2 years related experience. Good interpersonal and communication skills. Must be well organized and have ability to work independently. Attention to detail and mature judgement. Knowledge of computers, Macintosh experience preferred. Good typing skills a must. Heavy typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include an employee transfer application.

Secretary GR19 (C1101)
Vet Administration-Statutory
Minimum Biweekly Salary: \$566.28

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:** HS 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, EHP #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, EHP #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. Specifically, assist in the coordination of on campus recruiting and scheduling of student interviews. Act as front office receptionist. Work with students on a daily basis, assisting with their job search. Responsible for the production of the alumni job bulletin and the Hospitality News publication. **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 required. Computer experience required, proficient with Macintosh, a plus. 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 Career Services office highly visible. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employee should include employee transfer application. Women and minorities are particularly encouraged to apply.

Research Aide GR22 (C1207)
Office of Human Resources-Endowed
Minimum Biweekly Salary: \$641.92

Posting Date: 3/26/92
Act as primary source for survey requests. Assist Senior Compensation Specialist with survey data; gather survey data for internal and external requests, prepare reports. Provide data analysis and research aide support. **Requirements:** Associates degree or equivalent. Bachelor's degree or equivalent preferred. Some related experience and ability to use computer, IBM/Macintosh with a good working knowledge of spreadsheets. Strong organizational and analytical skills. Strong communication and interpersonal skills. Knowledge of statistical packages preferred. Send cover letter and resume to Esther Smith, Staffing Services, EHP #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 co-workers 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 GR17 (C9508) Repost
Ombudsman's Office-Endowed
Minimum Full-time Equivalent: \$530.38

Posting Date: 12/19/91
Provide clerical assistance in support of office function. Duties include receptionist; typing reports and correspondence; record keeping. Monday-Friday, 20 hrs, to be arranged. **Requirements:** HS diploma or equivalent. Minimum 1 yr. related office experience. Computer work processing (IBM PC, WordPerfect 5.1) skills. Strict confidentiality. Ability to work with a variety of people in a conflict resolution setting. Medium typing. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employees should include employee transfer application.

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, EHP #2. Employees should include employee transfer application.

Administrative Aide GR21 (C1206)
Philosophy-Endowed
Minimum Full-time Equivalent: \$615.42

Posting Date: 3/26/92
Circulation Manager maintains computer and paper records of all subscribers to the Philosophical Review and handles all orders and inquires related to subscription. **Requirements:** Associate's degree required. Bachelor's preferred. Work experience using IBM-compatible running WordPerfect and DBase (or similar Software). Good writing and oral communication skills required. Send cover letter and resume to Esther Smith, Staffing Services, EHP #2. Employee should include employee transfer application. Women and minorities are particularly encouraged to apply.

Office Professionals Temporary

Cashier/Data Entry (S1107)
Ornithology
Casual Appointment

Posting Date: 3/26/92
The Crows Nest Birding shop is seeking an individual to perform data entry and cashiering duties. Answer phones. Must be very customer service oriented. Please send cover letter and resume to Karen Raponi, Staffing Services, EHP #2. Hours are Saturday and Sunday 10am-4pm. Monday 7pm-9pm. Other weekday hours as needed.

General Service

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

Custodian SO02 (G1202)
Statler Hotel-Endowed
Hourly Rate: \$6.55

Posting Date: 3/26/92
Maintains Statler Hotel assigned areas in a high state of sanitation and cleanliness. Provide other support services as directed by Housekeeping Supervisor. Regular, full-time, 10 month appointment. **Requirements:** HS diploma or equivalent. Housekeeping experience in a commercial or industrial environment desired. Must be service oriented. Regular Cornell employees only. Send employee transfer application to Esther Smith, Staffing Services, EHP #2.

Mail Courier SO04 (G1201)
Campus Mail Services-Endowed
Hourly Rate: \$7.17

Posting Date: 3/26/92
Distribution of all official university communications between academic, administrative, and support departments necessary to maintain the business of

the university. Re-direct inaccurately addressed or misdirected mail to all departments and students served by Campus Mail Services. **Requirements:** HS diploma or equivalent. Must have and maintain a valid New York State Class 5 motor vehicle operators license. Knowledge of the campus preferred. Excellent customer relations skills essential. Regular CU employees only. Send employee transfer application to Esther Smith, Staffing Services, EHP #2.

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:** HS 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 an 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:** HS 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 & some weekends. **Requirements:** HS or equivalent. NYS class 5 driver license. Physical examination required. Send application materials to Cynthia Smithbower.

Academic

Director
National Astronomy and Ionosphere Center
Posting Date: 3/26/92

Cornell University invites applications for the position of Director of the National Astronomy and Ionosphere Center. The Director is the chief administrative and scientific officer of NAIC and should have a record of accomplishment in one of the areas of interest at the Observatory which would qualify him or her for appointment to a tenure track position in the appropriate department. Demonstrated administrative, management, and leadership skills are essential. Applications or nominations should be received by March 30, 1992. Please reply to: Dr. N. R. Scott, Vice President for Research and Advanced Studies, 314 Day Hall, Tel: 607/255-7200.

Lecturer, Temporary Full-time and non-renewable for the 1992-93 academic year
Learning Skills Center
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

PAGE LAYOUT: Cheryl Seland
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Mail subscriptions available US delivery first class mail at: \$12.00 for 3 months; \$18.00 for 6 months; or \$26.00 for 12 months. Make checks payable to: Staffing Services Subscription, 160 Day Hall, Cornell University, Ithaca, NY 14853.

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.