

CORNELL Chronicle

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Racing to success 5

College of Arts and Sciences sophomore Mike Borkowski looks at his Ivy League education as a kind of safety belt, "something to fall back on if I don't make it big."

Commentary 10

In the last decade, about 80 percent of the races for Employee Assembly seats have raised no opposition. Three employees explain why they think that it is worth the trouble to serve.



Peter Morenus/University Photography

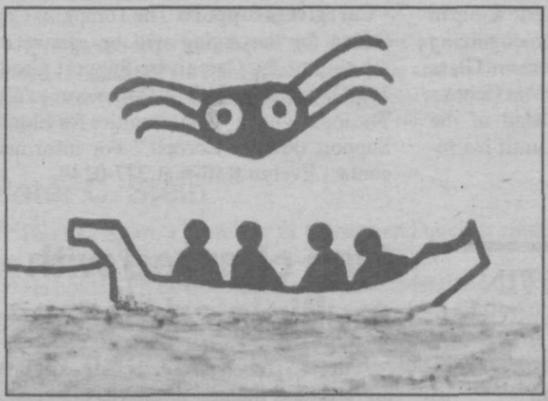
Robert Ascher, professor of anthropology, hand-paints an animated film of mythological subjects. His work will be shown at the Museum of Modern Art in New York City on Monday.

Anthropologist hand-paints films to tell myths from other cultures

By Carole Stone

The award-winning films of Robert Ascher, a Cornell anthropologist who makes hand-painted animated films of mythological subjects, will be shown at the Museum of Modern Art in New York City on Monday, Feb. 8.

The showing of Ascher's films, *Cycle*, *Bar Yohai* and *Blue: A Tlingit Odyssey*, will begin at 6:30 p.m. in the Roy Niuta Titus Theater 2, and Ascher will be there to describe



Courtesy of Robert Ascher

Four brothers go in search of blue in this still from the animated film "Blue: A Tlingit Odyssey."

his work and why he believes film is the ideal medium to convey myths from one culture to another. The films are part of a project that Ascher calls "Myth onto Film."

"He has a very fresh, fully inventive way of dealing with myths and stories," said Jytte Jensen of the MOMA film department who arranged for Ascher's films to be shown as part of the museum's regular Monday night Cinemascope series, a showcase for avant-garde films, and also during an Animation Week this month.

"My films do not look like ordinary films," said Ascher, a tall, rangy 62-year-old professor with greying curly brown hair. "The colors are especially vibrant and the images are somewhere between abstract and representational, and they have a dreamlike quality."

The dreamlike quality of Ascher's films is the pivotal point of his personal theory of film making: Combining the ideas of film theorists who observe resemblances between dreaming and watching movies and anthropologists who see similarities between the other-worldly logic of dreams and myths, he puts myths onto film "to communicate in some subliminal sense the deepest part of another culture."

There is a large body of film theory that describes the similarity between films and dreams — the flicker effect of films, the darkness both are seen in, the semisomnambulist state of the moviegoer, Ascher said. And anthropologists often describe myths as public dreams and dreams as private myths, he added.

Continued on page 9

Panelists seek more action on hiring diversity

By Lisa Bennett

The recent *New York Times* article about "The Ivy League Gender Gap" did not go unnoticed at a panel discussion on diversity that was held here last week.

"Wasn't that some timing?" said faculty and staff, as they picked up copies of the article.

Published on Jan. 24 — by coincidence, two days before the scheduled discussion — the article spelled out the problem that some 100 people had gathered to discuss: That is, that Ivy League universities have the greatest shortage of women in the tenured faculty ranks; and Cornell has the smallest percentage among those eight prestigious schools. That's true in both the

There was a striking increase in the number of women and minorities hired by the College of Arts and Sciences last spring. See story, Page 8.

private and state-supported colleges, at both the full and associate professor levels.

The *Times* reported that only 7 percent of all full professors in Cornell's private colleges are women, and only 9 percent are women in the university's state-supported colleges, as of the fall of 1991. It also reported that women hold 21 percent of the associate professor positions in both the private and state-supported sides of the university.

Since then, there has been a slight increase in women faculty members: Most notably, in Cornell's private colleges, women among the full professor ranks rose from 7 percent in 1991 to 10 percent in the fall of 1992, according to the Office of Human Relations.

Given these numbers, one of the questions considered by the panel — Have we done enough to increase diversity? — was by-and-large an easy one to answer. No.

So what should be done? Recommendations included:

- Provide more detailed reporting that reveals faculty, staff and student composition by department and unit.
- Coordinate efforts among the groups now working to increase diversity in each of the university's colleges.

Continued on page 8

Women as a Percent of the Faculty by Rank

Professor			
Fall	Women	Total	Percent of Faculty
1991	73	853	8.6%
1992	83	869	9.6
Associate Professor			
Fall	Women	Total	Percent of Faculty
1991	98	438	22.4%
1992	95	431	22.0
Assistant Professor			
Fall	Women	Total	Percent of Faculty
1991	85	302	28.1%
1992	97	296	32.8
Totals			
Fall	Women	Total	Percent of Faculty
1991	256	1,593	16.1%
1992	275	1,596	17.2

Schoolchildren learn history by wearing it

By Susan Lang

To help today's child develop empathy and understanding for what life was like in the day of Abraham Lincoln, a former Cornell graduate student has authentically re-created a set of children's clothing for students to wear and play in.

Although historical learning trunks are part of many school curricula, the Cornell garments are unique in that every stitch and pleat is as authentic as possible, though enlarged to fit today's larger child.

One garment, for example, is a lavender ball gown that would have been worn by a typical upper-class 9-year-old in the 1860s, says Lynn Boorady, who made the children's

clothing in partial requirements for her recent master's of professional studies degree from the Department of Textiles and Apparel in the College of Human Ecology. She worked with Susan Ashdown, assistant professor of textiles and apparel, on the project.

The gown has a set of complex undergarments, including handmade pantalettes trimmed with cotton lace, a boned corset, a cage crinoline, and a petticoat. The gown itself has hand-whipped seam edges, handmade box pleated brocade trim and 27 pleated insets at the hem. All told, the dress took about 250 hours to make — with the hem taking eight hours alone.

The gown earned Boorady finalist status from a profes-

Continued on page 8

NOTABLES

Carlos Castillo-Chavez, associate professor of biomathematics and 1992 recipient of a Presidential Faculty Fellowship, received accolades in his native Mexico City during a December visit. The governing body for the Venustiano Carranza area (with 2 million people, the second-largest subdivision of the city) and the president of the Mexico City council honored him with a commemorative plaque. In addition, all the schools he attended from elementary through high school marked the occasion with recognition ceremonies. An article in *Excelsior*, Mexico City's largest daily newspaper, cited his accomplishments and quoted him as saying that "we Mexicans are as capable as anyone from any other country. . . . Do not limit your dreams." Castillo-Chavez is an authority on the dynamics of epidemics such as flu, typhoid, cholera, measles and AIDS.

David B. Lipsky, dean of the School of Industrial and Labor Relations, has become a member of the first class of fellows selected by the National Academy of Human Resources. Lipsky and 11 other fellows, including four who are connected with the ILR School, were installed on Dec. 1. The academy was established last year to recognize achievements of practitioners, researchers, institutions and others involved in human resource activities. "We are proud to honor David Lipsky for his educational contributions to the human resources profession," said William S. Johnson, executive director of the academy. Executives of four corporations that sponsor ILR's Center for Advanced Human Resource Studies also

UAW gets grant to improve safety

United Auto Workers Local 2300 announced Tuesday that it has received a \$30,000 award from the New York State Department of Labor under the state's Occupational Safety and Health Training and Education Program.

The union will use the money to expand and improve the function of its Health and Safety committee, said Al Davidoff, president of Local 2300. That committee is led by Cornell custodian Dana Bevins.

"Through this grant we will be able to undertake an intensive effort to educate all our members about the hazards of their jobs through workshops, newsletters and outreach by committee members," the UAW said in a news release. "We will also work with the university to make sure that workers are guaranteed a safe work environment."

E. Peter Tufford, the university's director of labor relations, said that Cornell is not "interested in putting employees in unhealthy or unsafe situations," and he welcomed news of the state award as another "opportunity to work together to identify any potential safety problems."

Local 2300 represents some 1,100 custodians, material handlers, mechanics, animal attendants, cooks, dishwashers, printers, gardeners and equipment operators.

were selected as National Academy fellows. They are **Bruce Carswell**, senior vice president for human resources and administration, GTE; **Frank Doyle**, executive vice president, General Electric; **Howard Knicely**, executive vice president for human resources, communication and information systems, TRW Inc.; and the late **Christopher Wheeler**, who was senior vice president for human resources at 3M Co. before his recent death.

Bruce Raynor, a member of the Cornell Board of Trustees and director of the Southern Regional Joint Board of the Amalgamated Clothing and Textile Workers Union, has been elected executive vice president of ACTWU. His new responsibilities will focus on developing and implementing union strategies. Raynor, a graduate of the School of Industrial and Labor Relations, has served on ILR's advisory board and has been a frequent speaker at ILR classes.

Tanya Viramontes, a senior in the School of Chemical Engineering, has won a National Science Foundation Incentives for Excellence Scholarship Prize. Awarded each year since 1987, the prizes are made to the undergraduate departments of each recipient of a National Science Foundation Minority Graduate Fellowship award. A graduate fellowship was given to **Russell Thomas Clay**, a member of the Cornell chemical engineering class of 1992, who now is a graduate student at the Massachusetts Institute of Technology. The NSF then asks the undergraduate department to choose a current student as recipient of the Incentives for Excellence award, in this case, Viramontes. Through the awarding of the Incentives for Excellence Scholarship Prize, the NSF hopes to increase opportunities for outstanding underrepresented minority students to pursue advanced studies in the sciences, mathematics and engineering. Viramontes, from Farmington, N.Y., is planning a medical career after graduation from Cornell.

The American Society for Testing and Materials presented its 1992 Harold DeWitt Smith Award to **S. Leigh Phoenix**, associate dean of the College of Engineering and professor of theoretical and applied mechanics. The award is given for outstanding achievement in the field of textile fiber utilization. Phoenix's work focuses on the statistical and micro-mechanical models of failure in fibrous and composite materials, mechanics and failure of textile structure and cables, percolation models of materials failure and reliability models of ceramics.

Cornell's designs for female ice hockey protective equipment and a protective glove for wheelchair racers took first and second places in the U.S. Olympic Committee's Sports Equipment and Technology Committee's annual intercollegiate design competition in November. **Lynn Boorady**, a graduate student from Dunkirk and senior **Eileen Merck** of Ithaca, both in Cornell's College of Human

Ecology, shared the \$1,000 first prize award for their winning entry. Graduate student **Maggie Sanderell** of Columbus, Ohio, took second prize and a \$500 cash award for her design of a glove to be used in wheelchair races, a popular event in Special Olympics competitions. Both projects were supervised by **Susan Watkins**, professor of textiles and apparel. **Susan Ashdown**, assistant professor of textiles and apparel, also worked with Sanderell on the development of her project. Cornell will receive matching cash awards for both designs. The contest, which received 250 entries, required that all projects relate to an Olympic sport and apply technology toward athletic performance and/or safety. The Cornell first-place winning design provides protection for women's body structure.

Shaw's Daughters: Dramatic and Narrative Construction of Gender by **J. Ellen Gainor**, assistant professor of theater arts, has been selected as one of the Outstanding Academic Books of 1993 by *Choice*, the American Library Association's journal of book reviews.

Three members of the Plant Pathology Department at Geneva were given awards by the American Phytopathological Society during its meeting in Portland, Ore. **Herb Aldwinckle**, professor and chair of plant pathology, was elected a fellow of the society; Associate Professor **Helene Dillard** received the Extension Award for excellence in plant pathology; and Associate Professor **Wayne Wilcox** was presented with the Ciba-Geigy Award for contributions to the field of plant pathology. Also receiving an award was **Jerry Uyemoto**, a former member of the Department of Plant Pathology. Uyemoto was given the Hutchins Award for work on virus diseases of fruit crops. This was the third year in a row that either a current or former member of the Geneva department won this award.

In recognition of distinguished contribution to the field of forensic psychiatry and to the American Academy of Psychiatry and the Law, **Dr. Jaques Quen** of Cornell Medical College has been awarded the academy's Golden Apple Award. Quen is recognized as an expert in the history of forensic psychiatry and has written many articles on the subject. In addition to his involvement with the American Psychiatric Association, Quen is president of the New York State Psychiatric Association. Quen joined the Medical College in 1961 after receiving his psychoanalytic training from the William A. White Psychoanalytic Institute and his medical and psychiatric training from Yale.

The Entomological Society of America has bestowed its highest honor, a fellowship in the society, to **Edward H. Glass**, recognizing his work in integrated pest management. Glass joined the Entomology Department at Geneva in 1948 and in 1969 became head of the department, where he remained until his retirement in 1982.

BRIEFS

Museum tours: The Johnson Museum offers free tours on Saturdays and Sundays from 1 to 2 p.m. Topics will vary in response to the works on display. Also, foreign-language tours are available by appointment with the education department at 255-6464. There will be no walk-in tours during spring break, March 20 to 28.

Home energy surveys: Cooperative Extension of Tompkins County and New York State Electric and Gas are sponsoring free home energy surveys that will lower your utility bills. Staff will measure the energy efficiency of your home and provide information on energy conservation methods and technology. Loan programs are also available to help finance the improvements. To take advantage of this offer, contact Cooperative Extension of Tompkins County at 272-2292.

Breakfast with Rhodes: There are a limited number of openings available for students to have breakfast with President Frank H.T. Rhodes. Those interested are invited to call his office at 255-5201 to make a reservation. The breakfasts are held from 7:30 to 8:30 a.m. in The Elmhurst Room in Willard Straight Hall. Reservations are made on a first-come, first-served basis. Those with reservations will be reminded by mail a few days in advance.

Chimesmasters competition: The annual 10-week competition for Cornell Chimesmasters begins with an orientation session in McGraw Tower on Thursday, Feb. 4, at 4:30 p.m. The session will be repeated Friday, Feb. 5, at 4:30 p.m. The competition is open to the entire Cornell community.

Women's issues: A brown bag luncheon discussion on issues affecting women faculty and staff will be held today, Feb. 4, from 1 to 2 p.m., and tomorrow, Feb. 5, from noon to 1 p.m., in the Biotechnology Building's conference room. The meetings provide an opportunity to identify issues and concerns important to women and to discuss possible solutions. The meetings are sponsored by The New Women's Network, an informally organized network of women from across the campus.

Wolfson Memorial Scholarship Fund: The family of Dr. Edward A. Wolfson, Cornell trustee emeritus and an adjunct professor of public health at Cornell, has established a memorial fund at Cornell Medical College for students who are actively involved in community service. Throughout his life, Wolfson was an active supporter of the Medical College Alumni Fund, which provides medical scholarships. Gifts to the fund can be sent to: Office of the Assistant Dean for Development, Cornell University Medical College, 1300 York Ave., Box 78, New York, N.Y. 10021.

Caregivers support: The Tompkins County Office for the Aging will be sponsoring a meeting of the Caregivers Support Group in 163 Day Hall on Feb. 8 from noon to 1 p.m. The topic will be "Opportunities for Eldercare Support through Cornell." For information, contact Evelyn Kalish at 277-0148.

Man charged with multiple crimes

Public Safety has issued charges of falsifying business records in the first degree, first degree sexual abuse and criminal trespass in the third degree against an 18-year-old non-student. Charged was Jacob T. Personius, of 138 Linn St., Ithaca.

The arrest followed a monthlong investigation by Public Safety into charges that Personius falsely identified himself as a Cornell employee to the Cornell Federal Credit Union to get a checking account, and then wrote approximately \$4,500 in bad checks.

The sexual abuse charges result from an incident in Robert Purcell Union on Jan. 29, in which a female freshman reported that she was talking to a male student in the lobby when a 6-foot-6-inch white male came up to them, put his arm around her, engaged the two in conversation and then pushed her against the wall and rubbed against her in a lewd manner. Public Safety later identified the suspect as Personius. One of the trespassing charges results from his being caught in Sibley Hall on Monday night.

CORNELL Chronicle

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It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, sexual orientation, age or handicap. The university is committed to the maintenance of affirmative-action programs that will assure the continuation of such equality of opportunity. Sexual harassment is an act of discrimination and, as such, will not be tolerated. Inquiries concerning the application of Title IX may be referred to Cornell's Title IX (Coordinator of Women's Services) at the Office of Equal Opportunity, Cornell University, 234 Day Hall, Ithaca, N.Y. 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, N.Y. 14853-2801. Other questions or requests for special assistance may also be directed to that office.

GRADUATE BULLETIN

Late registration is through Feb. 12, Office of the Registrar, 222 Day Hall

Feb. 12 deadline: Bring to Sage Graduate Center: completed course enrollment forms; new students return special committee selection and change form; Ph.D. candidates for a May degree who are not registered for spring must complete all degree requirements to avoid the \$200 active file fee.

Dissertation and thesis seminars will be held in the Morison Seminar Room, Corson/Mudd Hall, Feb. 15 at 1 p.m. for theses and Feb. 17 at 12:30 p.m. for dissertations.

Conference travel grant applications are due March 1 for April conferences. Grants for transportation are awarded to registered graduate students invited to present papers.

Jacob K. Javits Fellowships for 1993-94: For doctoral students in the arts, humanities, and social sciences who are U.S. citizens or permanent residents; deadline is March 15. Applications available in graduate field offices and the Graduate Fellowship Office.

Dean of faculty post is sought by 3 candidates

Faculty will receive ballots this week, returnable by Feb. 17, with three choices for dean of the faculty, a post that becomes vacant June 30. The dean is the faculty's chief administrative officer and liaison with the president, the central administration and the Board of Trustees. The following career highlights are drawn from the candidates' own biographical sketches, included with the mailed ballots.

J. Robert Cooke

J. Robert Cooke, a professor of agricultural and biological engineering, has been a member of the faculty since 1966.

He holds a Ph.D. from North Carolina State University in biological and agricultural engineering. His teaching and research focus on the application of mathematics in agriculture and crop physiology.

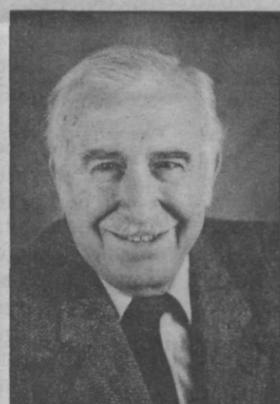


Cooke

Cooke has long taught a graduate course in biological engineering analysis and problem solving and has published extensively on biomechanics of plants and gas exchange and water usage by plants. An active proponent of computing in higher education, he has co-written numerous software applications, including finite-element software.

Walter R. Lynn

Walter R. Lynn, a professor of civil and environmental engineering and science and technology studies, is the current dean of the faculty. He joined the faculty in 1961.



Lynn

He holds a Ph.D. from Northwestern University in systems analysis and civil engineering. Lynn's teaching and research have focused on developing and applying analytical methods for evaluating public policy decisions with technical, political, social and economic dimensions. He has directed the Program on Science, Technology and Society, the Center for Environmental Research and the School of Civil and Environmental Engineering. Also, for the National Research Council he has chaired the Committee on Water Resources Research and now is chair of its Board on Natural Disasters.

Lynn has been a member of the Faculty Council of Representatives, chair of its Executive Committee and its Programs and Policies Committee, and was a faculty-elected trustee from 1980-85.

Peter C. Stein

Peter C. Stein, a professor of physics and nuclear studies, has been a member of the faculty since 1959.

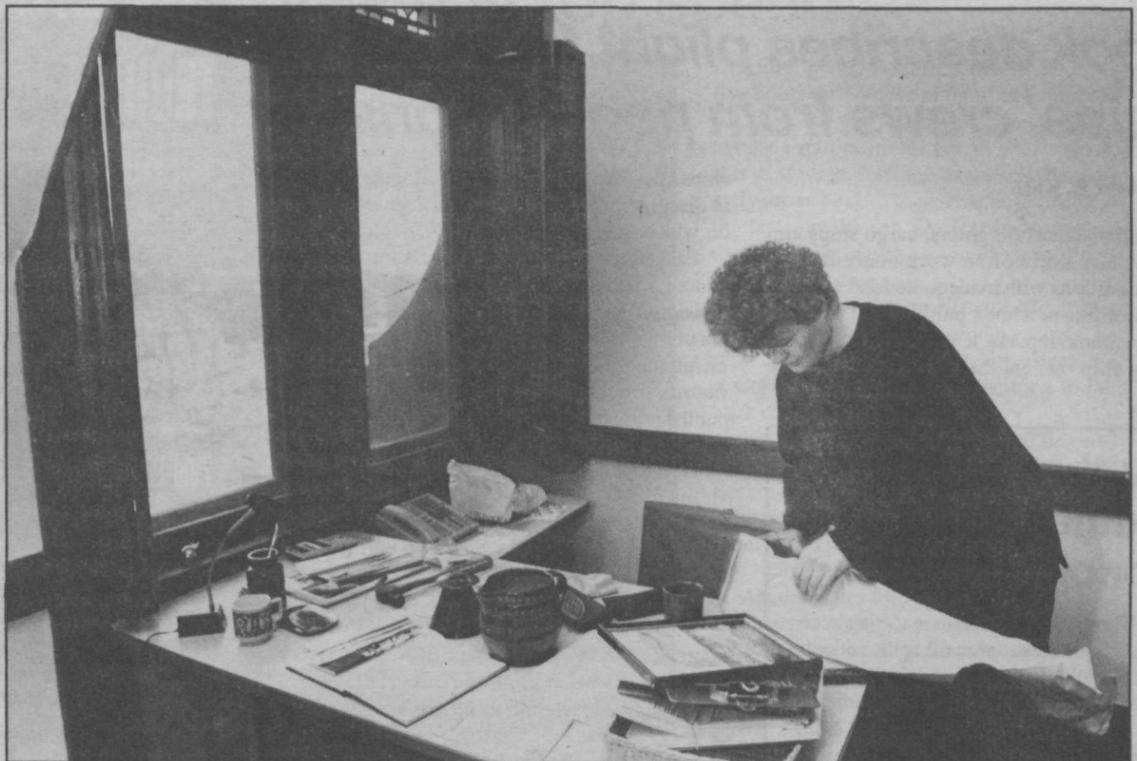
He holds a Ph.D. from the Massachusetts Institute of Technology in physics. Stein's teaching has included a multidisciplinary course, with the Government Department, on scientific, military and political aspects of nuclear weapons. After many years of experimental research at Wilson Synchrotron, Stein has turned interest to issues of arms-control and national-security policy.



Stein

He was first chair of the Faculty Budget Committee; chaired the Ad-Hoc Committee on Tenure Procedures of the College of Arts and Sciences; was vice provost; recently wrote the report "Conflict of Interest and Commitment," which helped foster the University Committee on Conflicts, on which he serves; has been on the Faculty Council of Representatives and its Executive Committee; and now chairs the FCR-generated Cornell Faculty Commission on Higher Education.

On the move



Peter Morenus/University Photography

Susan Kuc, assistant director and marketing manager of Cornell University Press, unpacks her belongings in her new office at Sage House on State Street. The press has moved to Sage House from its previous location on Roberts Place.

CUMC establishes center to fight ALS

By Jonathan Weil

The New York Hospital-Cornell Medical Center's Department of Neurology has established a new center for amyotrophic lateral sclerosis (ALS), or Lou Gehrig's Disease. The ALS Center — located at The Hospital for Special Surgery, a close affiliate of New York-Cornell — will be among the first in the United States to test one of several new promising drugs for this degenerative disease.

The ALS Center will also provide physical therapy and other essential rehabilitation services for ALS patients.

Neurological disease

ALS is a progressive neurological disease which attacks the motor nerves that control voluntary muscle movement. This results in muscle weakness, wasting and eventually complete paralysis. The muscles involved in breathing also usually are affected, a complication that can be fatal. Affected individuals are usually elderly, but the disease can also strike those in their 20s and 30s.

Presently, there is no cure for ALS. However, exciting and promising work is currently under way with substances known as nerve growth (or neurotrophic) factors. These substances are naturally occurring proteins that are present in living tissue and increase in concentration in response to injury. They promote early childhood development and, in the adult, may accelerate healing and prevent degeneration of injured tissues, including nerves.

Pharmaceutical companies are presently manufacturing some of these nerve growth factors. Based on successful studies halting motor nerve disease in experimental animals,

physicians believe that these factors may slow down or halt the progression of ALS — thereby prolonging survival and improving quality of life.

The ALS Center will shortly begin a trial for one of these nerve growth factors known as CNTF (ciliary neurotrophic factor). Patients with ALS, between the ages of 21 and 85, and with no other neurological or serious medical illnesses, will be eligible. Patients will be evaluated by a neurologist at the ALS Center to determine their eligibility. Once enrolled in the trial, there will be no cost to the patient for medication or procedures directly related to the trial.

Uncommon but devastating

ALS is an uncommon but devastating disease (with a prevalence of 5 persons per 100,000). However, because of some of its famous victims, it has received widespread notoriety. One famous victim, Lou Gehrig, has the disease eternally connected with his name. Other affected celebrities have included actor David Niven and Sen. Jacob Javits.

The ALS Center is directed by Dr. Michael Rubin, assistant professor of neurology at the Medical College and assistant attending neurologist at both New York-Cornell and The Hospital for Special Surgery.

The center is a component of the New York-Cornell Department of Neurology's Peripheral Nerve Program, also directed by Rubin.

The drug trial is sponsored by Synergen, which manufactures and supplies the synthetic version of CNTF.

For more information about the drug trial or for referral of patients, call Barbara Laurenzi, R.N., ALS nurse clinician, at (212) 606-1046.

Casarett to leave Graduate School post to explore university's 'global' future

By Sam Segal

Alison P. Casarett, who in 14 years as dean of the Graduate School has played a strong role in establishing its international connections, will leave the deanship this summer to examine how the entire university might become more global in scope.

Working as a special assistant to President Frank H.T. Rhodes, who announced the change Feb. 3, Casarett will explore the idea of forming a worldwide consortium of universities that, like Cornell, are interested in practical steps to enhance the sharing of their students, faculty and electronic communication.

"Besides presiding over the Graduate School's doubling of applications and its proliferation of truly distinguished programs," Rhodes said, "Alison Casarett has been imaginative, persistent and successful in building a worldwide network of exchanges involving graduate students, faculty, governments and foundations. I am delighted that she has agreed to undertake this effort and thus allow the entire university to benefit from that knowledge and experience."

Casarett said she will retire in 1995, 32 years after joining Cornell as an assistant professor of radiation biology.

"The assignment the president proposed will allow me," she said, "to spend the last year or so before retirement on an exciting project that may help get Cornell beyond general aspirations to concrete actions."

Provost Malden C. Nesheim indicated that he will be making plans to search for a new dean.

In recent years, Rhodes and others have talked of Cornell's potential as a "global university" or, at times, as "the land grant university of the world."

While individual colleges and departments have an array of programs that extend Cornell's reach around the world, there has been no consensus on how the university should proceed as a whole and on what kinds of new initiatives might be taken.

The global impulse has also been impeded because of the simultaneous constriction of financial resources, giving pause about any expenditures in remote places.

Casarett says that her still-developing plan is to seek institutional partners — on all continents — who share global aspirations and a similar philosophy of education. She says she will be looking into questions of mutual research, exchanges of students and faculty, better use of electronic networks for teaching and scholarly exchanges, and alumni involvement when possible.

As dean, Casarett has supervised exchanges worldwide — with special efforts in China and Africa — and has seen the Graduate School's foreign-student enrollment rise to about a third of the total of 4,400.

Before assuming her new assignment in the summer, she will make two trips concerned with student-faculty exchanges — to Australia and China in April and to Russia in July.

From ILR Press

Book describes plight facing ships' crews from poor nations

By Albert E. Kaff

Sailors aboard freighters, cargo ships and even luxury liners often work under deplorable conditions with inadequate food and water, according to a book published at Cornell.

The book reports a growing awareness among ship owners that "seafarers on some

Author blames human error for oil spills

The recent increase in seafaring accidents and catastrophic oil spills reflects an alarming problem of human error, says Paul K. Chapman, author of *Trouble on Board: The Plight of International Seafarers*, published last year by ILR Press, a division of the School of Industrial and Labor Relations.

"While equipment is often old and faulty, over 80 percent of all shipping accidents are caused by human error," Chapman explains. He adds that working conditions faced by some international seafarers make such errors nearly inevitable.

Chapman is founder and former director of the Center for Seafarers' Rights, a division of the Seamen's Church Institute.

"As a port chaplain, I was entrusted over and over again with the details of inhuman conditions. What I learned is that the surest way to improve safety records would be to provide decent working conditions on merchant ships. An abused crew, protected by neither laws nor unions, is a major and neglected reason why merchant ships continue to be lost and damaged."

— Albert E. Kaff

ships are abused and exploited although there is disagreement over the percentage of ships on which there are problems."

Paul K. Chapman, founder and former director of the Center for Seafarers' Rights, a division of the Seamen's Church Institute, writes about injustices to men and women who work on international vessels in his book *Trouble on Board: The Plight of International Seafarers*, published by ILR Press, a division of the School of Industrial and Labor Relations.

A former port chaplain, Chapman says that victimized seafarers, many of them hired from underdeveloped nations, "frequently do not know where to turn. Many end up entrusting their problems to chaplains. . . . Contacting a maritime union could cost them their jobs."

Chapman proposes several reforms that he contends would improve the life of seafarers:

- "Every worker should be free to belong to a legitimate association that gives voice to his or her concerns."

- "Workers need to have permanent contracts providing them with the pension and social security benefits that are enjoyed by shore-based workers."

- "The length of time at sea should be reduced to about two months on and two months off so that seafarers can participate in the life of the society, the community and the family."

- "The policy of 'fixed overtime' should be outlawed and an ILO convention passed to that effect."

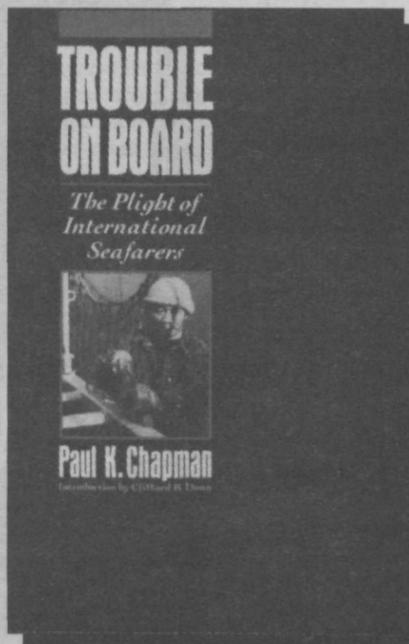
- "Shipowners should provide for worker participation in the decisions that affect seafarers' lives."

- "Seafarers should be given greater opportunity to participate in the corporate policies of their employers."

- "Registering countries should not protect the identity of phantom owners."

True experiences

The author bases his book on true experiences related by some of today's 1.2 million seafarers. He sets the tone with an episode from the *Frusa*, an 11,715-gross-ton cargo freighter registered in Gibraltar.



When the *Frusa* stopped in Bermuda for water and fuel on Jan. 24, 1985, a seafarer bolted down the gangway and telephoned a story of suffering to Ottiwell Simmons, president of the Bermuda Industrial Union that represents merchant mariners.

The seafarer complained that the *Frusa* crew had been deprived of adequate water, had not been properly fed for the past 15 days and were sick from the poor diet, and were owed four months' back pay.

After investigating, Simmons told a Bermuda newspaper: "The captain was sailing around the oceans as if he had cattle instead of human beings aboard."

Life for crew members is no better on luxury cruise ships than on freighters, Chapman says.

Lured by advertisements implying that workers and passengers enjoy similar conditions, cruise ship workers accept low base salaries in anticipation of generous tips.

But Chapman contends that tips often are withheld or workers arbitrarily are fined. Forbidden to enter passenger areas except on business, crew members often are badly fed and crammed into inadequate living space.

ILR leads national effort to meet law on disabled

By Albert E. Kaff

Specialists here are preparing people nationwide to meet the requirements of the Americans with Disabilities Act.

Experts on adult education and rehabilitation counseling are demonstrating to employers, people with disabilities, state and local government officials, labor arbitrators, insurance providers and lawyers how to provide equal opportunity employment to workers with physical or mental disabilities.

The Program on Employment and Disability in the extension division of the School of Industrial and Labor Relations established with federal funds a national center to help firms comply with the law.

The center is directed by Susanne M. Bruyere, who earned her Ph.D. in rehabilitation counseling psychology at the University of Wisconsin at Madison in 1975. Training coordinator is P.J. Partlow, who earned a master's in adult education and rehabilitation counseling at Syracuse University in 1986.

The act prohibits discrimination against persons with disabilities in all areas of employment. It requires assisting disabled workers by removal of barriers from public places and providing access to telephone services and public transportation.

The Cornell-based center is known as the National Materials Development Center on the Employment Provisions of the Americans with Disabilities Act. It operates two programs:

- Nationwide, the center produces and distributes training materials dealing with employees with disabilities in the workplace.

Manuals are written for human resource professionals, job trainers, union leaders, rehabilitation service providers, educators and disability advocacy organizations. Training packages now available deal with an overview of the law's employment provisions, reasonable accommodation in the workplace, advanced job placement skills and effective negotiations in implementing the law.

- ILR's Program on Employment and Disability is part of a network of 10 regional centers federally funded to assist in implementing the Americans with Disabilities Act by providing information and referral, training and technical assistance to individuals and organizations. Regionally, the Cornell program operates in New York, New Jersey, Puerto Rico and the Virgin Islands, a region established years ago by the U.S. Department of Education for its programs.

Demonstrating how teaching and research are combined at a research university, the center provides part-time employment to graduate and undergraduate students in the School of Industrial and Labor Relations. This year, two graduate students are working with Bruyere and Partlow. Jennifer Hudgins of Alburn, Ill., conducts library research and talks by telephone with employers and others throughout the nation, and Tae-Jin Kim of Seoul, Korea, analyzes data on training preferences of employers and supervises undergraduate students who work in the center.

"One goal of the Disabilities Act is to solve problems before they lead to lawsuits," said training coordinator Partlow. "Under the act, we make a positive approach to employers rather than a scare approach. We explain how we can work together to protect the legal rights of workers with disabilities."

The center's services include:

- Clarification of terms used in the Disabilities Act.

- Where to find resource-specialized consultants such as interpreters or Braille printers.



Bruyere



Partlow

Swedish car-making methods easier on workers than Japan's

By Albert E. Kaff

While increasing efficiency, lean production methods employed by Japanese auto makers take a physical toll on the people who build the cars, an industrial management specialist argues in a book published here.

By contrast, Sweden builds cars with a production system that is more supportive of individual workers, but the author asks whether the Swedish approach can be economically competitive.

Christian Berggren reports on his research of the Japanese and Swedish auto industries in his book *Alternatives to Lean Production: Work Organization in the Swedish Auto Industry* (\$39, 296 pages) published Jan. 5 by ILR Press, a division of the School of Industrial and Labor Relations.

"The further from traditional line assembly a plant moves, the better the outcomes in terms of variation, prospects for personal growth, the taking of responsibility and the opportunity to use one's skills."

Berggren developed the book from material in the thesis he wrote for a doctorate in industrial management, which he received in 1990 from the Royal Institute of Technology in Stockholm.

Japanese auto makers refined Henry Ford's assembly line into a system often called "Toyotism," the Swedish researcher writes. Japanese changed factory layout, production

control and quality standards, but the basic nature of their work remains the same.

Intense time pressure

The author contends that Japanese auto workers are subjected to intense time pressure to perform highly repetitive and physically demanding jobs. Pace is determined not at the discretion of the worker but by the movement of the assembly line.

In contrast, the Swedish auto industry emphasizes human-centered work organization, Berggren argues. He offers details on assembly designs and working conditions in five Volvo plants. These systems range from a modified assembly line to a long cycle of integrated assembly in which a single worker can achieve master status by building a complete vehicle, he says.

"The further from traditional line assembly a plant moves, the better the outcomes in terms of variation, prospects for personal growth, the taking of responsibility and the opportunity to use one's skills," Berggren writes.

He found that the percentage of workers suffering from physical strains and severe fatigue after work were lowest in plants with the longest work cycles.

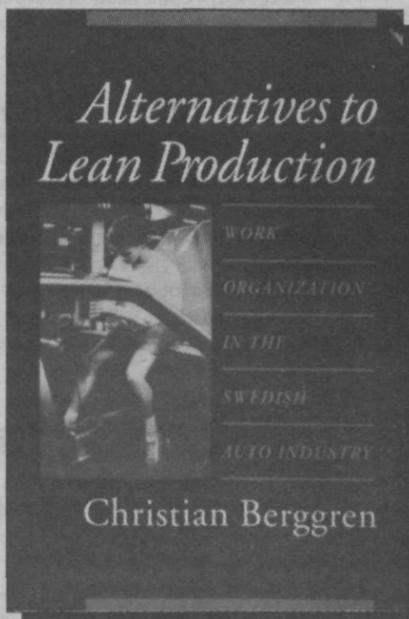
Berggren conducted his research at Volvo, Sweden's largest corporation; Saab, another Swedish auto maker; and at Japanese auto plants in Japan, the United States and Canada.

Volvo's practices

He reports that Volvo's practices were shaped by a demanding labor market in which unions are strong, unemployment is low and women constitute a high percentage of the work force.

The book says that in all Volvo plants work organization is based on factors including:

- Integration of subdivided and monotonous mass-production work into more dignified tasks.



- Improvement of the physical work environment to prevent repetitive strain injuries and adjust tasks to the differing size and strength of workers.

- Close involvement of unions in decision-making and planning processes.

Berggren says questions remain as to whether human-centered production methods can turn out cars as efficiently and effectively as lean production. He explains that Volvo exports 80 percent of its cars, and recession developed in the United States at the same time that the company's longer-cycle plants were hitting their stride.

He concedes that "advanced labor market policies, solid social security and regulation of the work environment raise costs in the short term." But he remains optimistic: "In the long run, if firms, financiers and management are committed to their industry, such selective disadvantages will stimulate innovation, upgrading and sustainable competitive positions."

Mike Borkowski pursues his dream at top speed

By Martin B. Stiles

College of Arts and Sciences sophomore Mike Borkowski looks at his Ivy League education as a kind of safety belt, "something to fall back on if I don't make it big."

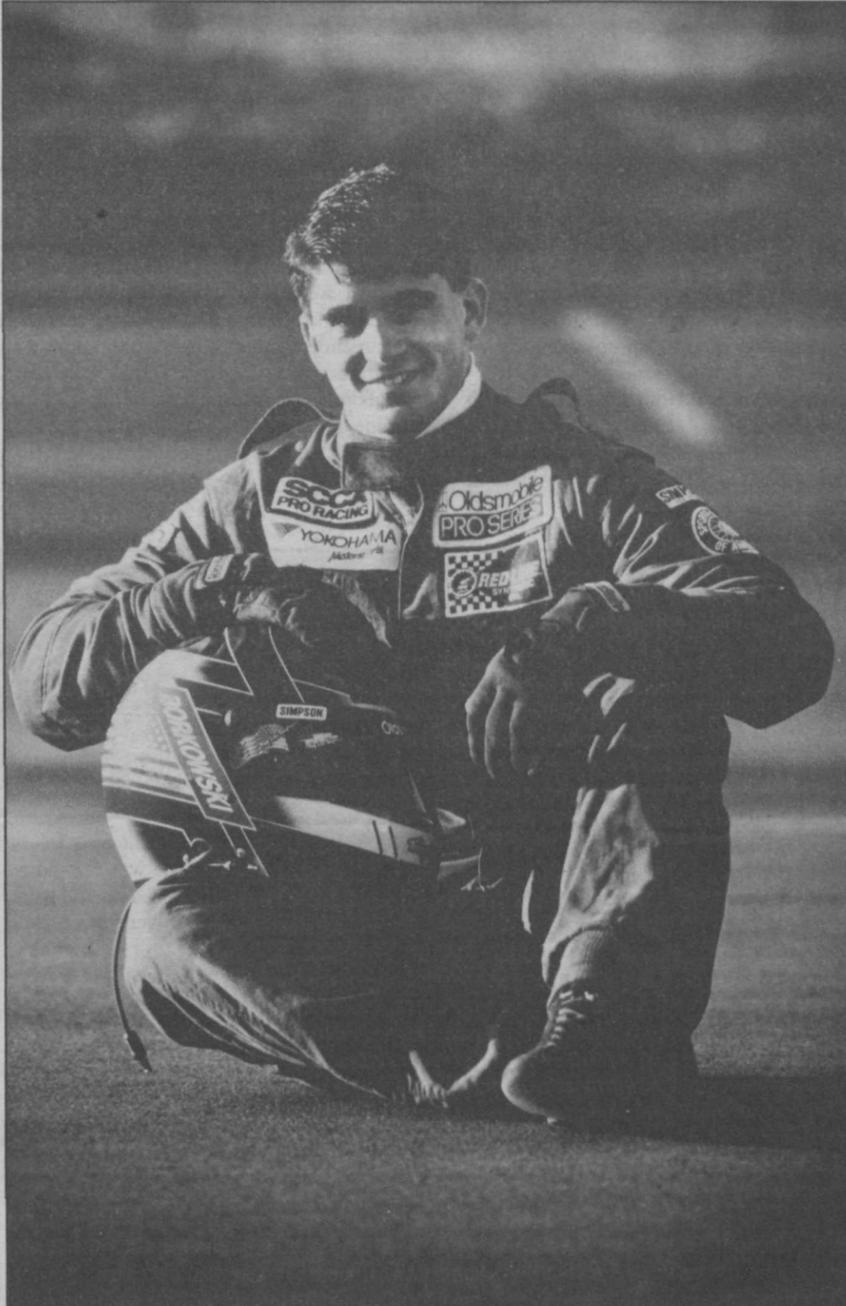
That's hardly the priority of 99.9 percent of Cornell students. But how many Cornell students have been featured in SportsCar and On Track magazines as one of the top young racing talents in all of North America? And how many Cornell students were seen on ESPN winning the Watkins Glen Oldsmobile Pro Series in July and the San Diego Grand Prix in October?

Making it big for Borkowski is something quite specific. It means driving on an Indy-car team within a couple years after he gets his degree from Cornell in 1995. It's a dream that the Middlebury, Conn., native has had since he started racing midget cars at age 7. He turned professional at 18.

"If I haven't made it by the time I'm 24 or 25," Borkowski, now 19, explained, "I'll just have to make a break — although it will be the hardest thing I'll ever do in my life — and pursue a career in business. Something to do with racing or entertainment. That's what racing is, anyway."

Handling the pressure

How does Borkowski handle the pressure of maintaining a 3.0-plus cumulative average at Cornell and a continent-hopping



Chris Hildreth/University Photography

Making it big for Mike Borkowski means driving on an Indy-car team within a couple of years after he gets his degree from Cornell in 1995.

time you think about what you're about to do, it already happened and you're too late. You have to anticipate."

Borkowski approaches his Cornell education with the same intensity and anticipation. He will major in economics and is loading up on his required courses during his first two years.

He even plans to go to summer school so that he has more time for his racing career in his junior and senior years.

"I want to take courses in English, philosophy, history and other areas, but I will

choose the course based first on who is teaching it. I have found that the teacher makes any class," said Borkowski who graduated in the top 5 percent of his class at Taft, a private school in his hometown.

"If my racing career takes hold, I'll need to be away from campus even more than now," he said. During the roughly 120-day fall semester, he was away from campus about 30 days.

While most professors have allowed him to get his assignments in early and take makeups, several have not been so under-

standing. In one instance Borkowski drove five hours through the night from Connecticut, where he was test driving a car, to Ithaca to take a mid-term. He got an hour's sleep, sort of studied, took the exam and immediately drove back to Connecticut to continue the tests on the car. Ordinarily he is very careful about getting enough sleep, "particularly before a race."

"I'm aware of how difficult it is to become one of the elite drivers in racing," he said. "That's why I want to get my education at Cornell, so I can have something to fall back on."

Just how elite are the top race drivers? Extremely elite, according to reports sent to Borkowski by his father, a cardiologist and his number one fan for years, as well as his agent until a professional was hired last year.

Top athletes

According to the reports, Indy-car drivers score higher on standard intelligence tests than do other professionals such as doctors, lawyers and psychiatrists. In an Indy-car race, the heart rate of a driver can accelerate to 195 beats per minute — higher than an astronaut at liftoff. Drivers' hearts sustain a rate of 175 beats per minute for up to three hours, comparable to the cardiovascular performance of marathon runners. It's

'I'm aware of how difficult it is to become one of the elite drivers in racing. That's why I want to get my education at Cornell, so I can have something to fall back on.'

— Mike Borkowski

not unusual for Indy-car drivers to lose up to 6 percent of their body weight during a race, and as a result they must be in superb physical condition. Drivers tend to have superior muscle endurance and respiratory efficiency, and many have "freakish" vision, better than 20/5. Their reaction times are roughly twice as fast as the average person.

Until his father sent him this material, Borkowski thought that he had given up his life as an athlete, although he still works out more than two hours a day, lifting weights and running. He keeps his 5-foot 8-inch, 160-pound body in fighting — or more appropriately racing — trim.

"I really miss playing sports. I'd love to play intramurals here, but I just don't have the time," Borkowski said, adding that he missed the camaraderie of team sports.

It is obvious, though, that Borkowski already is "making it big," as a scholar/athlete at Cornell.

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People

career as a professional race car driver?

Consider the following, which sounds more like a student's afternoon daydream in the Uris Library study lounge than real life.

Borkowski spent a week in England last summer as one of only six Americans invited to test a Formula-1 Ford with the Van Diemen factory team.

"Everybody knew that they had to push the car to the limit, but if you made even one mistake, your time for the lap would be ruined, or you would crash," Borkowski said. "Because we all had the same car, we were working with tenths and hundredths of a second, each driver trying to pull one last tenth out of the car."

"I just focused myself on those two laps and nothing else," explained Borkowski, who recorded the second-fastest time, losing by one-one-hundredth of a second. "When I was on the track, I couldn't hear anything. I wasn't thinking about anything, not even the competition. The only thing on my mind was the next corner. I didn't even think about what I was doing, because any

Program tries to improve patient care through hospital cooperation

By Susan Lang

For the first time in the United States, hospitals in Vermont, Iowa, Utah and California are working together with other hospitals in their regions to address patient care issues, such as how long patients wait in their emergency rooms and how often patients have complications from surgery, in an attempt to improve their services.

The hospitals are participating in regional consortia in a program coordinated by Cornell that encourages the sharing of information and resources. The effort is based on a Dutch model of hospital cooperation.

Competitive environment

"Our models are showing how hospitals in a fiercely competitive environment can cooperate and work together without each facility having to 'reinvent the wheel' each time they undertake projects to improve patient quality," said Andrea Kabcenell, a health services researcher in the College of Human Ecology and deputy director of the program, called Improving the Quality of Hospital Care.

Funded by the Robert Wood Johnson Foundation, the project consists of four independent regional consortia of 12 to 16 hospitals each. Each consortium has a resource center

serving as a research and educational clearinghouse. Resource center staff help member hospitals improve services by determining what information is appropriate for the project, training hospital staff how to use computer software and gathering information on related projects from other hospitals, for example.

"Although quality of care is a critical issue for hospitals, it is difficult to address because of its definitional problems and its interrela-

'We recognize that change is slow and that developing a "culture of cooperation" will take a long gestation period.'

tionship with cost issues," Kabcenell said. "Also, many hospitals appear to lack the organizational framework and the resources for identifying or adopting new quality of improvement methods. The resource centers assist them to do that."

The four consortia are in Vermont (all 16 hospitals in the state); Iowa (a mixed group of 12 hospitals, small and large); Utah (a group of

12 hospitals in the state and along the border in Idaho, in which large urban hospitals share their expertise and systems with small rural hospitals); and California (all 24 public hospitals in the state.)

Sample problems include:

- Complications from prostate surgery: Why do some patients leave the hospital sooner than others? What is the difference in treatment that leads to early discharge? What are the impacts on patients in the long run if they are discharged earlier?

- Chemotherapy: What standards should be applied for chemotherapy treatment of colon cancer? Why should practices differ from these standards?

- Emergency rooms: How long do patients have to wait in emergency rooms to be treated? How do those rates compare with each other? What's reasonable? How can waiting time be reduced? How many people who do not wait have serious problems that need treatment?

Other pilot quality improvement projects undertaken have included: comparing blood transfusion reaction rates to identify problems and the best practices; assessing ventilator use in small rural hospitals to develop guidelines; reviewing existing indicators of quality to identify those most relevant to member hospi-

tals; reviewing organizational structures in hospitals that either facilitate or impede quality improvement efforts; and helping member hospitals examine and apply mandated severity-of-illness measures in ways that improve delivery of patient care.

A viable model

"We know our model is antithetical to the current competitive environment among hospitals," said Kabcenell, a former senior project officer at the Robert Wood Johnson Foundation in Princeton, N.J., and now a senior research associate at Cornell. "Yet, the Dutch system provides a viable model in which American hospitals can be efficient in their pursuit of high quality and cost effective care."

Although supported for five years by the Johnson Foundation, the largest philanthropic organization devoted to health care, Kabcenell said that the long-term goal is for the resource centers to prove their worth to member hospitals and become self-sufficient within five years.

"We recognize that change is slow and that developing a 'culture of cooperation' will take a long gestation period. Yet, we're finding that through the resource center, other hospitals' expertise can be of enormous benefit to institutions, and they are coming to recognize that," Kabcenell said.

Why don't anglers heed contaminated-fish warnings?

By Roger Segelken

Whether or not fish really is "brain food," thousands of anglers in the United States are missing the point of health advisories about eating their contaminated catch. Scientists at Cornell want to know why.

A new study of anglers' attitudes and behaviors in the six-state Ohio River region by the Human Dimensions Research Unit should show how people learn which fish are safe to eat, whether they follow the advice of state health officials, and what the news media's role is in risk communication. States involved in the new study are Pennsylvania, Ohio, West Virginia, Kentucky, Indiana and Illinois. A similar study, completed this year in New York state, found a general growing awareness and compliance with health advisories for sport-caught fish—but a disturbing lack of awareness among low-income anglers and

women of child-bearing age.

Health advisories, which recommend limiting consumption of fish that may be contaminated with such toxics as mercury, dioxin, chlordane or PCBs, are issued by 37 states. The advisories are an alternative strategy to

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outright bans on possessing potentially contaminated fish and an adjunct to cleaning contaminated waters. Until the Cornell studies, no one knew the effectiveness of health advisories to anglers and their families.

"Our survey of 2,000 licensed anglers in

New York found 85 percent were aware of health advisories in 1991, up from 80 percent in 1988," said Barbara A. Knuth, an associate professor of natural resources and a study director. "The youngest and oldest anglers, low-income anglers and women tended to be least aware of the advisory." Average fish consumption was 11 sport-caught fish meals per year, but consumption ranged from zero to 757 meals per person, Knuth reported.

Eating their fish

About one-quarter of anglers who responded to the New York survey said they didn't eat their fish at all, while over half consumed within the recommended limits and 20 percent exceeded recommended limits. Those eating more than three times the recommended limits knew much less about the negative health effects of fish consumption than those who complied, she said.

The six-state study, now under way with support from the U.S. Environmental Protec-

tion Agency (EPA) and the Ohio River Valley Water Sanitation Commission, will assess anglers' knowledge and behavior changes following a media blitz about health advisories in that region. The findings should help states issue more successful health advisories and improve the ability of the EPA to guide the states.

"We shouldn't be surprised that people are confused," Knuth said. "Advisories issued by different states don't always contain the same recommendations, even for the same body of water. One shared river (the Ohio) has advisories from one side (Kentucky) but not from the opposite shore (Illinois)."

Public reaction to previous surveys ranged from gratitude to scorn, she said. "Fishing and eating fish is such an important part of some people's lifestyles, that they are eager to express their opinions. If nothing else, health advisories have stimulated interest in water-pollution issues."

Cayuga Lake study finds that moth may control water weed

By Roger Segelken

A tiny caterpillar may be responsible for doing what herbicides and harvesters could not—controlling one of the worst aquatic weeds in the United States, Cornell biologists say.

The leaf-eating larvae of an aquatic moth may be the cause of dramatic declines observed in the weed, called Eurasian watermilfoil, in Cayuga Lake. If so, the moth could be a biological-control agent, replacing or supplementing millions of dollars spent annually in the United States for artificial control. But more tests are needed to make that determination.

"In the early 1970s, Eurasian watermilfoil (*Myriophyllum spicatum*) made up 90 to 99 percent of the plant biomass in Cayuga

It spreads from one lake to the next on boat trailers, propellers and even on the feet of migrating waterfowl. Outside the South, where warmer waters favor other species, Eurasian watermilfoil is the most serious aquatic weed problem in this country.

Lake," said Robert L. Johnson, a Cornell ecology researcher. "The plants were growing from 3 to 20 feet long—and as long as 35 feet—starting from the lake bottom and reaching for light, forming dense canopies at the surface."

Cayuga, one of the largest of the Finger Lakes, is typical of freshwater bodies plagued by the fast-growing weed that was accidentally introduced into the United

States from Europe sometime before 1900. It spreads from one lake to the next on boat trailers, propellers and even on the feet of migrating waterfowl. Outside the South, where warmer waters favor other species, Eurasian watermilfoil is the most serious aquatic weed problem in this country.

"Eurasian watermilfoil was out-competing native plant species," Johnson said. "Boaters and swimmers complained, marinas closed because people thought the lakes were ruined. Only the fish didn't seem to mind."

Beginning in 1986, Johnson's annual surveys of Cayuga Lake aquatic plants found a steady decline in Eurasian watermilfoil. By 1992, the nuisance plant had diminished to 10 percent of its biomass in the 1970s. Searching for causes, he looked for the moth, *Acentria niveus*, which Middlebury College biologists previously reported in milfoil plants of Lake George, between Vermont and New York state. The insect, also an exotic (non-native) species, was identified near Montreal as early as 1927 and has since been collected in Massachusetts and on the Canadian and U.S. sides of the Great Lakes.

Hundreds of insect larvae

The Cornell biologist found hundreds of insect larvae—each about the size, shape and color of a grain of rice—eating the tips of Cayuga Lake's milfoil in the summer of 1992. The tiny caterpillars use their silken thread to bind milfoil's feathery leaves into individual nests called larval retreats, effectively halting growth of the plant stems.

When the caterpillars are not consuming leaves that hold their retreats, they dine out on other plant parts, Johnson said. The larvae are believed to spend up to 10 months of their lives under water, before emerging as adults.

Male moths fly for a few days, then mate at the water's surface with females. Female



Robert L. Johnson

Research assistants Erin Mulligan (left) and Robert Schindelbeck harvest aquatic plants from Cayuga Lake in the ongoing study of exotic and native species.

aquatic moths submerge to lay eggs on underwater plants, and the cycle begins again.

Cornell entomologists John G. Franclemont and E. Richard Hoebeke identified the Cayuga Lake moths as the same species or a close relative to the ones found in Lake George.

Just because aquatic moths thrive where Eurasian watermilfoil declines does not mean a successful biological control for the weed has been found, cautioned Nelson G. Hairston Jr., a Cornell professor of ecology and systematics. Controlled experiments could determine whether other factors are involved, he said. For example, some disease may be affecting the plants' health, making them more vulnerable to insect predation. Or water turbidity (cloudiness) from algal blooms in the early season (when milfoil plants try to reach for the surface) may retard their growth, he said.

At Cornell's experimental ponds, where controlled studies of aquatic weeds and other plants and animals are planned for 1993, biologist Johnson is not ready to ship moths to every lake with a Eurasian watermilfoil problem. But their presence, he said, complicates strategic planning for aquatic weed control. Weed-harvesting machines, which cut the tops of aquatic plants in some lakes, also may remove beneficial insects.

The harvesting machines' effectiveness already is in doubt from Cornell studies that found weed-cutting may actually encourage weed growth, Johnson said. Stray pieces of aquatic weeds from the harvesters take root on lake bottoms, the same way gardeners produce new plants from cuttings.

Further, the weed cutting only temporarily opens lanes for boating and swimming, Johnson's measurement of plant growth has shown. Like a fresh-mown (and well-watered) lawn, the Eurasian watermilfoil soon rebounds even stronger than before.

Genetic probe offers test for food bacteria

By William Holder

An elusive organism that causes a sometimes fatal food poisoning now can be detected quickly and accurately with a DNA probing technique, says a Cornell researcher.

Carl Batt, associate professor of food science, says the technique can expedite the diagnosis of listeriosis and could provide the processed food industry with a quick, automated means of checking production processes for contamination with the culprit bacteria, *Listeria monocytogenes*.

His method employs two techniques, polymerase chain reaction (PCR) and ligase chain reaction (LCR), the latter developed in 1991 by Francis Barany, a molecular biologist at the Medical College in Manhattan. The combined technique is a general one that could be applied to the detection of other food-borne pathogens or genetic abnormalities. It could also be used to determine food purity—whether, for instance, goat cheese has been subtly cut with cow's milk.

Both PCR (developed by Cetus Inc.) and LCR essentially seek known sequences of nucleotides in DNA and RNA. Nucleotides are the building blocks of genetic material, and their sequence specifies the genetic code. Polymerase chain reaction has become a workhorse of modern biology and, in essence, amplifies small amounts of genetic material to useable amounts.

Ligase chain reaction, owned by Cornell Research Foundation and licensed to Applied Biosystems Inc., can be used to distinguish between two strands of genetic material that vary only minutely. By using both techniques in sequence, Batt can detect extremely small quantities of *Listeria n.*, he says in the November issue of *Applied and Environmental Microbiology*. This means that for the first time researchers can say within a few hours whether the pathogenic *Listeria n.* is present among other harmless species in a sample.

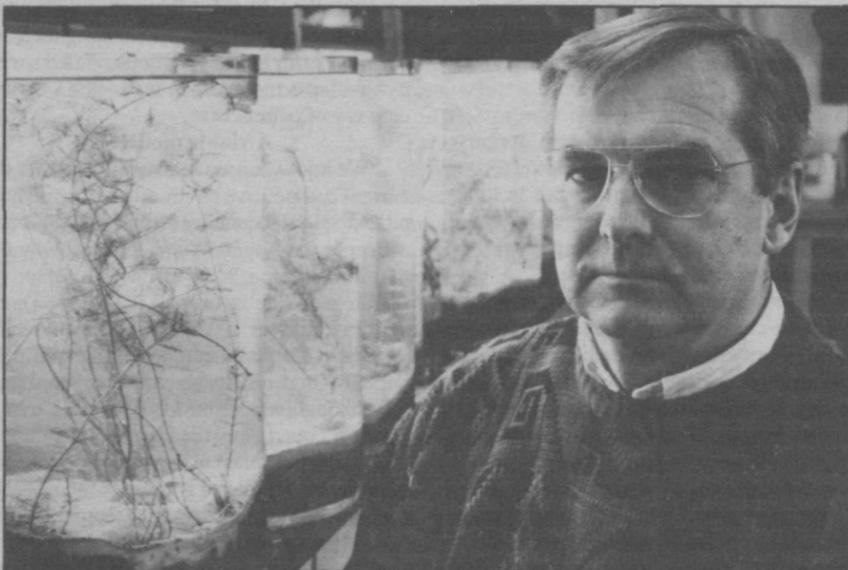
400 die annually

The bacterium strikes at least 1,700 people and claims 400 lives annually in the United States. Outbreaks of listeriosis have occurred through consumption of contaminated coleslaw, milk, soft cheese and pre-cooked chicken, although many other foods can be contaminated with *Listeria*. Quick diagnosis is essential for successful treatment, Batt said.

No detection method is likely to eliminate listeriosis, Batt cautioned. Those who are most susceptible include the very young and old, pregnant women and immunocompromised individuals. *Listeria* species are so common that prescreening processed food would be logistically impossible, he said.

"Even though *Listeria* is fairly ubiquitous, its presence in ready-to-eat foods is not acceptable," he added. "Our method could help to minimize this problem." By using the DNA probes, he has cut detection time from days to three hours, compared to previous immunoassay techniques, and has enhanced sensitivity to the presence of bacteria by a factor of 100.

Other co-authors of the report are visiting fellow Martin Wiedmann and graduate student John Czajka, both in the College of Agriculture and Life Sciences.



Peter Morenus/University Photography

Eurasian watermilfoil, the nuisance plant favored by aquatic moths, grows in the Section of Ecology and Systematics' laboratory tanks maintained by research support specialist Robert L. Johnson.

Gas plasma treatment improves bone-implant cement

By Susan Lang

By applying a relatively new technique to composite materials, Cornell fiber scientists believe they have found a way to improve a vast array of composite materials used in products from bone implant cement to hockey sticks.

Polyethylene fibers

The scientists are among the first to show that the adhesiveness of high performance polyethylene fibers can be enhanced with a technique called gas plasma treatment. By doing so, they can improve the performance of composite materials used in such products as aircraft, artificial limbs, tennis racquets and hockey sticks.

Adapting the same methods used to rein-

force concrete with fibers, Cornell researchers have improved acrylic-based bone cement used in joint replacement surgeries by minimizing its chances of cracking. Acrylic-based bone cement is the most commonly used non-metallic implant material in orthopedics.

Each year about 10 percent of the metallic implant surgeries of the hip, knee, ankle, elbow and wrist joints are repeat operations because the prostheses have either loosened or the cement has cracked, causing severe pain.

As a fiber scientist with a special interest in strengthening concrete, Peter Schwartz, professor of textiles and apparel in the College of Human Ecology, worked with former fiber science graduate student Debra Hild to

apply the fiber-reinforcing techniques on bone cement. Hild now is a senior engineer at Monsanto Chemical Co. in Pensacola, Fla. They describe their work in the *Journal of Adhesion Science Technology* (1992) and a future issue of the *Journal of Materials Science: Materials in Medicine*.

Schwartz and Hild chose ultrahigh-strength polyethylene fibers to toughen the cement because polyethylene is strong and is approved for use in the human body. These fibers, however, have poor adhesive properties.

Using carbon dioxide, nitrogen and argon gas plasmas, the scientists improved the fiber-reinforced cement's adhesion, flexing strength and reinforcing effect. More important, they improved its fracture tough-

ness by sixfold. The technique involves exposing the fibers to a gas plasma, which triggers chemical reactions on the fibers' surface; as a result, the chemical properties of the surface can be altered.

High-performance fibers

The work is just one component of Schwartz's plasma treatment research; he also is using plasma treatments on other high-performance fibers, such as Kevlar, PBZT and graphite fibers, to modify their surface properties. Of particular interest is his success in using plasma treatments to form a polymer layer in composite material, which strengthens the bonds between the composite material's fibers and matrix. By doing so, he enhances the integrity and performance of the composite materials.

Holy mackerel! A microwavable English muffin

By Roger Segelken

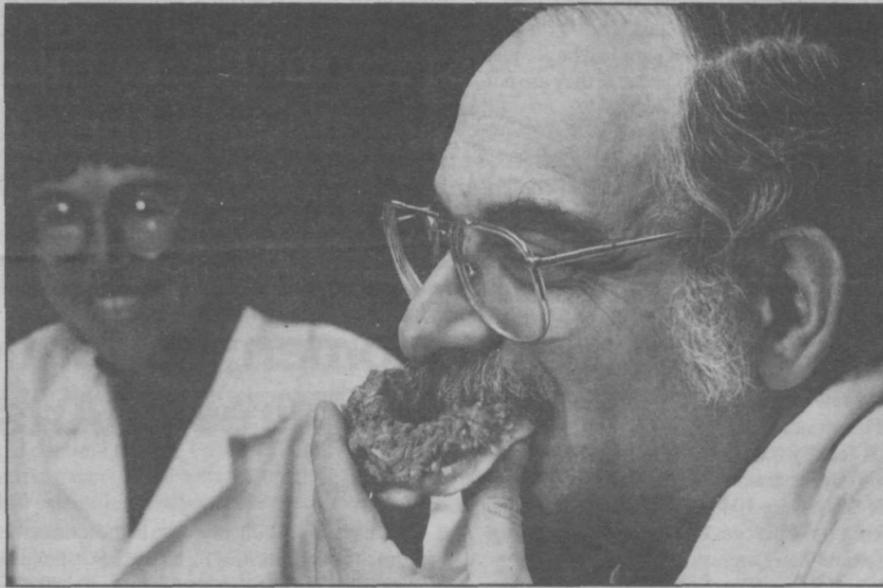
Seeking new uses for an underutilized fish species, scientists here have invented a microwavable English muffin to hold what they hope will become a fast-food favorite — the one-minute mackerel melt.

Other than the immediately obvious — that the micromuffin has a hole in the center and is heated in a round plastic container — the food scientists are not giving away all the secrets of their invention. But panels of taste-testers, they say, prefer the new muffin to the conventional kind, which closely resembles cardboard after heating in microwave ovens.

By contrast, the micromuffin retains the characteristic English muffin flavor and texture even five minutes after heating, according to Kathy Chapman, the technician in the College of Agriculture and Life Sciences who came up with the formula.

There are no secret ingredients in the muffin's mackerel-based filling. Funded, in part, by the National Marine Fisheries Service of the U.S. Department of Commerce through the Mid-Atlantic Fisheries Development Foundation, the Cornell food scientists sought a more appealing way to prepare one of the most unappreciated but healthful fish species. Their solution is a blend of minced mackerel, pickle relish, green onions, hard-boiled eggs, walnuts, cream cheese and spices.

The latest version of the fish concoction is topped with shredded cheese, rather than sliced cheese, which tends to shield the filling from microwaves. The bagel-like hole in the muffin's center promotes more even distribution of microwave energy, as does the round



Peter Morenus/University Photography

Food Science Professor Joe Regenstein samples the "mackerel melt" on a microwavable English muffin, developed by technician Kathy Chapman (left). The food scientists are trying to popularize underutilized fish species.

plastic container. Two vents in the top prevent sogginess.

Also supporting development of the micromuffin and its fish and egg filling was the U.S. Department of Agriculture's Hatch Act program, which encourages agricultural research at land grant colleges such as Cornell. One agricultural product in the micromuffin is eggs, Chapman hinted. But the key is what she called "specific, commercially available ingredients to improve microwavability."

On the way to the mackerel melt, Chapman tested other preparations for minced fish, including the fish taco-burger, the fish pizza-burger, fish sausage, and two ethnic versions: minced fish Indian style (with curry) and Hungarian flavor (with paprika). Mincing makes the best use of every edible bit of fish, according

to Joe Regenstein, professor of food science who heads the underutilized species project.

"Mackerel has an excellent nutritional profile," Regenstein observed. "It's a good source of omega-3 fatty acids, protein and vitamins; it's tasty; and it's one of the few species that is not 'fished out' of the North Atlantic. Mackerel has all the characteristics of lighter-colored fish — except color." The mackerel melt, which is stored in the freezer before heating in a microwave oven, would make a good product for school lunch programs or fast-food restaurants, he suggested. Because public money supported research for the microwavable muffin and its mackerel filling, the technology will be disclosed, for further development, to any U.S.-based food company, Regenstein said.

Single dose of medicine could conquer intestinal worms

By Susan Lang

Two minutes and two pills at 10 cents apiece per person is all it would take to improve vastly the health and welfare of the 3 billion people plagued by intestinal worms, say two Cornell nutritionists.

Studies conducted by Lani Stephenson and her colleagues have shown that a single dose of medicine not only can dramatically improve the health status of children — boosting their growth, physical, psychological and social well-being, physical fitness and cognitive capacities — but also could help boost the low work capacity and low productivity of Third World workers. Many adults have been suffering for years, feeling a little bit worse every day because the worms take a toll on their physical and, to some extent, cognitive abilities. As a result, the worms indirectly affect economic development.

"Treating infected persons with just a single dose of a drug called albendazole could make

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a major impact on health, human happiness and even the economic development of the world's developing countries," said Michael Latham, a physician and professor of international nutrition at Cornell. And because the treatment improves appetite, growth and fitness, the researchers believe it could dramatically decrease the problems of malnutrition.

Stephenson, associate professor of international nutrition, and Latham have conducted studies in Kenya on whether control of worms would affect nutritional improvement.

In their most recent 1989-90 study of 320 primary schoolchildren infected with hookworm, whipworm (*Trichuris*) and/or roundworm (*Ascaris*), they found that a single treatment was a simple, safe and cost-effective method to improve dramatically growth, fitness and appetite.

Fitness improves

Four months after the children were given a single dose of albendazole (produced by SmithKline Beecham), they gained three times more weight, showed an increased appetite and improved their fitness test scores dramatically, compared with the placebo-treated group.

"Treating for worms improves growth as much, and usually much more, than school feeding programs. And feeding programs are much more labor intensive, complicated to organize, difficult to sustain and usually much more expensive," Stephenson said.

Although reinfections will occur until better sanitation and water systems are in place, Stephenson and Latham report that treatments still would make a vital difference because it takes time for the harmful effects of the parasite to build up.

Hidden fat in processed foods undermines diets

By William Holder

Hidden fat is becoming more prevalent in American diets and appears to be hindering efforts by women to bring their diets into conformance with the recommended maximum level of 30 percent calories from fat per day, a Cornell study shows.

Not easily identified by the consumer, hidden fat is found in processed foods, such as ground meats, bakery products, fried foods and many foods consumed in restaurants, where consumers generally are unaware of preparation methods.

In addition, women with lower fat diets have relatively greater vitamin A and C intakes, say former Cornell nutritionists Frances Thompson and MaryFran Sowers in the December issue of *Ecology of Food and Nutrition*. But women who reduce their fat to the recommended level by excluding meats and dairy products also may be reducing their intakes of critical minerals, like zinc and calcium, to undesirable levels.

National survey

Results from a national survey of women age 19 to 50 show that the percent of calories from fat is substantial — an average of 36.4 percent. Higher-income women, according to Sowers, are less likely to eat low-fat diets than

lower-income women: only 11.5 percent of higher-income women ate below the recommended maximum for fat compared to 17.6 percent of women in lower-income brackets.

"Although there has been a decrease in visible separable fat consumption (such as fat on steaks)," added Thompson, "there has also been an increase in 'hidden fat' consumption through processed foods." The researchers also published a portion of their findings in the May issue of the *American Journal of Public Health*. Co-authors of the study are Edward Frongillo Jr. and Banoo Parpia, researchers in the College of Agriculture and Life Sciences.

Beef, sweet grain products like cakes, pies and cookies, as well as lunch meats and hotdogs were major sources of fat among the women interviewed. Also, salad dressing is a significant contributor of fat, which is not classified as hidden but may still go unrecognized as fat by consumers.

"Our data suggest that many women may be switching to the salad bar, for example, but are actually increasing their fat intake by pouring on salad dressing. Most salad dressings are primarily fat," Thompson said. Regular salad dressing is the single greatest contributor of fat in the diets of higher-income women, averaging 8.3 percent of total fat intake.

Using the resources of the National

Supercomputing Facility at the Theory Center, the authors drew their conclusions from data collected by the U.S. Department of Agriculture in 1985-86 from 2,134 women in its Continuing Survey of Food Intake of Individuals. The data represent the most recently available national survey of eating habits among women, according to Thompson, who now is an epidemiologist with the National Cancer Institute in Bethesda, Md.

Other findings published by the researchers include:

- Few women surveyed met the recommended 20 grams daily of fiber. To do so women would have to increase their vegetable consumption and double the amount of grain products and fruits.

- White women have higher fat and saturated fatty acid intakes than blacks and Hispanics, but lower cholesterol and higher fiber intakes. The diets of most women were in accordance with recommended intake for cholesterol.

- The higher the household income, the less likely a woman is to meet guidelines regarding calories from fat.

- Lunch meats, bacon and whole milk are important sources of fat among lower income women, while regular salad dressing is more important among higher income women.

Diversity *continued from page 1*

- Identify an administrator who can give a green light to changes in hiring practices.
- Include lesbian, bisexual and gay men in reports on and discussions of diversity.
- Provide more financial support to organizations that support minorities on campus.

The discussion, "A Commentary on Cornell University's 1992 Progress Toward Diversity Report," was organized by the Advisory Council on the Status of Women. Panel members included Carlos Castillo-Chavez, associate professor of plant breeding and biometry and chairman of the Faculty Council of Representatives Committee on Affirmative Action; Joycelyn Hart, associate vice president for human relations; Deidre Hill, a graduate student in Africana studies and member of the Black Graduate Professional Students Association; Brenda Marston, archivist of the University Library's human sexuality collection; and Judy VanDermark, employee-elected trustee and director of conference services.

Asked to kick off the discussion with an assessment of Cornell's diversity, Hart, whose office issues the *Progress Toward Diversity* report, said: "We're marking progress by noting few losses and moderate gains in a few areas." While other panelists expressed far more dissatisfaction, Hart noted that some of the impediments to making more progress in increasing diversity were Cornell's distance from a city, Ithaca's bad weather, and the lack of dual-career opportunities for faculty.

Women faculty

More specifically, Hart noted in her report, there was only a "slight" increase in the total number of women faculty members during the five-year period 1987-88 to 1991-92. In 1987-88, there were 231 women faculty members, who represented 14.5 percent of the total number of assistant, associate and full professors. In 1991-92, there were 256 women professors, who reflected 16.1 percent of the total. (Of these, women reflected 8.6 percent of the full professors, 22.4 percent of the associate professors, and 28.1 among assistant professors in 1991-92.)

The number of minority faculty members grew by only slightly more than 1 percent during this same time period, from 6.9 percent in 1987-88 to 8.3 percent in 1991-92, the report found. (Of these, minorities reflected 6.8 percent of the full professors; 8.4 percent of the associate professors; and 12.6 percent of the assistant professors in 1991-92.)

"Sometimes I get distressed when I read a report like this," Castillo-Chavez, chairman of the FCR Committee on Affirmative Action, said during the panel discussion. "It gives a lot of information that is useful but a lot of information is not reported. If we are to make progress, we must tell what we have done well, and what we have not."

Chavez recommended that more information be provided about how hiring decisions are reached; that the university provide incentives to departments that boost diversification; that the people who make hiring decisions be diversified so more people will be included in

the network of candidates; and that the university report on diversity name the departments that are diversifying their faculty, staff and student body, and those that are not.

Identifying the diversity of faculty by department, Chavez argued in his September 1991 FCR Committee on Affirmative Action report, reveals "we live in a segregated university, with minority faculty concentrated in a relatively small number of departments and programs." Of 105 departments and units, 49 have no minority faculty and 72 have no African-, Hispanic- or American-Indian faculty members, the report noted.

The Chavez report recommended that parenting responsibilities be taken into account for young women professors and that a faculty advocate of affirmative action be added to each hiring committee, with the authority to reinstate a search if he or she feels "no substantial efforts have been made to consider white women or minority candidates."

"A lot of good people are hired here," Chavez explained during last week's discussion. "But there are a lot of people who are just as good who are not hired because they are not part of the appropriate network."

Racism is alive

Another panelist, Judy VanDermark, employee-elected trustee and director of conference services, testified that "racism is alive and well and affects my work day, everyday."

Deidre Hill, a graduate student in Africana studies and member of the Black Graduate Professional Students Association, argued that black students and faculty need more networking and financial support, because there are so few on campus.

For example, in 1991-92, there were 40 black faculty members, reflecting 2.5 percent of the total assistant, associate and full professors; there were 104 black graduate students, making up 4 percent of the graduate student body; and there were 629 black undergraduates, reflecting 5 percent of the total undergraduates, according to the *Progress Toward Diversity* report.

Extending the discussion from race to sexual preference, Brenda Marston, archivist of the University Library's human sexuality collection, said that she sees the university sending mixed messages to lesbians, bisexuals and gays.

"I feel like the university is fundamentally divided. There are good things happening, but the university administration seems frightened, afraid to let it happen. It is offering handshakes, not a full embrace," she said.

"We need to include sexual preference in discussions of multiculturalism," she said, noting that the university's report on diversity fails to include lesbians, bisexuals and gays.

After the panelists discussed these issues for 60 minutes, a longtime employee in the audience said, "One of my chronic complaints with Cornell is how much time is spent on reports. My question is how is this report going to be used as an impetus for change?"

Marston suggested that the university needs an administrator who can take the "Donna



Peter Morenus/University Photography

Joycelyn Hart (center), associate vice president for human relations, discusses diversity on campus with fellow panelists Carlos Castillo-Chavez (left), chairman of the FCR Committee on Affirmative Action, and graduate student Deidre Hill, a member of the Black Graduate Professional Students Association.

Shalalah approach," referring to the new secretary of Health and Human Services who was known for making things happen as chancellor of the University of Wisconsin.

Chavez offered another strategy.

"There are many groups on campus that are

trying to make changes," he said. "But they are working in isolation, and duplicating the same efforts over and over. We ought to work together as a group, to promote change, because a group of 50 faculty going to the provost and saying, 'We want change,' is powerful."

Women, minorities dominate new hires in Arts & Sciences

By Lisa Bennett

There was a striking increase in the number of women and minorities hired by the College of Arts and Sciences in the spring of 1992, according to Associate Dean Elizabeth Adkins-Regan.

"Of course, a big increase in one year doesn't significantly change the total composition of our faculty. But we're encouraged, because this is a sign that if people redouble their efforts to hire women and minorities, it will work," said Adkins-Regan, a professor of psychology and neurobiology and behavior.

Of 20 new people hired to tenure-track positions in the Arts College for 1992-93, 70 percent, or 14, were women, and 35 percent, or 7, were minorities, according to Adkins-Regan. (One African-American woman was counted in both categories.)

This result contrasts with the year before, when of 19 new tenure-track faculty members in the college, only 16 percent, or 3, were women. The number of minorities was not available at the time of publication.

What led to the change?

Two things, according to Adkins-Regan: One was the leadership of Don M. Randel, the Harold Tanner Dean of the College of Arts and

Sciences and the Given Foundation Professor of Musicology; the other was an attitude change among the faculty who hired new faculty.

"Leadership — credible, sincere leadership — is definitely helpful," said Adkins-Regan. "We have found that simply discussing the importance of hiring women and minorities as a normal course of business has led to positive results, without undue pressure."

Sending a clear message

"You can't just impose changes like this from above, but you can send a clear message that the diversity of new hires will be monitored and paid attention to, that we're not just talking about it because the government requires it, but because we mean it," she added.

Ultimately, decisions about the hiring of new faculty are made by faculty, and no change in diversity can occur unless they, too, are committed to it, said Adkins-Regan, adding that this level of commitment has also begun to change within the past few years.

"People have caught on that diversity matters," she said. "They are learning that, demographically, things will change a lot in the future: an increasing proportion of students will be what are now called minorities, and we simply must adapt and provide a variety of faculty role models for both the students and younger faculty colleagues."

Still, there are three notes of moderation to Adkins-Regan's enthusiasm over this year's results in the Arts College:

First, 20 new hires does not substantially change the composition of nearly 500 faculty members.

Second, the hiring of women and minorities occurred primarily in the humanities and the social sciences, and "there is still a big problem in the sciences," according to Adkins-Regan. Of the 20 new hires in 1992-93, only four were in the natural sciences, and none of those were women, she said. There also continues to be large departments in the sciences that have one or two women faculty members, despite their growing number of women students, she added.

Third, overall, "We aren't where we need to be and the demographic disparities between students and faculty will get worse in the future if we don't speed this process up," she said, adding:

"No one can lay back and relax. But it is encouraging to know that when people work at it, results do occur."



Adkins-Regan

Costume *continued from page 1*

A lavender ball gown that would have been worn by a typical upper-class 9-year-old in the 1860s is one of Lynn Boorady's costume re-creations. The dress took about 250 hours to make.

sional jury for the 1992 International Textile and Apparel Association (ITAA) design competition in November.

"Children normally can only look at antique garments in museums and pictures," Boorady said. "I wanted to re-create clothing of the past and give children first hand the experience of what a child of that time felt, how they would have played, and how they moved."

Boorady developed three sets of clothing from the 1860s, each comprised of an outfit for a boy and a girl. The sets were replicas of clothing worn by rural, middle-class and upper-class children.

To choose costumes to re-create, Boorady studied apparel from the Cornell Costume Collection, a research and teaching tool of 5,000 items consisting of American clothing from the 1800s to the present, clothing and textiles from around the world, and an historical and international collection of dolls, in addition to historical apparel magazines.

Taking measurements from 10 different mail-order catalogs, Boorady used computer-assisted design programs to enlarge the patterns she developed from the original clothing so that the garments would fit today's much-larger second-grade child. Then, using fabrics chosen to duplicate those used in the past, Boorady re-created the six outfits.

"Today's kids throw on a T-shirt and pair of shorts to play. Children from 100 years ago, on the other hand, were viewed as 'miniature adults,' especially among the upper class," she said.

In a pilot test, 11 children from Dunkirk, N.Y., Boorady's hometown, dressed up in the re-created garments, listened to stories of the times, and played with historical toys that Boorady had collected, including a hoop and stick, wooden horse on wheels, bean bags, paper dolls and sewing cards.

"When the children wore the re-created garments, their behavior unconsciously changed. The dressed-up children were much more sedate — they sat in chairs with their hands in their laps and remained segregated from the rest of the group," Boorady observed.

The costumes support the state curriculum, Boorady says, with its emphasis on awareness of our national heritage, citizenship and an understanding, respect, appreciation for diversity, and empathy for others, including those from our past.

In addition, the costumes reflect a way of life, such as how families viewed children, how children played, how people used tools, and even how houses must have been furnished or doorways built to accommodate the full-hoop ball gown, and so on.

Appointments

Robert R. Granados, Boyce Thompson Institute

Robert R. Granados, a virologist and director of Plant Protection at the Boyce Thompson Institute for Plant Research, was named the first Charles E. Palm Scientist.

A leadership gift from the Agway Foundation of Syracuse, along with an anonymous gift to Boyce Thompson, provided the initial funding to establish this position honoring Palm, a longtime friend of the Boyce Thompson Institute and a former dean of the College of Agriculture and Life Sciences.

During his tenure as dean from 1959 to 1972, Palm led an effort to persuade the management of the institute to relocate from its home of 54 years in Yonkers to the Cornell campus. In recent years, he has served as an adviser to the last three chief executives of the institute, including the current president, Ralph W.F. Hardy.

Palm has been associated with Cornell since he obtained a doctoral degree in economic entomology in 1935 and immediately joined the Department of Entomology, serving as chairman from 1937 to 1957. In 1953 he was elected the first president of the Entomological Society of America, and from 1965 to 1968 he served as chairman of the Agricultural Board of the National Research Council in Washington, D.C.

Granados is a leader in the field of biological control of insects, having published more than 90 scientific papers, edited three books and presented more than 150 scientific lectures worldwide. He is a charter member of the Society for Invertebrate Pathology and will become president of the society in 1994.

His current research interests focus on controlling insect pests through the use of viruses, particularly the baculoviruses. His research has resulted in several patent applications.

The Boyce Thompson Institute is the only private, independent research institute in the United States that is focused exclusively on plant research. Its scientists have been leaders in plant hormone, viral, seed and environmental research, which has led to the development of products bringing billions of dollars of sales and immeasurable benefit to the world. Boyce Thompson is at the forefront of research on biological alternatives to synthetic pesticides and nitrogen fertilizers, effects of environmental pollutants, and plant development using molecular tools.

— William Holder



Granados

Brian Chabot, Agriculture and Life Sciences

Brian Chabot, director of research in the College of Agriculture and Life Sciences, has been named associate dean of the college.

In announcing the promotion, David L. Call, dean of the college, said the associate dean's position "is critical and has a heavy emphasis on facility and program planning.

"Professor Chabot's experience as director of research and his total involvement in the college administration have prepared him well for this new set of responsibilities," Call added.

Chabot, 49, who assumed the post Dec. 1, replaces Kenneth Wing, who has become president of Cobleskill Agricultural and Technical College of the State University of New York.

Chabot became director of research in 1990, having joined the Cornell faculty in 1973, rising to the rank of professor of ecology in 1986. He also served on the faculties of the University of New Hampshire at Durham and the College of William and Mary.

An elected fellow of the American Association for the Advancement of Science, Chabot's activities range from the

Operating Committee of Cornell's Integrated Pest Management Program to the college's China Committee. He has served as a consultant to numerous government agencies, universities and private organizations.

Chabot served as chair of the Section of Ecology and Systematics in the Division of Biological Sciences for three years.

He has taught courses in plant and introductory ecology and in agricultural ecology.

He received a bachelor's degree from the College of William and Mary in 1965 and a doctorate from Duke University in 1971.

— William Holder



Chabot

Ronnie Coffman, Agriculture and Life Sciences

Ronnie Coffman, a professor of plant breeding and biometry who participated in the development of "miracle" rice varieties in the Far East, has been named associate dean for research in the College of Agriculture and Life Sciences.

He will be responsible for overseeing all of the college's research operations. These include basic and applied research in agriculture, food and nutrition, life and environmental sciences, and the social and behavioral sciences. He assumed the new position Jan. 18.

David L. Call, dean of the college, cited Coffman's accomplishments in providing disease-resistant varieties of wheat and rice to developing countries throughout the world and his contributions to basic science, including oversight of research in the development of gene maps of major crops.

He also commended Coffman for his administrative service as chair of the Department of Plant Breeding and Biometry.

Coffman also was named director of Cornell's Agricultural Experiment Station in Ithaca. The station funds pro-

grams throughout the university, principally in the colleges supported by funding from New York state.

He joined Cornell's faculty in 1981, having held a position from 1971 until then as a plant breeder at the International Rice Research Institute in the Philippines. He was concurrently a visiting scientist at Louisiana State University.

While at the International Rice Research Institute, he established the Genetic Evaluation and Utilization Program that has trained hundreds of young scientists in the skills of rice improvement.

The interdisciplinary rice improvement team, with which he served, produced rice germplasm that is cultivated on millions of acres throughout the world.

He has taught several courses in plant breeding, as well as "Agriculture in Developing Nations," which exposes students to the major issues in tropical agriculture and international development.

Coffman is the author of two books and 76 scientific publications. He is a member of the board of trustees of Winrock International, a philanthropic organization that supports agriculture, and is a member of the Board of Scientific and Policy Advisors of the American Council of Science and Health.

He holds a doctoral degree from Cornell in plant breeding (1971) and a bachelor's degree (1965) and master's degree (1967) in agronomy from the University of Kentucky. He is originally from Dalton, Ky.

— William Holder



Coffman

Ascher continued from page 1

Ascher's first film, *Cycle*, is a story from the Wulumba of northeastern Australia that tells of the never-ending cycle that relates people, the natural world and the spiritual realm.

Bar Yohai, his second film, is about the visions of Shimon Bar Yohai, a second century A.D. mystic who, in popular belief, wrote the *Zohar*, or *Book of Splendor*, the main text of Jewish mysticism, or Kabbalah. The film describes the creation of the world using the images of a tree, mirror and candelabra. As far as possible, the artistic work stays close to traditional interpretations and sources.

'A Tlingit Odyssey'

Ascher's latest film, *Blue: A Tlingit Odyssey*, is a visual rendering of the hero myth of the Tlingit, American-Indians who live in southeast Alaska. In the Tlingit hero myth, four brothers set out in search of blue, they encounter marvelous creatures, find the valuable blue and for having taken it they are pursued. A storm comes and kills one of the brothers and the other three return home.

With the exception of one scene in *Bar Yohai*, the movies are entirely hand-drawn. *Bar Yohai* and *Blue: A Tlingit Odyssey*, which are each six minutes long, are comprised of 8,640 frames. A 35mm film is made up of 24 frames per second, each about the size of a postage stamp: making a one-minute film requires 1,440 frames, and a six-minute film has 8,640 frames.

The technique of hand-painted cameraless film means drawing each of these thousands of pictures directly onto 35mm clear celluloid film. Special color pens that do not leave streaks on the film are used, as are translucent inks that allow light to shine through the film when it is projected. Sponges and cloths and other materials add texture to the painted surface. This film is then transferred in the laboratory to projection film.

Time consuming though it is, this technique appeals to Ascher because it enables him to communicate the ideas of a people without interfering in their expression of it.

"I searched for ways to express what I knew to be true of non-Western cultures, and in a quiet, non-interfering way, this way of making films lets me use the medium to say things about Peoples' ideas without pointing a camera in someone's face,"

he said. Most of his work is done in the studio, with the exception of photographs Ascher made at a gathering in Meron, Israel, of the annual celebration at the tomb of Bar Yohai.

Another advantage of cameraless hand-painted animation is the autonomy it gives the film maker: It is not a collaborative process, like so much other film making, and it does not require expensive equipment.

"I like this because what you make is yours alone. You have complete control over your craft," Ascher said. "If you do conventional animation, you begin with \$100,000 worth of equipment. My work costs a fraction of that. I believe you can make the best film in the world with no technology — just a light box and a magnifying glass."

Diaries of ideas

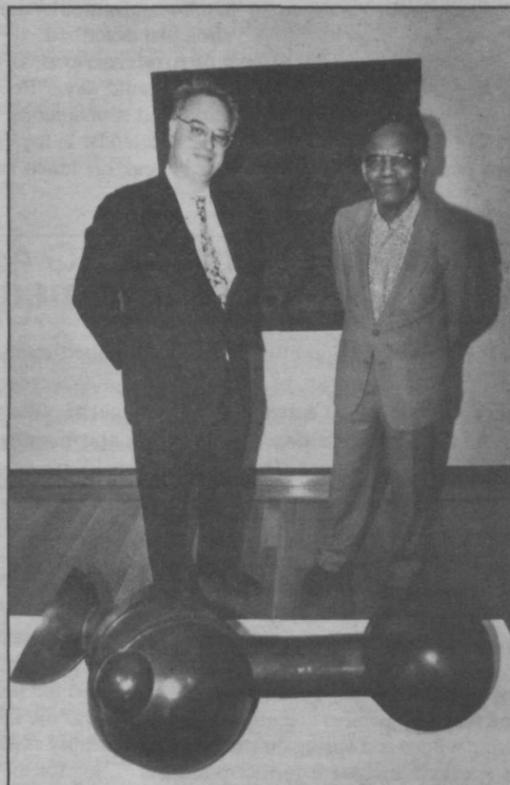
Ascher teaches this method of film making and his theories of myth, dreams and films to students here. He also teaches a writing seminar for freshmen called "Diaries of Ideas," in which students keep intellectual notebooks of ideas stimulated by such things as symphonies, lectures and mathematical theorems, a course in visual anthropology whose reading list included Art Spiegelman's MAUS, and a course called "Filming Other Cultures" that questions how well anthropologists have succeeded in utilizing film to understand other cultures.

As for the strengths and limitations of his own films, he said: "What you see on the screen is not supposed to grasp the entirety of a myth or to make you think you can absorb or understand it by seeing and hearing it once. Myths are embedded in a culture, so it's OK if it's not that clear all at once."

Ascher's films have been shown at numerous film festivals, including in Los Angeles, Barcelona, Chicago and Jerusalem. They have also been shown by Home Box Office and public television, Film Anthology Archives and the Art Institute of Chicago. He has also taken them to meetings of the American Anthropological Association, the Asia Society and the American Association for the Advancement of Science.

He has received grants from the Wenner Gren Foundation for Anthropological Research, the New York Foundation for the Arts and Humanities Faculty Grants from Cornell.

Opening night



Peter Morenus/University Photography

Frank Robinson (left), director of the Johnson Museum, stands with Amir Nour, a Sudanese sculptor who teaches at Chicago's Truman College, behind Nour's "Spoon." They attended Saturday's opening of the African Art Festival.

COMMENTARY

Campus governance needs your involvement

Editor's note: In the last decade, about 80 percent of the races for Employee Assembly seats have raised no opposition. These three employees explain why they think that it is worth the trouble to serve. The petition deadline for candidates is Feb. 12; those interested may call the Office of the Assemblies at 255-3715.

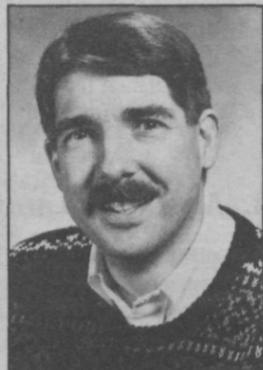
Henry DeVries, member of University Assembly

Have you ever been to the Employee/Family Day at the Game or Employee/Family Night at the Court? Do you ever read *Networking*? Have you heard of the Cornell Recreation Club or, better yet, participated in one of the club events like tours, picnics or dinner dances? Did you get upset a couple of years ago when the parking fees increased as the Transportation Demand Management Plan was first introduced, and did you take the opportunity to express your concerns in a letter, petition or public meeting? Have you ever attended a Brown Bag Luncheon or participated in any of the activities sponsored by the Working Family Program? Have you used the "10 percent off" coupon from the Campus Store after voting in elections for Employee Assembly or employee-elected trustee?

If you can answer "YES" to any of these questions, then you've benefited from the work of the campus governance system. All of these activities and programs have come into being because of the work of a group of committed volunteers who participated in the committees and assemblies of the campus governance system.

Each year, a number of your student, employee and faculty colleagues volunteer their time to participate in campus governance because they believe that they can make a difference and help to improve the community we know as Cornell University. During the last three-and-one-half years, I've been privileged to be involved in both the Employee Assembly and the University Assembly. Although the rou-

tine of committee meetings and conference calls and working lunches isn't always exciting or glamorous, I've discovered that the governance system can get things done. It often takes time to see a change in policy through from an idea to reality, but along the way the opportunity for dialogue with



Henry DeVries

fellow employees and with members of the university administration has helped me to realize just how complex and fascinating Cornell University is. Most important, I've seen that individuals can make a difference by taking the step of volunteering their time, talent and, above all, their ideas.

If you would like to contribute your thoughts, ideas, and criticisms to the ongoing process of change and improvement in the Cornell community, I challenge you to take the time to volunteer to serve on a committee of the campus governance system, or to run for a seat on the Employee Assembly. I hope you'll find, as I did, that one person's opinion can make a vital difference to improve our community.

Judy VanDermark, employee-elected trustee

Throughout my Cornell career, I have always felt it was important to my success to go beyond the expected call of duty. I began work at Cornell in 1980 as a secretary in Residence Life. I quickly learned that advancement opportunities were rare and that, if I was looking for good fortune to fall upon me, I would have to make an effort to meet it at least half way.

In an academic setting, a great deal of emphasis is placed on one's educational background; mine was limited. As I became more familiar with the university setting, I realized that I could obtain an equivalent educational experience through volunteer efforts. And though it was subtle, I learned that through my volunteer involvement, I was not only becoming an asset to the people I collaborated so closely with, but I was also creating an atmosphere for advancement and recognition. It was through this recognition that my name became familiar on campus, ultimately leading to the advancement of my career.

Volunteerism thus serves Cornell while also promoting one's own growth.

While developing new skills is obviously desirable, it's often not possible in Cornell jobs that become "pigeonholed." Through volunteer efforts, your level of skills and awareness can be raised. Committee involvement lets you see issues and policy-making from the inside.

At Cornell, I have been involved with the Employee Assembly, the Advisory Committee on the Status of Women, Sub-Committee on Women and Addictions, Student Agencies, Task Force for the Employee Newspaper, and Employee/Family Day Committee, to name a few.

For me, the most satisfying work was as a board member for the Learning Web, which identifies youths who may need direction in their lives and then works closely to provide that direction through various mentoring programs. Since the age of 10, my son has been a part of this organization. Over the years, he has had wonderful mentors who have taught him work related and social skills. When I was approached by the Learning Web to be a volunteer board member, I was able to return my contributions to this valuable program. Since then I have served as the chair of the Learning Web Personnel Committee and have remained active in a consulting capacity.

My volunteering has also helped me keep abreast of issues and developments that affect us as employees. From helping develop an employee newspaper to serving as employee-elected trustee, I've learned that Cornell seeks and cares about employee views. But for the best results, there must be employees ready to get involved.

By being involved myself, I have gained knowledge and contacts that have also helped me advance from secretary, to administrative supervisor in the Dean of Students Office, to project coordinator in the Department of Telecommunications and to my current position as director of conference services.

I will continue to remain active and encourage all Cornell employees to investigate the various committees available to you and to become active. Our future will be determined by these committees and their interaction with the Assemblies and the central administration. Your involvement will not only increase your awareness of what is happening at the university but will also serve as a catalyst for your self-motivation and advancement. You will get back what you put forth.



Judy VanDermark

Michael Aug, chair of the Employee Assembly

The rewards of performing service for the benefit of others are many. You become more aware of the issues affecting you, for instance; you get to interact with a diverse group of people, and you feel a sense of accomplishment. To

serve on the Assembly is, however, not without its trials and tribulations.

Ever remember being in a meeting when you know as much about the topic as you did about Latin? Then, all heads turn as the chair says: "Mike, what do you think about this?"

On the positive side, the more active a participant the volunteer becomes, the more the volunteer actively engages in the learning process, the less likely he or she is to be confronted by a situation just described.

I remember the good old days, often referred to as "B.C." (Before the Calendar), or maybe I should say, "Before Chair," when life was easy, carefree and spontaneous. As chair of the Employee Assembly, my calendar is my constant companion: meetings at 10, 11 and 12; lunch at 1;

meeting at 2; dinner at 5; go to bed at 11. . . get the idea? While all members are not as involved as I am, all do need calendars so they can set up the meetings that provide them the tools to do their job and better understand what this place called Cornell is all about.

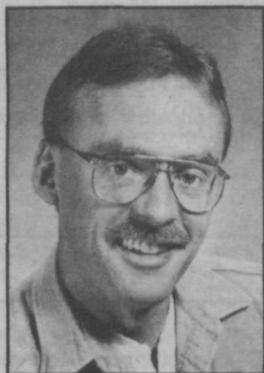
Another challenge of serving on the Employee Assembly that must be mentioned is that when you vote on an issue, when the Assembly makes a decision, there will always be people who disagree with the position taken and those who will see the half-full cup as half-empty. Though it's not always easy, members who have done their homework and vote in good conscience can weather the storm of those who might disagree.

Now, I guess to the casual observer, it would seem that I spend a lot of time on these tasks. Some days can be busier than others and in this respect my boss has been very supportive of my participation on various committees.

These few preceding tidbits spotlighting the "dark side" of volunteerism are intended as a humorous look at my least favorite "rewards."

I am still on the Employee Assembly; in fact, I am still chair, so one must conclude that the gains far outweigh the losses.

Overall, the process of making decisions affecting other people can be very difficult. Whether in city government, school districts or right here at Cornell, the impact of concerned and involved citizens cannot be overstated.



Michael Aug

About Chronicle Commentary . . .

Members of the Cornell community are invited to submit "Commentary" articles of no more than 800 words for consideration by the *Chronicle*. Topics should be of importance to higher education in general or, specifically, to

Cornell faculty, staff or students. "Letters to the Editor" of not more than 400 words also will be considered.

Submissions should be sent to Chronicle Commentary, Cornell News Service, 840 Hanshaw Road.

Public lecture series on homeless set to begin next week

By Albert E. Kaff

Experts on problems of the homeless will deliver a series of lectures that are open to the public this winter and spring on campus.

The speakers include a former homeless man who became a college teacher, a Cornell graduate who changed his career goal after studying the plight of the homeless as a student here, and the president of New York City's Covenant House.

Ann Hales, an assistant professor and director of the program on Housing and Feeding

the Homeless in the School of Hotel Administration, arranged the lecture series for students and the Ithaca community. The Hotel School was the nation's first academic institution to apply skills of the hospitality industry to caring for the homeless.

Each lecture will be held on the indicated date from 11:55 a.m. to 1:10 p.m. in Room 465, Statler Hall. The schedule:

• Feb. 11 — Fred Wilcox, who teaches in the writing program at Ithaca College, will speak on "Once Homeless," based on his own experiences.

• Feb. 25 — Doug Fuller, Oakland, Calif., a 1988 graduate of the Hotel School's master of professional studies program, will explain how the course "Housing and Feeding the Homeless" changed his career goals.

• March 9 — Sister Mary Rose McGeady, president of Covenant House, will describe the work of that New York City children's shelter.

• March 16 — John Mooney, public relations director for City Harvest Inc., New York City, will tell how his organization works with restaurants, hotels and caterers in distributing food to soup kitchens, shelters and other agen-

cies serving people in need.

• March 30 — Fred Karnas, executive director of the National Coalition for the Homeless, Washington, D.C., will speak on the role of federal public policy and the National Coalition's work as an advocate for the homeless.

• April 13 — Sadie McKeown, assistant mortgage officer in the Community Preservation Corp., Hawthorne, N.Y., and a former student and teaching assistant in Cornell's course on the homeless, will explain financing of low-income housing.

CALENDAR

continued from page 12

SEMINARS

Applied Mathematics

"A Tale of Two Polynomials," Bruce Sagan, Michigan State University, Feb. 5, 4 p.m., 456 Theory Center.

Biochemistry, Molecular & Cell Biology

"Targeting of Membrane Proteins to the Golgi Complex," Carolyn Machamer, Johns Hopkins School of Medicine, Feb. 5, 4 p.m., Large Seminar Room, Biotechnology Building.

Chemical Engineering

"A New Look at Conformal Solutions," David Kofke, SUNY Buffalo, Feb. 9, 3:30 p.m., 165 Olin Hall.

Chemistry

"A Picosecond Study of the Dynamics of Electron Transfer and Radical Ion Pair Diffusion in Photocycloaddition Reactions of Stilbene," Kevin Peters, University of Colorado, Boulder, Feb. 8, 4:40 p.m., 119 Baker.

"Solvation and Charge Transfer in Hydrogen-Bonding Liquids," Branka Ladanyi, Colorado State University, Feb. 11, 4:40 p.m., 119 Baker.

CIIFAD

"Integrated Pest Management of the Diamond-back Moth in Asia," N.S. Talekar, Asian Vegetable Research and Development Center, Feb. 8, 4 p.m., 404 Plant Sciences.

Ecology & Systematics

"Evolutionary Physiology of Aging *Drosophila*," Joseph Graves Jr., University of California, Irvine, Feb. 10, 4 p.m., A106 Corson Hall.

Electrical Engineering

"High-Performance Computing with Low-Performance Connections," Harold Stone, IBM Research, Yorktown, N.Y., Feb. 9, 4:30 p.m., 219 Phillips Hall.

Environmental Toxicology

"Predicting the Carcinogenicity of Complex Chemical Mixtures," Frederick DiCarlo, U.S. Environmental Protection Agency, Feb. 5, 12:20 p.m., 135 Emerson Hall.

European Studies

"Gender Equity in Scandinavia," seminar organized by the Scandinavian Student Association, Feb. 5, 335 Baker Hall, contact the department for the time.

"Labor, Ideology and Politics in Poland," David Ost, Hobart and William Smith Colleges, Feb. 8, 12:15 p.m., 153 Uris Hall.

Genetics & Development

"Developmental and Evolutionary Determinants of Gene Expression in *Drosophila*," Doug Cavener, Vanderbilt University, Feb. 8, 4 p.m., Conference Room, Biotechnology Building.

"Control of Translation Initiation of *Drosophila* Development," Doug Cavener, Vanderbilt University, Feb. 9, 4 p.m., Small Seminar Room, Biotechnology Building.

"RNA Editing in Plant Mitochondria," Claudia Sutton, Feb. 10, 12:20 p.m., Small Seminar Room, Biotechnology Building.

Geological Sciences

"Mantle Dynamics, the Uplift of Tibet, and the Monsoon," Peter Molnar, Massachusetts Institute of Technology, Feb. 9, 4:30 p.m., 1120 Sneek Hall.

Immunology

"Maternal Leukocyte Response to the Invading Trophoblast in the Horse," Gabriele Grunig, Baker Institute, Feb. 5, 12:15 p.m., Boyce Thompson Auditorium.

International Nutrition

"Issues of Aging and Changing Lifestyle in the Third World," Daphne Roe, nutritional sciences, Feb. 4, 12:20 p.m., 200 Savage.

International Studies in Planning

"A Critique of Environmental Discourse: Recent Studies of the Political Economies/Ecologies of Natural Resource Use in Mexico and West Africa," Peter Taylor, science & technology studies, Feb. 5, 12:15 p.m., 115 Tjaden Hall.

Materials Science & Engineering

"Bioinspired Processing of Ceramic-Matrix Nanocomposites," Ilham Aksay, Princeton University, Feb. 4, 4 p.m., 205 Thurston.

Ceramics Afternoon: "Novel Processing of Metal-Ceramic Microstructures," Feb. 5, 2:20 p.m., 140 Bard Hall. Topics include: "Infiltration Processing of Metal-Matrix Composites," A. Mortensen, Massachusetts Institute of Technol-

ogy, 2:25 p.m.; "Synthesis of *In Situ* Metal-Matrix Composites: Gas-Solid and Self-Propagating Synthesis Reactions," M.J. Koczak, Drexel University, 3:05 p.m.; and "In Situ Formation of Metal-Ceramic Composites and Ductile Phase Toughened Ceramics by Reduction Reactions," S.L. Sass, materials science & engineering, 3:45 p.m.

Mechanical & Aerospace Engineering

"Small Business in a Big World," Kenneth Ackley, Innovation Packaging Inc., Feb. 4, 4:30 p.m., 155 Olin Hall.

Natural Resources

"Great Lakes Fisheries Commission Strategic Vision for the 1990s: Role of Stocking for Fishery Enhancement and Species Restoration," Charles Krueger, natural resources, Feb. 4, 3:35 p.m., 304 Fernow Hall.

"Lake Ontario Fisheries Management: The New York DEC Perspective," Robert Lange, New York Department of Environmental Conservation, Feb. 11, 3:35 p.m., 304 Fernow Hall.

Neurobiology & Behavior

"Structure and Function of Onco-Neural Antigens," Henry Furneaux, Cornell Medical College, Feb. 4, 12:30 p.m., Morison Seminar Room, Corson Hall.

"Mate-Feeding and the Control of Sexual Differences," Darryl Gwynne, University of Toronto, Feb. 11, 12:30 p.m., Morison Seminar Room, Corson Hall.

Ornithology

"How the Birds Got Their Voices," Stephen Fadden, communications and American Indian Program, Feb. 8, 7:45 p.m., Fuertes Room, Laboratory of Ornithology, 159 Sapsucker Woods Road.

Peace Studies

"Restructuring Justice in the Former East Germany," John Borneman, anthropology, Feb. 4, 12:15 p.m., 153 Uris.

"Contingencies of Consent," Margaret Levi, University of Washington, Feb. 4, 4:15 p.m., 145 McGraw Hall.

Plant Biology

"Analysis of Picosecond Chlorophyll Fluorescence Decays Using Computer Simulations," Warren Zipfel, plant biology, 11:15 a.m., 404 Plant Science Building.

Plant Breeding & Biometry

"Biological Control Strategies for Turf Grass Diseases," Eric Nelson, plant pathology, Feb. 9, 12:20 p.m., 135 Emerson Hall.

Plant Pathology

"Genetic and Biochemical Analysis of Hypersensitive Resistance in Higher Plants," S.-Y. He, plant pathology, Feb. 9, 4:30 p.m., 404 Plant Science Building.

"Long Distance Movement of Cauliflower Mosaic Virus in Plants: A Model for Virus Resistance," Steven Howell, Boyce Thompson Institute, Feb. 11, 3 p.m., A133 Barton Laboratory, Geneva.

Psychology

"Neural Change and Vocal Learning in Birds," Ernest & Kathy Nordeen, University of Rochester, Feb. 5, 3:30 p.m., 202 Uris Hall.

Rural Sociology

"Class Inequalities and America: An Examination of Recent Trends," Dennis Gilbert, Hamilton College, Feb. 5, 3:30 p.m., 101 Warren Hall.

Stability, Transition & Turbulence

"Early Pipe Hydraulics at Cornell and the Atmospheric Boundary Layer," Wilfried Brutsaert, civil & environmental engineering, Feb. 9, 12:30 p.m., 178 Theory Center.

Statistics

"Theil-Sen and Other Regression Methods for Censored Data," Michael Akritas, Penn State University, Feb. 10, 3:30 p.m., 100 Caldwell Hall.

Textiles & Apparel

"Sodium Borohydride Reductions in Environmental Applications," Michael Cook, Morton International, Feb. 4, 12:20 p.m., 317 Martha Van Rensselaer Hall.

"Computer Applications in Textiles," Behnam Pourdeyhimi, University of Maryland, Feb. 11, 12:20 p.m., 317 MVR Hall.

MISC.

ACSW Meetings

The Advisory Committee on the Status of Women regularly holds brown bag luncheons open to the entire community on the fourth Tuesday of each month. For more information, call ACSW Chairwoman Ruth Sabean, director of Cornell Information Technologies, at 255-3299, or Associate Chairwoman Risa Lieberwitz, asso-

ciate professor of industrial and labor relations, at 255-3289.

Alcoholics Anonymous

Meetings are open to the public and will be held Monday through Friday at 12:15 p.m. and Saturday evenings 7 p.m. in Anabel Taylor Hall. For more information call 273-1541.

Computer Workshops

Mann Library is offering free computer workshops in February about "The Electronic Library." Topics include hands-on searching with the following databases: BIOSIS, Agricola, ERIC and ABI/INFORM; and basic search techniques will be demonstrated. Call 255-5406 for information.

First Aid and CPR Classes

Gannett Health Center and the American Red Cross are sponsoring first aid and CPR classes. Classes are usually held at Robert Purcell Union in the first floor lounge from 8:30 a.m. to 12:30 p.m. All Cornell faculty and staff members with supervisory approval are eligible. Call the American Red Cross at 273-1900 to obtain a Cornell registration card. Departments will be billed for the course registration fee.

* Standard First Aid, an 8-hour certification course: Feb. 4 and 11; Feb. 16 and 23; March 3 and 10; March 18 and April 1; April 13 and 20; April 28 and May 5, \$45.

* Standard First Aid Progression, 4-hour course, April 21, \$30.

* Community CPR, 8-hour course: Feb. 2 and 9; Feb. 10 and 17; Feb. 18 and 25; March 8 and 15; March 16 and 30; March 31 and April 14; April 15 and 22; April 26 and May 3, \$45.

SPORTS

Home contests in ALL CAPS

Men's Basketball (8-7)

Feb. 5, HARVARD, 7:30 p.m.
Feb. 6, DARTMOUTH, 7:30 p.m.

Women's Basketball (8-8)

Feb. 5, at Harvard, 6 p.m.
Feb. 6, at Dartmouth, 6 p.m.

Men's Fencing (2-11)

Feb. 6, at Princeton w/New York Univ., 9 a.m.

Women's Fencing (5-8)

Feb. 6, at Princeton w/New York Univ., 9 a.m.

Men's Gymnastics (4-1)

Feb. 6, SUNY BUFFALO/VERMONT, 1 p.m.
Feb. 10, at Cortland

Women's Gymnastics (1-3-1)

Feb. 6, VERMONT, 1 p.m.

Men's Varsity Hockey (5-10-1)

Feb. 5, at Yale, 7:30 p.m.
Feb. 6, at Princeton, 7 p.m.

Hall named named assistant lacrosse coach

William M. (Bill) Hall, assistant lacrosse coach at the University of New Hampshire since June 1991, has been named restricted earnings assistant lacrosse coach at Cornell.

Hall fills the position held by Paul Schimoler, who was promoted to full-time assistant in October after Keith Reitenbach was named head lacrosse coach at Western Maryland College in Westminster, Md. Schimoler, a four-time All-America goalie at Cornell, joined the Big Red coaching staff a year ago.

McEneaney, Van Orman to be inducted into Lacrosse Foundation Hall of Fame Feb. 6

The Lacrosse Foundation's Hall of Fame Class of 1992 includes six men and, for the first time in its 36-year history, a woman. Among the new inductees are Cornell graduates Eamon McEneaney and Dr. Ray Van Orman, the seventh and eighth Cornell graduates to be so honored. The induction will take place Feb. 6.

McEneaney was a three-time first-team All-America attackman, 1975-77, at a time when freshmen were not allowed to play varsity lacrosse. He played on the Big Red's national championship teams of 1976 and 1977, and Cornell's Ivy League championship teams of 1975, 1976 and 1977. He was selected All-Ivy from 1975-77 and was the Ivy League Player of the Year in 1975 and 1977, when he was also named Cornell's most valuable player.

Van Orman was an All-America football player under the tutelage of Glenn "Pop" Warner. He never saw nor played a lacrosse game until he was hired by Johns Hopkins

• Basic Life Support, a 7-hour course, April 27 and May 4, \$45.

Latin American Studies Program

Latin American coffee hour will be held on Tuesdays at 5 p.m. in G-08 Uris Hall.

Plantations

Botanical Craft Workshop: German stucco heart wreath, Feb. 9, 7 to 9:30 p.m. Call Cornell Plantations for complete description, fee and registration information, 255-3020.

Tai Chi Classes

Tai Chi Chuan, Chinese martial art, done for health and self-defense, taught by Kati Hanna. Mondays and Thursdays, Edwards Room, Anabel Taylor Hall. Beginners, 5 p.m.; Advanced & Correction, 6 p.m. Fourteen weeks. Open to people of all ages and physical abilities. Fee charged. Register at first class. Call Kati Hanna, 272-3972, for more information.

Tai Chi Chi Gung Exercises, taught by Robert Tangora, relaxing, invigorating, meditative. Monday through Thursday, 8 to 8:40 a.m., Edwards Room, Anabel Taylor Hall. Attendance every day not required; just show up and try it out.

Writing Workshop

Writing workshop walk-in service: free tutorial instruction in writing. Sunday, 2 to 8 p.m., 178 Rockefeller Hall; Monday through Thursday, 3:30 to 5:30 p.m. and 7 to 10 p.m., 178 Rockefeller Hall; Sunday through Thursday, 8 to 11 p.m., Clara Dickson Macintosh Computer Room; Sunday through Thursday, 8 to 11 p.m., 112 Noyes Center.

Women's Hockey (2-8-1)

Feb. 6, at Brown, 2 p.m.
Feb. 7, at Yale, 2 p.m.

Men's Squash (4-8)

Feb. 6, YALE, noon
Feb. 7, FRANKLIN & MARSHALL and ROCHESTER, 11 a.m.

Men's Swimming (2-5)

Feb. 6, BROWN, 3:30 p.m.

Women's Swimming (5-3)

Feb. 6, BROWN, noon

Men's Indoor Track (0-1)

Feb. 6, at Syracuse

Women's Indoor Track (0-2)

Feb. 6, at Syracuse

Wrestling (12-4)

Feb. 6, at Columbia w/Millersville, noon

A 1986 graduate of Denison University in Granville, Ohio, Hall served as offensive coordinator and goalie coach at UNH during the 1992 season. He was also assistant director of the UNH lacrosse school.

Prior to joining the UNH staff, Hall was head coach of the Fairfield University lacrosse club. He guided the Fairfield club to a 40-13 record from 1988-91. He was also an assistant coach at the University of Hartford during 1987, serving as defensive coordinator and goalie coach.

University as head football coach in 1921. He became the head lacrosse coach at Johns Hopkins in 1926 and won the national championship his first year. He remained the head coach until 1934, having four undefeated seasons and winning the national championship in 1926, 1927 and 1928.

McEneaney and Van Orman join fellow Cornell graduates Bruce Cohen '65; Carlton P. Collins '16; Waldemar H. (Pat) Fries '11; Mike French '76; Milt Hilliard '68; and Roy Taylor '10 in the hall.

Ferguson defeated

All-American wrestler Mark Ferguson lost his match to North Carolina's T.J. Jaworsky Monday, 4-2, at the National Wrestling Coaches All-Start classic. The two were ranked No. 1 and No. 2 nationally in their 134-pound weight class prior to the match.

CALENDAR

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

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.

DANCE

Cornell International Folkdancers

All events are free and open to the Cornell community and general public, unless stated otherwise. For further information, call 539-7335 or 277-3638.

Feb. 7, North Room, Willard Straight Hall: advanced teaching with Kate Stuart, 6:30 p.m.; teaching, 7:30 p.m.; request dancing, 8:30 p.m.

Global Dancing, beginning couple dances, meets Tuesdays in Helen Newman Hall dance studio: teaching, 8:30 p.m.; open dancing, 9:45-10:30 p.m. The dances scheduled for Feb. 9 are Waltz 2, Cajun one-step and intro to cha-cha.

Israeli Folkdancing

Thursdays, 8 p.m., Edwards Room, Anabel Taylor Hall.

Jitterbug Club

West Coast Swing, a six-week series for beginners, starts Feb. 4. Call Bill Borgida at 254-6483 or 273-0126 for information.

EXHIBITS

Johnson Art Museum

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

The Johnson Museum has completed a major reinstallation of its European and American paintings, drawings, prints and sculpture.

In conjunction with the reinstallation of the permanent collection, the museum has placed on exhibition selections from its collection of Old Master prints. The show, "Myth, Religion and Everyday Life in Print: 1500-1700," runs through March 7.

• "The Patricia and Phillip Frost Collection: American Abstraction, 1930-1945" is on view

through March 21. The exhibition features paintings, drawings, collages and sculpture from the Frost's collection by members of the American Abstract Artists group of the 1930s and '40s.

• "Creative Impulses/Modern Expressions: Four African Artists" runs through March 14 as part of Cornell's Festival of Contemporary African Art this spring.

• The exhibition "Changing Reality: Recent Soviet Photography" is on view through March 7. Fifteen photographers from the then-Soviet Union examine once-forbidden societal issues. In conjunction with this show, the museum will present the exhibition "Russian Prints from the Early 20th Century."

• **Africa Day:** The museum will present Africa Day: A Taste of African Cultures on Feb. 6 from noon to 3:30 p.m. Featured will be poetry, storytelling, music, games, tours, films and refreshments. The day's activities are free and open to the public.

• **On the air:** Every Wednesday at 2 p.m., museum staff members and guests will appear on Casey Stevens' radio program on WHCU 870 AM.

• **Box Lunch Tours:** Every Thursday at noon during the semester (except spring break), the museum will present a free Box Lunch Tour, a half-hour tour of a special exhibition or aspect of the permanent collection. Following the tour, participants are invited to enjoy their lunch in the museum. Today, Feb. 4, the museum will offer a tour of the Soviet photography exhibition. On Feb. 11, the contemporary African art exhibition will be toured.

• **Free tours:** Every Saturday and Sunday from 1 to 2 p.m., the museum offers a free tour of its collections and exhibitions. The Johnson Museum also offers foreign language tours by appointment. For more information and to schedule a tour, please contact the education department at 255-6464.

• **Workshops:** The museum is offering a drawing class for children ages 9 and 10. The course, which runs for six weeks, will meet every Sunday, from March 7 through April 4, from 1 to 3 p.m. A fee of \$5 for museum members and \$50 for non-members will be charged. Register by Feb. 19; call Linda Price at 255-6464 to register and for information.

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; and Sunday Matinees, \$3.50. All films are held in Willard Straight Theatre except where noted.

Thursday, 2/4

"London Kills Me" (1991), directed by Hanif Kureishi, with Justin Chadwick, Steven Mackintosh and Elmer McCourt, 7:30 p.m.

"Lawnmower Man" (1992), directed by Brett Leonard, with Jeff Fahey, Pierce Brosnan and Jenny Wright, 10 p.m.

Friday, 2/5

"The Mystery of Kaspar Hauser" (1975), directed by Werner Herzog, with Bruno S., Brigitte Mira, Walter Ladengast and Willy Semmelrogge, 7:20 p.m.

"Singles" (1992), directed by Cameron Crowe, with Matt Dillon, Bridget Fonda, Kyra Sedgwick, Campbell Scott and Sheila Kelley, 7:20 and 9:40 p.m., Uris.

"London Kills Me," 9:45 p.m.
"Lawnmower Man," midnight, Uris.

Saturday, 2/6

"Tilai" (1990), part of the African Film Series, with Professor Karim Traore, visiting Rockefeller scholar at the Africana Studies and Research Center, 2 p.m., Johnson Museum, free.

"Secret of the Twin Sister" (1992), directed by Margaret Raphael, with the Street Corner Kids, Ithakid Film Festival, 2 p.m.

"Singles," 7:20 p.m., Uris.
"WAX, or The Discovery of Television Among the Bees" (1992), directed by David Blair, with David Blair, Meg Savlov, Florence Ormezzano and William Burroughs, 7:45 p.m.
"Lawnmower Man," 9:35 p.m., Uris.

'Academia and Community' is focus for American-Indian meeting Feb. 5 and 6

Representatives of 13 universities will focus on attempts of American-Indian scholars to maintain connections with their respective native communities in a conference set for Friday and Saturday, Feb. 5 and 6, in Room 401 Warren Hall.

The Cornell Council of American Indian Graduate and Professional Students is serving as host for the meeting, titled "American-Indian Academia and Community: Maintaining Connections."

Participants will discuss their research on a wide range of topics, including Cherokee history, Lakota land return policy, American-Indian art, sustainable cultures, native resistance, internal colonization, Haida language and American-Indian education.

Guest speaker will be Marilyn Johnson, education specialist with the Bureau of Indian Affairs Office of Indian Education Programs. For information on the conference, which is free and open to the public, contact Kevin Connelly, Alice Spotted Bear or Natalie Hemlock at 255-1055.

"The Double Life of Veronique" (1991), directed by Krzysztof Kieslowski, with Irene Jacob and Philippe Volter, 9:45 p.m.

"Psycho" (1960), directed by Alfred Hitchcock, with Anthony Perkins and Janet Leigh, midnight, Uris.

Sunday, 2/7

"Decalogue, 5-6" (1988), directed by Krzysztof Kieslowski, 2 p.m., Willard Straight Theatre, free.

"Virtual Reality/Cyberculture Program" (1992), directed by Carl Eugene Loeffler, shown with "Lawnmower Man," 4:30 p.m.

"Night and Fog in Japan" (1960), directed by Nagisa Oshima, 7:30 p.m., Uris, free.
"Psycho," 8 p.m.

Monday, 2/8

"Bullets for Breakfast" (1992), directed by Holly Fisher, 4:30 p.m., free.

"The Mystery of Kaspar Hauser," 7:05 p.m.
"My Darling Clementine" (1946), directed by John Ford, with Henry Fonda, Linda Darnell and Victor Mature, 9:30 p.m.

Tuesday, 2/9

"Chiang Mai, Northern Capital," 13 minutes, and "From Mulberry Leaves to Silk Textiles," 44 minutes, Southeast Asia Film Series, 4:30 p.m., Kahin Center, 640 Stewart Ave., free.

"The Double Life of Veronique," 7:45 p.m.
"Singles," 10 p.m.

Wednesday, 2/10

"Handsworth Songs" (1986), directed by John Akromfrah and the Black Audio Film Collective, shown with "Touch of the Tarbrush" (1991), directed by John Akromfrah, 7:40 p.m.

"Spike and Mike's Second Festival of Animation" (1992), 10 p.m.

Thursday, 2/11

"A Brief History of Time" (1992), directed by Errol Morris, with Stephen Hawking, Isobel Hawking and Janet Humphrey, 8 p.m.

"Sneakers" (1992), directed by Phil Alden Robinson, with Robert Redford, Dan Aykroyd, Sidney Poitier, River Phoenix and Mary McDonnell, 10 p.m.

LECTURES

Africana Studies & Research Center

"African Students and Panafricanist Consciousness: From the 1940s to the 1990s," N'dri Assie-Lumumba, visiting professor, Feb. 10, noon, Hoyt Fuller Room, 310 Triphammer Road.

Center for the Environment

Race, Equity & Environment lecture series: "Environmental Equity: A Philosophical Perspective," Henry Shue, director, ethics and public life, Feb. 9, 4 p.m., Alumni Auditorium, Kennedy Hall.

Faculty Fireside Series

"Civil Disobedience: Washing One's Hands of Injustice?" David Lyons, professor of philosophy and law; and Matthew Lyons, writer and activist, Feb. 10, 7 p.m., Willard Straight Hall Art Gallery.

Hillel

"Placing Women in Jewish History," Judith Plaskow, Jewish author and feminist, Feb. 11, 8 p.m., Kaufmann Auditorium, Goldwin Smith Hall.

MUSIC

Department of Music

Ursula Duetschler, a former student of Malcolm Bilson and now a prize-winning European fortepianist, will perform in a free chamber-music concert Feb. 9 at 8:15 p.m. in Barnes Hall. This event features internationally recognized viola-da-gambist John Hsu, oboist Geoffrey Burgess and cellist Laura Kramer. Pieces include J.S.

Bach's "Sonata in G Minor, BWV 1020" and Vivaldi's "Sonata in C Minor for oboe and continuo." Soprano Andrea Folan will sing songs from operas and odes by Henry Purcell. Call 255-4760 for more information.

Bailey Hall Concert Series

World-renowned French flutist Jean-Pierre Rampal will open the 1993 spring season of the "Great Soloist Series" in Bailey Hall on Tuesday, Feb. 16, at 8:15 p.m. Rampal's program will include the Sonata in B-flat Major, K. 378 by Mozart; Duo Concertante, Op. 129 by Viennese composer Carl Czerny; Variations for Flute and Piano by French composer Jean-Michel Damase and works by Paul Hindemith and Francis Poulenc. Tickets are \$14.50 to \$23.50 for the public and \$12.50 to \$20 for students. They are on sale at the Lincoln Hall ticket office, 255-5144.

Bound for Glory

Feb. 7: Castlebay, a trio from Maine, performs songs of the sea on many different instruments. Three live sets at 8:30, 9:30 and 10:30 p.m. in the Commons Coffeehouse, Anabel Taylor Hall. Bound for Glory is free and open to the public and can be heard Sundays from 8 to 11 p.m. on WVBR-FM, 93.5.

RELIGION

Sage Chapel

Roger Badham, assistant director of university ministries, will deliver the sermon Feb. 7 at 11 a.m. Music by the Sage Chapel choir, under the direction of William Cowdery, acting university organist. Sage is a non-sectarian chapel that fosters dialogue and exploration with and among the major faith traditions.

Afro-American

Sundays, 6:30 p.m., Robert Purcell Union.

Catholic

Weekend Masses: Saturday, 5 p.m.; Sunday, 9:30 a.m., 11 a.m. and 5 p.m., Anabel Taylor Auditorium. Daily Masses at 12:20 p.m. in Anabel Taylor Chapel. Sacrament of Reconciliation, Saturday, 3:30 p.m., G-22 Anabel Taylor Hall.

Christian Science

Testimony and discussion meeting every Thursday, 7 p.m., Founders Room, Anabel Taylor Hall.

Episcopal (Anglican)

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

Friends (Quakers)

Sundays, 9:45 a.m., adult discussion; 11 a.m., meeting for worship, Edwards Room, Anabel Taylor Hall.

Jewish

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

Reform: Fridays 5:30 p.m., chapel, Anabel Taylor Hall; Conservative/Egalitarian: Fridays, 5:30 p.m., Founders Room, and Saturdays 9:30 a.m., Founders Room, Anabel Taylor Hall; Orthodox: Friday, call 272-5810 for time, and Saturday, 9:15 a.m., Edwards Room, Anabel Taylor Hall.

Korean Church

Sundays, 1 p.m., chapel, Anabel Taylor Hall.

Muslim

Friday prayers, Founders Room at 1 p.m.; Edwards Room at 1:25 p.m. Daily prayer, 1 p.m., 218 Anabel Taylor Hall.

Protestant Cooperative Ministry

Sundays, 11 a.m., chapel, Anabel Taylor Hall.

Zen Buddhist

Thursdays, 5 p.m., chapel, Anabel Taylor Hall.

Continued on page 11



"Leningrad, 1986" by Igor Mukhin, part of the Johnson Museum exhibit "Changing Realities: Two Decades of Soviet Photography," on view through March 7.

WorkPlace

Sharing human resource perspectives

Produced by University Human Resource Services

Editor's Foreword

—Nancy J. Doolittle, editor

When I was a grad student at another university, I ran into an old friend of mine from Connecticut on a bright, sunny day in April, during one of those rare warm spring weeks that herald the end of winter. I asked him how he was, and he told me of his adventures on the previous day. His story struck me on several levels. It made clear to me a concept that I have not forgotten since: that though there are many times when we are victims of circumstance, there are also times when we may actually create the circumstances that seem to dominate our lives. It also illustrates another concept: that, because we are all interrelated, sometimes seemingly simple, innocent actions, if taken without the regard for their consequences, can set off a chain of events, even crises, that affect the lives of others in ways we never imagined.

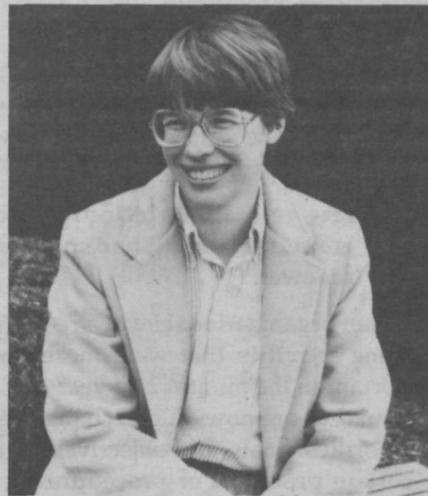
At any rate, on this perfectly wonderful spring day in the 1970s, I asked my friend how he was doing, to which he answered, "Oh, not at all well. You won't believe what happened to me yesterday.

"It was a beautiful day, as you know, and I was standing by the bus stop," he continued, "thinking beautiful thoughts. All of a sudden I noticed that attached to this upright pole next to the bus stop was a red box."

My friend said, "I wondered what this box could be. It was too small for a mailbox and it really didn't have the right shape. Then I noticed that there was a chain on the inside of the box and, out of curiosity, I pulled it.

"That was when I figured out that this must be a fire alarm, so I ran to the nearest house and knocked on the door and called the firestation to tell them this was all a mistake. But by this time the firetrucks and police cars had pulled up to the curb, sirens blaring and lights flashing. They asked for my name, where I lived, where I was going to, and where I had been that afternoon. I told them I had accidentally pulled the chain while putting on my coat. I don't think they believed me, even though they let me off with a warning. But this will teach me not to think beautiful thoughts on a beautiful day."

For the next several weeks articles in *The Cornell Workplace* will explore a number of areas of individual and organizational health and wellbeing. Included in this exploration will be the concept of performance—the performance of the organization and the performance of the individual, and the ways that these two levels of performance reinforce and affect each other. The underlying premise of these explorations will be that individual and organizational wellbeing are the dual responsibility of both the individual and the organization, and that there are definite cause-and-effect links between the two. In other words, individual wellbeing and high performance enhance the wellbeing and performance of the organization, and vice versa. There are things the organization can do both to promote the wellbeing of its faculty, staff, and students and to contribute to its own systemic wellbeing; there are also things that



Nancy Doolittle, director, human resource communication services

individuals can do within an organization both to promote their own wellbeing and to contribute to the organization as a whole. There are circumstances over which we have no control, and circumstances we can control so that they don't control us.

Performance and health issues become especially critical in the ways we manage time, both as individuals and as an organization. People who are empowered to manage their time, both at home and at work, tend to experience less stress (and less burn out) than people who don't. Similarly, organizations that structure themselves to take greatest advantage of the time spent by their staff and faculty can enhance performance on all levels—individual, departmental, and as a whole. In all cases, freeing up time in one area means having more time in another. It means working smarter, not harder—a critical principle during times in which new resources and people are scarce. In today's article I review some of the strategies that have been developed by others to help manage time, and to thereby enhance individual and organizational health, wellbeing, and performance. . . .

It's Just A Matter of Time

—Nancy J. Doolittle

"Do you come in early, leave late, skip lunch, take work home night and weekends, and still feel overwhelmed by your work load? Do you think you need more time? You don't. The time is already there. You just need to manage it more carefully," says William R. Tracey. "Time management is the art and science of using those valuable hours prudently and well to achieve personal, professional and organizational goals. . . . It involves a systematic approach to managing your programs, projects, activities, priorities, and schedules."¹

Putting First Things First

The first step in the time management process, notes Stephen R. Covey, is to put first things first: "Organize and execute around priorities."²

Covey prioritizes activities through a Time Management Matrix (see chart below).

Oftentimes people confuse what is urgent with what is important, Covey says: "Urgent matters are usually visible. They press on us; they insist on action. They're often popular

with others. They're usually right in front of us. . . . Importance, on the other hand, has to do with results. If something is important, it contributes to your mission, your values, your high priority goals."⁴ People react to urgent matters; important matters that are not urgent require more initiative, more proactivity.

Covey points out that the activities of Quadrant I, where things are both urgent and important, dominate the lives of many people. He says that people who manage their lives by crises and deadlines tend to live in a Quadrant I state of mind until they are totally exhausted, when they will retreat to the nonimportant, nonurgent activities of Quadrant IV. The long-term results of living in a constant mode of dealing with things that are urgent and important are:

- stress,
- burnout,
- always putting out fires,
- crisis management.⁵

Organizations, departments, and people who are focused on Quadrant I activities will be dominated by these characteristics.

(continued on p. 2)

Time Management Matrix³

	Urgent	Not Urgent
Important	Quadrant I Activities Crises Pressing problems Deadline driven projects	Quadrant II Activities Prevention Relationship building Recognizing new opportunities Planning, recreation
Not Important	Quadrant III Activities Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popular activities	Quadrant IV Activities Trivia, busy work Some mail Some phone calls Time wasters Pleasant but not necessary activities

Matter of Time

(continued from p. 1)

Other people live mostly in Quadrant III, doing activities that are urgent but not important. "The urgency of these matters are often based on the priorities and expectations of others,"⁶ Covey notes, and the results of this focus include:

- looking ahead only to the short term;
- managing others' crises;
- seeing goals and plans as worthless;
- feeling victimized and out of control;
- feeling totally dependent on others for a sense of wellbeing.

Those people who are empowered to effectively manage their time are able to reduce the number of unimportant Quadrant III and IV activities, urgent or not. They are also able to spend more time in Quadrant II by reducing the time they need to spend in Quadrant I.⁷

What are the important, albeit not urgent, activities or tasks of Quadrant II? Covey suggests that people ask themselves, "What one thing could you do in your personal and professional life that, if you did on a regular basis, would make a tremendous positive difference in your life?"⁸ Focusing on Quadrant II activities such as building relationships, writing a personal mission statement, long-range planning, exercising, preventive maintenance, and preparation is at the heart of effective personal management:

If you were to ask what lies in Quadrant II and cultivate the proactivity to go after it . . . your effectiveness would increase dramatically. Your crises and problems would shrink to manageable proportions because you would be thinking ahead, working on the roots, doing the preventive things that keep situations from developing into crises in the first place. In time management jargon, this is called the Pareto Principle—80 percent of the results flow out of 20 percent of the activities.⁹

The results of a Quadrant II focus are:

- vision,
- perspective,
- balance,
- discipline,
- control, and
- a decreased number of crises.¹⁰

Once individuals, departments, or organizations have prioritized activities (determining those that are and are not important in fulfilling their mission, goals and objectives), then it is important to organize around them. Are key activities planned for peak periods of energy, while the less important activities are scheduled for periods of decreased energy? Are desks, offices, papers organized and configured in ways that contribute to work rather

than being distracting? Could someone who was asked to fill in for a staff person or supervisor during a time of their absence step into that staff person's or supervisor's office and determine those things that are very important, of medium importance, and those that are unimportant?

To help in organizing their activities, people often make "to-do" lists. Tracey suggests the following activities be placed on those lists:

- **critical tasks**—"the ones that are central to your job—the ones by which your competence and dedication will be judged"
- **appointments and meetings**
- **routine tasks and correspondence**
- **self-development activities**
- **creative and innovative tasks**—"the ones that produce new ideas, projects, and products"
- **rest, relaxation, reflection, exercise, socializing, and spiritual renewal.**¹¹

On an organizational level, are there some activities that were more important in the months and years past than they are now, due to changes in priorities, goals, and objectives? Are certain processes or procedures being followed because "this is the best way to do it," or simply because "this is how it has always been done"? Are we looking toward our entire operation systematically through the perspective of continuous improvement? Have paper-based procedures been reviewed recently? With the advent of the computer, many of these procedures can or should be updated, revised, or eliminated. Are there other processes that can or should be computerized or streamlined?

Streamlining the Process and Reducing the Time-Wasters

One way to make time for Quadrant II activities is by decreasing the time spent on the unimportant activities in Quadrants III and IV. Gerald W. Garner identifies a number of "time wasters" and solutions to the difficulties they create:¹²

1) Meetings: should be kept to a minimum, kept on-track and on-time, with clearly stated goals and the attendance of key decision-makers.

2) Telephone calls: should be grouped together into two or three sessions daily rather than made sporadically throughout the day. (Obviously, if answering the telephone is one of the central "important" responsibilities of someone's job, the opportunities to cluster phone calls decrease.)

3) Interruptions: the time lost through interruptions is multiplied geometrically if, at the end of the interruption, a person does not return to the important priority activity, but is sidetracked by unimportant activities.

4) Socializing: for the same reason, though useful information is exchanged through socializing, close

self-monitoring of socializing activities will help save time.

5) Excessive paper handling: handle any printed matter as few times as necessary. Scan, identify, prioritize, and either:

- read and act upon it;
- read it and file;
- read it and pass along;
- read and discard it;
- discard it.

In addition, ask whether communicating by paper should be done at all, or whether it could be better handled through Quickmail, E-mail, or some other networked communication.

6) Delegate or eliminate: Should this task or activity be done by someone else? Should this task or activity be done at all, or in the ways it was done in the past?

Conclusion

Though all these strategies may decrease the time needed for Quadrant III and Quadrant IV activities, Covey warns that we should never forget that these strategies are not ends in themselves to be rigidly applied to every situation.

They are, rather, the means to achieving our ends, our goals, and our objectives. Especially in a service-oriented world that deals with people, not schedules, "you simply can't think efficiency with people. You think *effectiveness* with people and *efficiency* with things."¹³ Paradoxically, both individuals and organizations who focus on Quadrant II activities—prevention, relationship building, recognizing new opportunities, planning and recreation—focus on "preserving and enhancing relationships and on accomplishing results" rather than on "things and time." In the end, Stephen Covey suggests, time management is really a misnomer: "the challenge is not to manage time, but to manage ourselves."¹⁴

¹William R. Tracey, *Leadership Skills: Standout Performance for Human Resources Managers* (NY:American Management Association, 1990), 275.

²Stephen R. Covey, *The Seven Habits of Highly Effective People* (NY: Simon & Schuster, Inc., 1989), 149.

³Covey, 151.

⁴Covey, 151.

⁵Covey, 152.

⁶Covey, 152.

⁷Covey, 153.

⁸Covey, 154.

⁹Covey, 156.

¹⁰Covey, 154.

¹¹Tracey, 281.

¹²Gerald W. Garner, "Time Management," *Law and Order*, May 1992, 97-101.

¹³Covey, 169-70.

¹⁴Covey, 150.

There are several other suggestions for streamlining the correspondence flow:

- use "post-its" instead of cover memos, where appropriate;
- jot down thoughts and observations in the margins;
- keep desk clear with "high-medium-low priority" piles;
- keep letters and memos brief;
- reply as soon as possible.

There are also several strategies for dealing with phone calls:

- plan calls, with the topics for discussion listed;
- limit the time spent on each call;
- don't hold; ask the call recipient to return the call;
- leave detailed messages instead of committing to calling back.

Time and Time Management in The Calendar

Human Resource Relations and Development, University Human Resource Services, will offer several educational programs relating to time management strategies this spring. These include:

Empower Yourself for High Quality Performance, March 31, Let Davidson

Conducting Quality Meetings, May 13, 20, Mary Lou Doyle, Ellen Ely

Juggling Work and Personal Life, May 21, Marilee Bell, Regina Wharton, Donna Bugliari

Effective Customer Service, May 26, Mary Babish

Work Smarter, Not Harder: Managing Your Time Effectively, June 11, 18, Ellen Ely

Effectively Managing Stress, June 22, Esther Herkowitz, Charlene Temple

These courses will be listed in *The Calendar*, which all staff and faculty should receive in the middle of February. Look for it!



THE Bulletin Board

Support Networks

Cornell Caregivers Support Network will meet Monday, February 8 from 12:00-1:00 p.m. in 163 Day Hall. The subject will be "Opportunities for Eldercare Support through Cornell."

Guest speakers will be Linda Starr, Employee Assistance Program, discussing eligibility for EAP, depression, and the scope of the EAP program; Donna Bugliari, Benefit Services, discussing Select Benefits for dependents in your home; and Marilee Bell, Work and Family Services, covering eldercare issues including family leave, job flexibility, and flextime.

Meetings are open to anyone interested in aging issues, or caring directly or indirectly for an older person. If you wish, bring a brown bag lunch; hot refreshments will be provided.

Cornell Single Parents Support Network will meet on Tuesday, February 9 from 12:00-1:00 p.m. in 163 Day Hall. If you are a single parent, come share your successes and your problems with others. You may learn some valuable coping techniques or perhaps feel better knowing that you are not alone. Facilitated by Linda Starr, Employee Assistance Program.

If you would like further information on either group, call Work and Family Services at 255-3649.

"English as a Second Language" Offered for Visiting Scholars

This ten-week, non-credit course, is for all visiting scholars who seek improvement in any basic English language skills, with special emphasis on speaking and listening skills.

There will be practice in speaking and pronunciation and individual help with pronunciation problems. Listening comprehension lessons will include listening to informal speech and lectures, as well as language laboratory activities. Reading, writing and grammar activities will be used to help reinforce conversational skills.

Classes will meet Monday and Wednesday, either 4:30-6:00 p.m. or 7:30-9:00 p.m., February 22-May 5. The program fee is \$450. Registration forms will be accepted on Thursday, February 18, 1993. Because enrollment is limited, early registration is suggested. For more information, or to request a registration form, contact Donna Colonio, 255-7259.

ADA Preliminary Report to be Presented

Linda Sichel, project manager of the Campus Americans with Disabilities Act Facility Access Survey and Program Development Report, will present the highlights of the *Preliminary Report of Phase II A: Site Access and Building Entry* at a meeting of Access Alternatives to be held in the Day Hall Board Room on Thursday, February 4, 1993 at 12:00 noon.

Access Alternatives is an organization for faculty, staff, and students with or without disabilities, who are interested in campus access issues.

Linda is seeking comments regarding the preliminary report from all interested parties.

All members of the Cornell community are invited to this meeting. Summaries of the report will be available.

A Reminder...

Any Cornell employee interested in becoming a member of the Employee Assembly must submit a written statement of intent and a petition carrying 25 signatures of other Cornell employees to the Office of Assemblies at 165 Day Hall by February 12, 1993. Ballots carrying the names of prospective members will be mailed to all employees during the week of March 2, 1993. Release time from work is granted to any employee who is elected to serve on the Employee Assembly.

For copies of the petition or for further information, stop by the Office of the Assemblies, 165 Day Hall. Further information on the Employee Assembly will be printed in next week's issues of *The Cornell Workplace* and *Networking*.

The Cornell Workplace Placed on CUINFO

The Cornell Workplace can now be accessed through CUINFO. You may locate *The Cornell Workplace* through CUINFO under "Services," "Personnel," "Workplace," or under "News," "Workplace."

Mail Order Prescriptions

Benefit Services has received phone calls from faculty and staff in the endowed healthcare program requesting information on Express Pharmacy's Mail Order program. The elimination of West End Pharmacy as a mail-order provider has created complications in getting refills for some faculty and staff. Benefit Services can send you the claim materials necessary to begin using the mail order program or can assist

with difficulties getting medication quickly if your prescription has run out. Call Benefit Services at 255-3936 and our client services team will assist you.

Select Benefits Claims Schedule 1993

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.

2/12	5/07	7/30	10/22
2/26	5/21*	8/13	11/5
3/12	6/04	8/27*	11/18*
3/26	6/18	9/10	12/3
4/09	7/01*	9/24	12/16*
4/23	7/16	10/8	

Phone Numbers for Employment Services

Employment Services has moved to 20 Thornwood Drive. You can reach Employment Services by directly contacting any of the staff below:

Patricia Hutton, director	254-8369
Scott Barton	254-8358
Dee Dee Berry	254-8366
Allan Bishop	254-8359
Vicky Boles	254-8370
Holly Cary	254-8355
Sandy Dennis-Conlon	254-8354
Courtney Fletcher	254-8350
Micaela Grill	254-8374
Anita Harris	254-8357
Mary Beth Jordan	254-8360
Monica Lacey	254-8361

* Early deadlines due to Memorial Day, July 4th, Labor Day, Thanksgiving and winter holiday.

1993 Children's Calendar

Thinking of that special gift? Or you'd just like to be organized this year? Do we have the calendar for you! The University Children's Network, in conjunction with Work and Family Services, has compiled and printed a special 1993 calendar of children's drawings. These drawings were created by preschool children from local Cornell University-affiliated day care providers. The proceeds from the calendar sale will be going to benefit a scholarship fund for Cornell-affiliated day care providers.

Calendars are on sale at Work and Family Services, in University Human Resource Services, 130 Day Hall, during normal working hours. Cost: \$6.48 each.

Wendy Manzanares	254-8372
Karen McLean	254-8371
Patricia Peck	254-8365
Karen Raponi	254-8368
Peggy Reynolds	254-8373
Dawn Shoemaker	254-8363
Esther Smith	254-8367
Cynthia Smithbower	254-8352
Sue Tvaroha	254-8362
Sam Weeks	254-8353
Fax Line	254-8364

Employment Services staff can also be contacted through QuickMail, E-Mail, and Audix. There is also a "drop-box" in 130 Day Hall.

CAREER Opportunities

Employment Services, 20 Thornwood Drive, Cornell University, Ithaca, NY 14850-1265

- 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.
- Employment 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.
- *The Cornell Workplace*, including Career Opportunities, can be found on CUINFO

Please note the following different procedures for each category of positions:

- **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 Employment Services 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.
- **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 Employment Services 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, 20 Thornwood Drive. Skill assessment check lists, available at Employment Services, are a valuable aid when applying for computer or laboratory related positions.
- **Approximately half of all university openings are for Office Professionals.** Individuals with secretarial, word processing (IBM PC, Macintosh, Wang, Micom), data entry, technical typing, or medium to heavy typing (45-60+ wpm) are encouraged to apply. Employee candidates should submit an employee transfer application and cover letter, if requested, for each position in which they are interested. All external candidates must have a completed signed employment application on file with Employment Services before they can be interviewed for a position. The submitted application and resume 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. If you are currently available for employment, you may want to consider temporary opportunities at the University. Please contact Karen Raponi for details.
- **All external candidates should 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. If you are currently available for employment, you may want to consider temporary opportunities at the university. Please contact Karen Raponi for details.

Professional

Senior Technical Advisor (PT5010) Level 40
Financial Systems Development-Endowed
Posting Date 1/7/93

As a member of a team of financial and systems professionals, bring strategic technology and software to bear on "re-engineering" current business practices at Cornell. Become knowledgeable of the "best practices" in higher education financial systems. Investigate new applicable technologies. Promote appropriate "state of practice" technologies. Develop plans for the design and implementation of new resource management systems. Coordinate user and system development teams. Recommend operational changes to improve service and lower costs. Recommend software and hardware platforms.

Requirements: BS degree or equivalent with advanced course work in financial and systems areas. 7 or more years experience in systems development and analysis. Experience in complex, research university. Experience in service oriented financial administration. Excellent communication skills. Send cover letter and resume to Sam Weeks.

Senior Technical Consultant (PT5202) Level 35
Theory Center-Endowed
Posting Date: 1/21/93

Provide highly specialized and complex scientific consulting and applications support to the Theory Center's national and international scientific and research community. Provide assistance to users enabling scientific applications on parallel architecture's, analyzing program execution, and optimizing performance. **Requirements:** Bachelor's degree or equivalent in computer science or a scientific discipline. Master's degree with 4-6yrs. related experience strongly preferred. Ability to work with scientific researchers using high performance computing. Scientific computing experience highly desirable. Excellent interpersonal and communications skills. Fluency in at least two programming languages. Experience with mainframe computers essential: UNIX experience desirable. Send cover letter and resume to Sam Weeks.

Senior System Programmer/Analyst (PT5101) Level 35
School of Hotel Administration-Endowed

Posting Date: 1/14/93

Provide ongoing development and support for the Hotel school/Statler communities information systems. Provide support for applications development, proprietary software installations, and especially connectivity between software packages/systems. Train users on internally developed applications and procedures. Develop and implement software/hardware inventory audit. Provide support for Statler's help desk.

Requirements: BS degree or equivalent in computer science. 4yrs. practical experience working with third generation language such as Pascal, PL/I, FORTRAN. Some experience with fourth generation languages and SQL desired. Send cover letter and resume to Sam Weeks.

Technical Consultant III (PT5201) Level 34

Theory Center-Endowed

Posting Date: 1/21/93

Provide scientific consulting and technical applications support to the Theory Center's national and international scientific and research community. Provide assistance and advice in enabling application on parallel architecture's, analyzing program execution and optimizing performance. Assist users in analyzing problems and developing solutions. Investigate and resolve system problems.

Requirements: Bachelor's degree or equivalent in computer science or a scientific discipline required. Master's degree preferred. Demonstrated ability to work with scientific researchers using high-performance computing. Scientific computing experience highly desirable. Excellent interpersonal and communication skills. Fluency in at least two programming languages. Experience with mainframe computers essential: UNIX experience desirable. Send cover letter and resume to Sam Weeks.

Front Office Manager (PA5402) HRII
Statler Hotel-Endowed

Posting Date: 2/4/93

Responsible for the efficient operation of the front office, reservations, bellstand and telephone departments. Includes the management of the hotel yield management system for the transient side as well as the cost side of the operations. Flexible nights and weekends.

Requirements: B.S. degree or equivalent in hotel management preferred, 2-4yrs. of related experience required, proven supervisory skills. Excellent oral and written communication skills,

knowledge of HIS and EXCEL preferred. Send cover letter and resume to Cynthia Smithbower.

Director of Public Affairs (PA5304) HRII

Public Affairs/Campus Affairs-Endowed

Posting Date: 1/28/93

Responsible for the planning and implementation of development, alumni affairs and parents relations programs to maximize support for the Division of Academic Programs and Campus Life as part of , and in coordination with, the total University Public Affairs effort. Manage the unit's portion of the Capital Campaign in conjunction with the University Development Office.

Requirements: Bachelor's degree or equivalent in experience required. 5-7yrs. of experience in fund raising. Experience in working with volunteers. Excellent written and verbal communications skills required. Send cover letter and resume to Cynthia Smithbower.

Extension Support Aide HRI (PA5404) Center for the Environment-Statutory

Posting Date: 2/4/93

Provide support to sponsored projects in education and public service. Carry out interactions between government agencies and other interest groups concerned with water resources and the Director for the Water Resources Institute, in setting up programs and developing materials for use at the county and local level.

Requirements: Associates degree required, bachelor's preferred. A background in environmental sciences

with emphasis on policy issues, excellent writing and verbal communication skills; ability to work under pressure. Send cover letter and resume to Cynthia Smithbower.

Executive Staff Assistant I (PC5404) HRI

Vice President for Finance and Treasurer-Endowed

Posting Date: 2/4/93

Provide administrative/secretarial support and project manager/analyst support to the vice president for finance and treasurer, working independently with a high level of confidentiality.

Requirements: B.A. degree or the equivalent experience. 5yrs. administrative/secretarial support experience. Knowledge of Cornell University required. Strong organizational abilities and project development skills, including analysis, design, implementation and diplomacy is required. Experience with spreadsheet programs and financial analysis techniques is helpful. Familiarity with basic university finances, treasury functions and budgeting is important. Knowledge of Macintosh computer and software including Word, Excel and Filemaker. Strong communication (written and oral) skills are essential. Medium typing. Cornell employees only. Send cover letter, resume and employee transfer application to Esther Smith, Employment Services, 20 Thornwood drive.

Application Programmer II (PT5404) HRI

Administration/Human Ecology-Statutory

Posting Date: 2/4/93

The Cornell Workplace

Mission of University Human Resource Services: "to advance the practice of human resource management in the Cornell workplace."

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It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, sexual orientation, age, or handicap. The university is committed to the maintenance of affirmative-action programs that will assure the continuation of such equality of opportunity. Sexual harassment is an act of discrimination and, as such, will not be tolerated. Inquiries concerning the application of Title IX may be referred to Cornell's Title IX coordinator (coordinator of women's services) at the Office of Equal Opportunity, Cornell University, 234 Day Hall, Ithaca, NY 14853-2801 (Telephone: 607-255-3976).

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

Analyze, design, program, implement and document small and large scale information systems projects for the College of Human Ecology and Division of Nutritional Sciences, using a variety of PC and Macintosh software programs. This is a term appointment through January '94.

Requirements: BA or equivalent required. 1-3yrs. related experience required. Must be able to quickly assimilate many different PC and Macs database programs and use them to complete complex projects. Thorough knowledge of DOS Mac and Windows environments is very desirable. Send cover letter and resume to Sam Weeks.

Purchasing Agent II (PA5403) HRI Purchasing-Endowed
Posting Date: 2/4/93

Procure equipment, supplies and services in assigned commodity areas seeking the best total value package of quality, price and service. Monitor and interpret applicable market condition and trends. Design and implement purchasing plans for assigned commodity areas. Advise management in the development of purchasing policies, procedures and plans. Negotiate Cornell contracts where appropriate for assigned commodities. Maintain information on the APPS (Automated Procurement and Payment System) mainframe computer database for access by all University departments.

Requirements: Bachelor's degree or equivalent required. 3-5yrs. related experience required. Strong commodity expertise desired in computer hardware and software or scientific areas or other related fields. Operating ability with personal computers (word processing and spreadsheet application). User familiarity with mainframe computer systems. Send cover letter and resume to Cynthia Smithbower.

Budget Data Analyst (PA5305) HRI Financial Planning and Budget Management-Endowed

Posting Date: 1/28/93

Will directly provide management information in support of budget and planning processes and policy analysis. Programming support and results which would include development of file extracts, modeling tools, user interfaces.

Requirements: Bachelor's degree or equivalent required. 2-3yrs. programming experience. Experience with SAS, IRIS, FOXPRO, and Filemaker Pro. Familiarity with ADATABASE/NATURAL. Send cover letter and resume to Cynthia Smithbower.

Assistant Director of Development (PA5303) HRI

School of Hotel Administration-Endowed

Posting Date: 1/28/93

Assists the Director of Development in planning, coordinating and implementing projects and programs to increase financial support for the School of Hotel Administration. Particular emphasis is placed on fundraising activities to achieve campaign priorities, prospect identification, coordination of special funds, cultivation of inactive donors, and work with volunteers.

Requirements: Bachelor's degree or equivalent required. 2-5yrs. development experience, preferably in higher education; Cornell development and/or education desirable. Ability to work independently with flexibility; to recognize areas of development potential; to maintain interpersonal relationships and extensive contact with other staff, university alumni and friends; and to communicate effectively. Computer Mac experience highly desired. Women and minority applicants are encouraged to apply. Send cover letter and resume to Cynthia Smithbower.

Program Coordinator (PA5301) HRI International Students and Scholars-Endowed

Posting Date: 1/28/93

Plan and coordinate orientation, programming and activities related to

inter-cultural adjustment of international students and scholars. Act as liaison with student and community groups. Coordinate writing and production of publications. Manage office computer network. Some weekend work.

Requirements: Master's degree or combination of education and experience is highly desirable. Significant overseas living experience. Experience in student personnel services, teaching, counseling, overseas development work, or closely related field. Demonstrated aptitude in working with computer software packages, such as desktop publishing, word processing, data management. Knowledge of Macintosh software preferred. Send cover letter, resume, and names and phone numbers of 3 references to Cynthia Smithbower.

Coordinator for Minority Admissions (PA4902) HRI

Engineering Admissions-Endowed

Posting Date: 1/28/93

Develop and implement a plan for recruiting and enrolling under-represented minority students in the College of Engineering.

Requirements: BS degree or equivalent in engineering from Cornell required. Minimum 3yrs. related experience. Outstanding personal and communication skills. An understanding of and sensitivity to multicultural issues, particularly as related to student and campus life. Send cover letter and resume to Cynthia Smithbower.

Research Support Specialist I (PT3605) HRI

School of Chemical Engineering-Endowed

Posting Date: 9/10/92

Design and conduct experiments involving differentiated cells and vesicles. Provide support to a research group (primarily graduate students) in instruction in maintenance of analytical devices, and in appropriate laboratory procedures. Perform and assist in experiments using radiolabels. Establish and maintain primary cell lines. Operate HPLC and Coulter Counter. Perform ELISA and gel electrophoresis (DNA and protein gels). Maintain equipment.

Requirements: B.S. or equivalent in biochemistry, cell biology, microbiology or related area. Experience with mammalian cell tissue culture is essential. At least 2yrs. as laboratory technician is desirable. Send cover letter and resume to Sam Weeks.

Professional Off-Campus

PA#1 4-H/Youth Development (Half-Time)

Location: St. Lawrence County, Canton, NY

Posting Date: 2/4/93

Provide leadership for the planning, implementation, and evaluation of long-term youth development and volunteer development programs in human development, leadership, food and nutrition, and economic well-being. Develop and enhance networks of volunteers and/or professionals and non-professionals to extend program implementation efforts, with primary responsibility for the 4-H Home Economics Program Advisory Committee. **Minimum Qualifications:** Bachelor's degree appropriate to the responsibilities of the position. Coursework in education and/or youth development is highly preferred. Coursework or experience in counseling and/or helping skills is desirable. Salary: \$10,300, commensurate with qualifications. Send letter of intent, resume and transcripts to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853 by February 18, 1993.

PA#3 Youth-at-Risk Area Specialist

Location: Herkimer, Madison or Oneida County (to be determined).

Posting Date: 2/4/93

Provide leadership for planning, imple-

mentation and evaluation of youth-at-risk educational programs including, but not limited to positive youth development focusing on the physical and mental health needs of youth ages 8-12 years. Represent the Cornell Cooperative Extension system including the Herkimer, Madison and Oneida Associations before the public, including community leaders, public and private decision makers, and Cornell University. Coordinate programs with Extension Associations working with appropriate statewide and association program committees. Assist faculty with applied research. Develop a current profile of the needs and services for late childhood and early adolescent youth.

Minimum Qualifications: Master's degree required in youth development, human development, family studies, social work, sociology, adult education or a closely related subject matter area. 5yrs. of progressively responsible professional experience in non-formal education or equivalent educational experience in an academic, organizational or industry setting. Salary: Commensurate with qualifications. Send letter of intent, resume and transcript(s) to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853 by February 18, 1993.

PA#4 Area Extension Farm Business Management's Specialist

Locations: Livingston County, Mount Morris, NY

Posting Date: 2/4/93

Plan, conduct and evaluate a comprehensive farm business management educational program for the commercial dairy livestock and field crops industry in Genesee, Livingston, Monroe, Niagara, Ontario, Orleans, Seneca, Wayne and Yates counties working in close cooperation with other members of a six person team, Cornell University faculty, staff and an Area Advisory Committee. Plan and implement a comprehensive farm business management program primarily for the dairy, livestock and field crops industry. Analyze and evaluate major programs and make recommendations for altering and improving programs.

Minimum Qualifications: Bachelor's and Master's degree in agriculture with major in farm business management in one degree. 3yrs. of directly related experience in Cooperative Extension, teaching or an equivalent related agribusiness field. Coursework in computer science, adult education, communications, and marketing. Salary: \$30,000, commensurate with qualifications. Send letter of intent, resume, transcript(s) to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853 by February 18, 1993.

PA#5 Horticulture (Commercial Landscape)

Location: Albany County, Voorheesville, NY

Posting Date: 2/4/93

Plan, implement and evaluate educational programs in commercial landscape horticulture for the horticulture industry in Albany, Schenectady and Greene counties. Develop program objectives and work plan within assigned responsibility area. Assume organizational and leadership development responsibilities as part of a multi-county team. Available as a resource for the Albany County Consumer Horticulture Program to assist with the Master Gardener Training, to tape radio and television spots and to write articles for local newspapers. Assist with the planning and teaching of the Pesticide Certification Program in Albany County.

Minimum Qualifications: Bachelor's degree with coursework appropriate to responsibilities of the position, such as ornamental horticulture, entomology, plant pathology, landscape design. Three years as a Cooperative Extension Agent or equivalent experiences in landscape/nursery production or a Master's degree with one year of

relevant experience. Related experience or coursework in greenhouse production and education. Salary: \$28,000, commensurate with qualifications. Send letter of intent, resume, transcript(s) to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853 by March 15, 1993.

PA#2 Horticulture (Commercial Greenhouse Production)

Location: Schenectady County, Schenectady, NY

Posting Date: 2/4/93

Plan, implement and establish a commercial greenhouse production education program in Schenectady, Albany and Greene counties. Work as a multi-county team member in addressing local, regional and statewide programming priorities in horticultural. Responsible for the implementation and evaluation of the consumer horticulture programs within the framework of the regional consumer horticulture program for Schenectady County. Recruit, orient, support and organize Master Gardener volunteers and assist with the initial and on-going training of the Master Gardener volunteers.

Minimum Qualifications: Bachelor's degree with coursework appropriate to responsibilities of the position, such as floriculture, entomology, ornamental horticulture, plant pathology, or greenhouse engineering. Three years as a Cooperative Extension Agent or equivalent professional experience in horticulture production, teaching or education in an academic, human resource or industry setting OR a Master's degree with one year relevant experience. Coursework in education is highly preferred. Salary: \$28,000, commensurate with qualifications. Send letter of intent, resume and transcript(s) to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853 by March 15, 1993.

PA#38 Area Extension Specialist-Water Resources

Location: Southeastern New York State

Posting Date: 1/28/93

Primary responsibilities include the following: a) develop and deliver water resources programs in Eastern New York; b) strengthen the capacities of extension associations to develop and conduct educational programs addressing both the policy and technical aspects of water issues; c) coordinate programming efforts between and among associations throughout the Eastern NY region leading to defined multi-association programs; d) provide the Cornell Cooperative Extension interface to the many agencies involved in water issues; and e) maintain direct linkages with the resource base at Cornell University including the Water Resource Institute and the Statewide Program Committee for Water Resources.

Minimum Qualifications: Master's degree in environmental sciences, natural resources, planning, or in a closely related field. Coursework in water resources management and public policy education preferred. Ph.D preferred. 5yrs. (with Ph.D) or seven years (with Master's) of professional work experience in water resource policy, community planning, environmental management or related programs. Experience with Cooperative Extension highly desirable. Salary: Commensurate with Qualifications. Apply by February 1, 1993. Send letter of intent, resume and transcript(s) to: Box 26, Kennedy Hall, Cornell University, Ithaca, NY 14853.

Boyce Thompson Institute

Research Specialist Environmental Biology/Topa Lab

Posting Date: 2/4/93

Salary: Minimum \$15,100/year, commensurate with experience

Examine how soil anaerobiosis alters

the interdependence between the root function of supplying phosphorus to the shoot and the shoot function of supplying photosynthate to roots of southern pines with varying degrees of flooding tolerance. Responsible for the growth and maintenance of pines in solution culture, and will assist in the design and execution of ¹⁴C- and ³²P- labeling experiments, and subsequent tissue and statistical analyses. Future projects will include field and laboratory studies assessing the effects of air pollutants on below ground processes.

Requirements: Master's degree in the plant sciences or related field, or a Bachelor's degree with a minimum of 3-4yrs. lab experience. Experience in one or more of the following areas is desirable: experimental design and statistical analysis, transmission electron microscopy, radioisotope usage, and plant tissue analysis. An aptitude for precision in analytical procedures is essential. Contact Anne Zientek at 254-1239.

Research Assistant

Plant Production/Leopold Lab

Posting Date: 2/4/93

Salary: Minimum \$13,630/year, commensurate with experience

Duration: Currently funded for one year, continuation based on availability of funds.

Assist with laboratory studies of seed physiology concerning: the plassy state of sugars as a stabilizer for dry biological systems; maintenance of dry sugars in a glassy state; reaction products in aging seeds; seed viability.

Requirements: Bachelor's degree in biology, related field, or equivalent experience. Experience in the following techniques desired; gas chromatography, UV spectrophotometry, fluorescence spectrophotometry and routine laboratory operations. Some training in biochemistry, organic chemistry or biophysics helpful. Contact Anne Zientek, 254-1239.

Technical

Animal Technician GR18 (T5401) Laboratory Animal Services-Statutory

Minimum Biweekly Salary: \$542.89

Posting Date: 2/4/93

Monitor and provide routine care (feed, water and clean) for research animals. Follow protocols for sterile or disease control environments. Follow animal welfare regulation. Maintain records. Assist in the collection of samples and specimens. Assist vets in treating animals when required. Take animal care courses. Rotation schedule for weekends and holidays.

Requirements: High school diploma or equivalent. AAS degree in animal science desired. Assistant animal technician certificate helpful. 1yr. animal experience. Knowledge of a variety of lab animals and animal breeding required. Ability to lift 50lbs. NYS driver's license. Pass pre-employment physical and take all necessary immunizations required. Send cover letter and resume to Sam Weeks.

Technician GR19 (T4902)

Food Science-Statutory

Minimum Biweekly Salary: \$566.28

Posting Date: 12/17/92

Perform a variety of microbiological techniques on raw and processed milk and dairy products. Assist in pre-incubation research, chemical and organoleptic analysis. Prepare stock solutions, media and maintain laboratory environment including washing glassware.

Requirements: Bachelor's degree or equivalent desirable in microbiology or related field with emphasis in microbiology. 1-2yrs. experience, preferably in dairy science. Familiarity with bacterial purification and identification, spectrophotometry, fluorimetry and titration techniques. Must have ability to keep accurate records and procedures; be able to function inde-

pendently after training. Basic computer knowledge helpful. Send cover letter and resume to Sam Weeks.

Technician GR20 (T3405)

Biochemistry, Molecular and Cell Biology-Statutory

Minimum Biweekly Salary: \$590.45

Posting Date: 1/7/93 Repost

Provide technical support to molecular and cell biology research lab working on the effect of oncogenes on cultured cells. Perform basic techniques in recombinant DNA, cell culture, microscopic examination of stained cells, and enzyme and protein assays. Maintain cell culture facility. Keep accurate records of experiments and write reports.

Requirements: BS degree in biology or equivalent with background in biochemistry and cell biology or cell physiology. 1-2yrs. experience in lab recombinant DNA techniques. Send cover letter and resume to Sam Weeks.

Animal Health Technician GR20 (T4802)

Veterinary Medical Teaching Hospital-Statutory

Minimum Biweekly Salary: \$590.45

Posting Date: 12/10/92

Provide assistance and coordination in surgery. Maintain aseptic conditions. Coordinate surgery team in the operating room during surgical procedures. Clean and sterilize surgical and hospital equipment. Inventory and order supplies. On-call Schedule.

Requirements: AAS degree in animal health technology, licensed or eligible for NYS license. Experience with small animals. Experience with surgical procedures preferred. Send cover letter and resume to Sam Weeks.

Technician GR20 (T4304-5)

Division of Nutritional Sciences-Statutory

Minimum Biweekly Salary: \$590.45

Posting Date: 10/29/92

Provide technical lab support for a program investigating vitamin metabolism in humans. Analyze blood for various nutrition related factors including vitamin A and carotene. Perform solvent extractions, HPLC separation/quantification, and gas chromatography-mass spectrometry. Maintain lab, glassware and supplies. Assist in recruiting subjects. Assist in maintaining computer bibliographic and reprint files.

Requirements: BS degree or equivalent in biological science or chemistry required. 2-3yrs. lab experience including quantitative analytical procedures. Experience with solvent extraction, gas, or liquid chromatography and human metabolic studies preferred. Send cover letter and resume to Sam Weeks.

Technician GR21 (T5203)

Entomology-Statutory

Minimum Biweekly Salary: \$615.42

Posting Date: 1/21/93

Carry out, record and assist in analysis of experiments in molecular biology and population genetics. Contribute to the supervision of general laboratory functioning. Assist in teaching techniques to new personnel. Perform isolation and molecular analysis of nucleic acids. Carry out analysis using radioactive labeling, enzymatic digestion, DNA cloning, electrophoresis, DNA sequencing, etc. Perform computer analysis of data.

Requirements: BS in biology or chemistry or equivalent required. Background in molecular biology, biochemistry or genetics desirable. 1-2yrs. related experience. Previous laboratory experience preferred and the ability to work independently. Send cover letter and resume to Sam Weeks.

Virology Technician GR21 (T4811)

Diagnostic Laboratory-Statutory

Minimum Biweekly Salary: \$615.42

Posting Date: 12/10/92

Perform a comprehensive range of microbiological, immunological, and

serological tests to aid in the diagnosis of viral, chlamydial and rickettsial infections. Respond to the daily demand for prompt test results.

Requirements: BS degree or equivalent in biology or microbiology. 2yrs. related lab experience preferred. Experience in tissue culture, good sterile technique, basic microbiological techniques and manual dexterity. Some experience in virus and chlamydia isolation procedures. Send cover letter and resume to Sam Weeks.

Technician GR21 (T2704)

Center for Advanced Imaging Technology-Statutory

Minimum Biweekly Salary: \$615.42

Posting Date: 12/3/92 Repost

Provide technical assistance in the daily operation and maintenance of the center for advanced imaging technology (CAIT) at the NYSCVM. Train and assist as needed, faculty, staff, students, and visitors involved in research, teaching, and diagnostic activities in techniques of scanning and transmission electron microscopy.

Requirements: BS in biological or physical sciences; technical/vocational school degree in electron microscopy. 1-2yrs. related and relevant experience. Demonstrated knowledge of and ability to use electron microscopes, and high quality photographic experience. Effective communication skills, excellent hand/eye coordination.

Technician GR21 (T3303)

Diagnostic Laboratory/Clinical Pathology-Statutory

Minimum Biweekly Salary: \$615.42

Posting Date: 8/20/92

Perform various diagnostic tests in hematology, cytology, chemistry and immunology. Use computer for data entry and retrieval.

Requirements: AAS in medical technology required. BS in medical technology and ASCP certification. 1-2 yrs. clinical laboratory experience. Send cover letter and resume to Sam Weeks.

Technician GR22 (T4901)

Vet Diagnostic Laboratory-Statutory

Minimum Biweekly Salary: \$641.92

Posting Date: 1/21/93 Repost

Prepare, inspect and aliquot samples and reagents for clinical radioimmunoassays. Perform complicated non-routine radioimmunoassays which may entail radioiodination of protein hormones, extraction's with volatile substances, chromatography and validations. Set up and do assigned routine radioimmunoassays. Maintain lab. Maintain computer files.

Requirements: BS degree or the equivalent in experience and formal training. Minimum of 2yrs. related lab experience. Ability to lift 10-20 pounds. Possess a high degree of concentration requiring acute eye/hand coordination. Send cover letter and resume to Sam Weeks.

Technician GR22 (T5104)

Floriculture and Ornamental Horticulture-Statutory

Minimum Biweekly Salary: \$641.92

Posting Date: 1/14/93

Provide research support for the Urban Horticulture Institute. Assist in design, execution and analysis of experiments dealing with plant responses to stress, cultural techniques and propagation methods. Maintain plant materials and research facilities. Collect, analyze and summarize research data. Supervise temporary help and coordinate support for grad students. Assist in teaching labs and extension programs.

Requirements: BS or equivalent in a plant science related discipline. Coursework in horticulture and plant physiology. 2yrs. experience including maintenance and management of woody plants. Computer literate. Training experience helpful. Send cover letter and resume to Sam Weeks.

Computer Operator GR23 (T5403) Administration/Human Ecology-Statutory

Minimum Biweekly Salary: \$669.23

Posting Date: 2/4/93

Provide high-level microcomputer technical hardware and software support for faculty, staff and graduate students in the college of Human Ecology, which is a 500-person community using primarily PC's and Macintoshes connected to a large, complex local area network.

Requirements: AAS degree or equivalent in computer electronics required. 1-3yrs. computer consulting. Extensive knowledge of DOS and Macintosh software, hardware and peripherals required. Networking skills helpful. Excellent interpersonal skills and service orientation required. Ability to solve problems. Send cover letter and resume to Sam Weeks.

CHES Operator GR24 (T5402)

CHES-Endowed

Minimum Biweekly Salary: \$701.22

Posting Date: 2/4/93

Interact with user groups on technical and scientific problems. Implement safety codes. Responsible for covering CHES system malfunctions and software problems associated with instrument control. May assist in experimental programs.

Requirements: BS or equivalent in technical/scientific field such as engineering or physics. 2-3yrs. related experience. Good mechanical lab skills. Computer programming experience preferred. Send cover letter and resume to Sam Weeks.

Glass Artisan GR27 (T5301)

Chemistry-Endowed

Minimum Biweekly Salary: \$805.74

Posting Date: 1/28/93

Fabricate wide variety of complex, custom designed glass apparatus, including high vacuum systems. Meet research and teaching needs of chemistry department and other university departments. Serve as design consultant for those requiring fabrication of novel apparatus. Advise and serve as educational resource to researchers requiring knowledge of glass blowing skills.

Requirements: Recommended formal training program or apprenticeship. 4-6yrs. experience in scientific glass blowing. Send cover letter and resume to Sam Weeks.

Technical Off-Campus

Laboratory Technician GR20 (T4101) Quality Milk Promotion Services/ Geneseo-Statutory

Minimum Biweekly Salary: \$590.45

Posting Date: 10/15/92

Provide technical microbiology lab and administrative support for a veterinarian and field technicians promoting quality milk. 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 brucellosis card tests. Keep accurate records of procedures and results. Enter data into a computer. Clean and sterilize glassware. Maintain stock cultures, equipment and supplies.

Requirements: BS degree or equivalent in microbiology. At least 2yrs. microbiology coursework and experience in diagnostic microbiology. Typing and strong communication skills. Basic knowledge of computer programs: WP 5.1 and Lotus. Ability to work with minimal supervision. Send cover letter and resume to Sam Weeks.

Technician GR22 (T3801)

Food Science and Technology/ Geneva Experiment Station-Statutory

Minimum Biweekly Salary: \$641.92

Posting Date: 11/5/92 Repost

Provide technical lab support by carrying out specialized physiological,

biochemical, immunological and genetic experiments with plants and their tissue cultures. Record and analyze data. Order chemicals and supplies. Instruct graduate students in the use of laboratory equipment. Perform general laboratory work and upkeep.

Requirements: B.S. or equivalent required. M.S. degree preferred in plant physiology, biochemistry, molecular biology or related fields is required. Must be familiar with general biochemical, immunological and molecular biology techniques, including HPLC, FPLC, column chromatography, gel electrophoresis, handling of radioisotopes, sterile techniques and tissue culture propagation. Knowledge in the use of a personal computer for word processing and data analysis is required. Send cover letter and resume to Sam Weeks.

Technical Part-Time

Technician GR20 (T4803)
Biochemistry, Molecular and Cell Biology-Statutory
Minimum Full-Time Equivalent: \$590.45

Posting Date: 12/10/92

Assist with biochemistry experiments with anaerobic bacteria. Assist in developing enzyme assays and enzyme purifications. Perform spectrophotometric assays, gel electrophoresis, and chromatographic and HPLC separations. Prepare media, inoculate and harvest bacterial cultures. Work with radioactive materials. Keep thorough records and maintain lab tidiness. 30hrs, Monday-Friday.
Requirements: BS degree or equivalent in biological sciences with some courses in biochemistry and microbiology. 1-2yrs. related lab experience. Send cover letter and resume to Sam Weeks.

Technician GR21 (T4807)
Microbiology, Immunology and Parasitology-Statutory
Minimum Biweekly Salary: \$615.42
Posting Date: 12/10/92

Provide technical support for an immunology lab. Conduct nutritional and cellular immunology experiments using rat and chicken animal models and in vitro cellular systems. Evaluate cellular immunity, flow cytometry and other related assays. Maintain rats. Perform routine lab duties including data analysis, lab maintenance, record keeping and preparation of supplies and reagents, etc. 32hrs/wk.
Requirements: BS degree or equivalent, in biology, biochemistry or related field. 2yrs. related lab experience. Send cover letter and resume to Sam Weeks.

Technical Temporary

Temporary Part Time Laboratory Technician (T4904)
Design and Environmental Analysis-Statutory
Posting Date: 12/17/92
20hrs/Flexible with Benefits. Regular employment with transfer of grant funds.

Provide technical assistance to an NIH-sponsored project on children and stress. Perform biochemical analysis of stress hormones (catecholamines and cortisol).

Requirements: BS degree or equivalent. Experience with HPLC and general lab experience highly desirable. Send cover letter and resume to Sam Weeks.

Temporary Laboratory Technician (T4704)
Plant Breeding
Hiring Rate: \$8.40
Posting Date: 12/3/92

Provide about 6 months technical assistance to a plant genetic lab project, mapping tomato genes. Perform molecular biology techniques. Propagate, isolate and ship plasmid

clones. Maintain and ship yeast strains. Perform experiments with plant DNA. Keep records and perform data management.

Requirements: BS degree or equivalent in biology or microbiology field. 1yr. experience in recombinant DNA techniques. Send cover letter and resume to Sam Weeks.

Service Research Technician (T4001)
Entomology-Statutory
Hiring Rate: \$7-9.00

Posting Date: 10/8/92

Provide technical support in a laboratory conducting studies in toxicology, molecular genetics, and receptor ligand interactions. Conduct biochemical assays on insects. Order supplies, general laboratory maintenance, data analysis, recordkeeping and library work.

Requirements: BS degree or equivalent in a biological science or relevant course experience. Master's degree or relevant job experience with biochemical assays strongly desired. Send cover letter and resume to Sam Weeks.

Office Professionals

Communications Attendant GR17 (C5102)

CIT/Network Resources-Endowed
Minimum Biweekly Salary: \$530.38
Posting Date: 1/14/93

Telephone operator, operate telex. Responds promptly and politely to all callers. Answers all incoming calls to Cornell's main phone number and 800 wats lines. Handles call transfers and requests for directory assistance. Monday-Friday, 10:30am-7:00pm, hours could be subject to change.

Requirements: High school diploma or equivalent. 1yr. related experience. Ability to work independently, communicate clearly, and remain supportive at all times. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Secretary GR17 (C5105)
Family Life Development Center-Statutory
Minimum Biweekly Salary: \$530.38
Posting Date: 2/4/93

Position will provide telephone reception and general office support to the staff of the Child Protective Services Training Institute. Regular full time appointment until 9/30/93.

Requirements: High School diploma or equivalent required. Minimum 6 months office experience. Familiar with Macintosh computer and word processing program. Excellent organizational, interpersonal and communication (written and oral) especially concerning telephone communication. Medium typing. Cornell employees only. Send employee transfer application, cover letter, and resume to Esther Smith, Employment Services, 20 Thornwood Drive.

Accounts Assistant GR18 (C5410)
Horticultural Sciences/Geneva-Statutory
Minimum Biweekly Salary: \$542.89
Posting Date: 2/4/93

Assist administrative team with daily operation of department. Provide support in financial and personnel document processing and other duties as assigned.

Requirements: High School diploma or equivalent in business/accounting preferred. Some college coursework. 1-2yrs job related experience. Working knowledge of bookkeeping procedures, accuracy with figures. Excellent typing skills. Medium typing. External applicants send cover letter and resume to Charene Hibbard, 130 Jordan Hall, NYS Agr. Exp. Station, Geneva, NY 14456.

Secretary GR18 (C5409)
Human Service Studies-Statutory
Minimum Biweekly Salary: \$542.89
Posting Date: 2/4/93
 Provide general clerical/secretarial support for multiple faculty (4-6) in an

academic department.

Requirements: High school diploma or equivalent. Some college or professional training preferred. Macintosh and IBM compatible; i.e. Microsoft 4.0, IBM 5.1, Filemaker Pro. Minimum 1yr. related experience. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Secretary GR18 (C5201)
Family Life Development Center-Statutory

Minimum Biweekly Salary: \$542.89
Posting Date: 1/21/93

Responsible for word processing; telephone receptionist; travel arrangements; assembling training materials. Other duties as assigned. Monday-Friday 8:30-5:00. Until 9/30/93, contingent upon funding.

Requirements: High school diploma or equivalent. Some college coursework preferred. 1-2yrs. related office experience. Knowledge of computers, (Macintosh). Familiar with Cornell travel and voucher systems helpful. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Office Assistant GR18 (C5106)
Media Services-Statutory
Minimum Biweekly Salary: \$542.89
Posting Date: 1/14/93

Assist Coordinator of publications to ensure efficient tracking, routing, and records keeping; manage circulation of quarterly magazine; provide general office assistance, including word processing; order supplies; provide backup for telephones.

Requirements: High school diploma or equivalent. 1-2yrs. related experience with personal computers, (preferably Macintosh) required. Familiarity with Writenow, Filemaker software a plus. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Office Assistant GR19 (C5406)
CIT Sales-Endowed
Minimum Biweekly Salary: \$566.28
Posting Date: 2/4/93

Process orders and sales transactions. Provide pre-sales consulting. Manage inventory and provide over-the-counter sales support. Standard-occasional weekend or evening.

Requirements: High school diploma or equivalent. Some college coursework preferred. 1-2yrs. related experience required. Sales/Marketing, as well as knowledge of or interest in, microcomputers and office systems technology. Excellent interpersonal and organizational skills. Light typing. Cornell employees only. Send cover letter, resume and employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Help Desk Consultant GR19 (C5403)
School of Hotel Administration-Endowed
Minimum Biweekly Salary: \$566.28
Posting Date: 2/4/93

Provide liaison between the students, faculty, and staff of the Statler buildings and the Statler Information Technology and Statler Information Resources and Training departments. Coordinate the HELP Desk operations for the Statler constituents, providing computer support for both emergency and daily operations. Provide superior support services in the pro-active manner to enhance the relationships between the computing functions of the building and the building constituents.

Requirements: High School diploma or equivalent. Some college coursework preferred. 1-2yrs related experience required. Familiarity with a variety of microcomputer applications software and both Mac and IBM platforms required.

Excellent communication (written and verbal) skills required. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include an employee transfer application. Women and minorities are encouraged to apply.

Accounts Assistant GR20 (C5408)
Biochemistry, Molecular, & Cell Biology-Statutory
Minimum Biweekly Salary: \$590.45
Posting Date: 2/4/93

Perform accounting, budget, and administrative services for a large research and teaching facility.

Requirements: A.A.S. degree in Accounting or equivalent required. Minimum 3yrs experience in accounting. Some Cornell accounting experience preferred. Since the section is both State and Endowed, experience with either system preferred to no Cornell experience and all. Familiarity with Federal Grants and contracts a plus. Light typing. Cornell employees only. Send employee transfer application, cover letter, and resume to Esther Smith, Employment Services, 20 Thornwood Drive.

Administrative Aide GR20 (C5305)
East Asia Program-Endowed
Minimum Biweekly Salary: \$590.45
Posting Date: 1/28/93

Share responsibility for daily operation of the East Asia Program office. Provide administrative assistance to EAP staff in the areas of events coordination, editorial assistance, accounting, processing academic appointments, scheduling meetings, maintaining director's calendar, fellowship competitions, advising the public about numerous program activities, policies and procedures, drafting correspondence, and office supervision.

Requirements: AAS degree or equivalent. 2-3yrs. related experience required. Strong interpersonal, communication and organizational skills essential. Excellent editorial (proofreading, document formatting) skills essential. Ability to juggle a variety of tasks a must. Knowledge of Wordperfect 5.1 essential. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Administrative Aide GR21 (C5304)
ILR Admissions-Statutory
Minimum Biweekly Salary: \$615.42
Posting Date: 1/28/93

Administrative and technical support for all functions involved in recruitment, selection and admissions of students in undergraduate program. Design programs if necessary; runs statistical reports and analysis; conduct informational interviews by phone for candidates/parents; provide information on undergraduate degree and program requirements; coordinate flow of applicants to undergrad admissions committee and central admissions; correspond with applicants and students.

Requirements: Associate's degree or equivalent. Minimum 2yrs. experience in student personnel or records. Good judgment in dealing with sensitive material. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Administrative Aide GR21 (C5108)
Building Care-Statutory
Minimum Biweekly Salary: \$615.42
Posting Date: 1/14/93

Provide extensive confidential administrative support to the superintendent, assistant superintendent and 10 supervisory line managers. Plan, coordinate and facilitate department's management group including appointments, meetings, special events and conferences. Prepare correspondence, formal reports and budgets. Develop and maintain computer database for administrative information.

Requirements: Associates degree or equivalent (2-3yrs. related experience). Extensive experience in an administrative support capacity. Excellent communication, interpersonal and organizational skills are essential. Exceptional writing and editing skills required. Ability to set priorities and work independently under pressure to meet deadlines. Proficiently in Macintosh and its software. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood drive. Employees should include employee transfer application.

Collection Development Associate GR22 (C4503)

Albert R. Mann Library-Statutory Minimum Biweekly Salary: \$641.92 Posting Date: 1/7/93 Repost

Under the direction of the head of collection development and preservation, manages a wide variety of procedures and workflows associated with the development of the library collection. Provides administrative, computer, and bibliographical support for librarians involved in building and evaluating the collections. Pre-selects print and electronic titles which fall within the subject scope of Mann library. Manages the handling and routing of selection sources. Conducts collection evaluation projects, complex searching, and problem-solving. Manages gifts and exchange program. Performs clerical/secretarial functions as needed.

Requirements: Bachelor's degree or equivalent required. Excellent organizational skills. 2yrs. of library or other information handling and analysis-related experience. Well developed microcomputer skills, and medium typing skills required. Demonstrated writing, analytical, and interpersonal skills essential. Ability to manage multiple tasks under pressure. Education in agriculture, biology, or human ecology highly desirable. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Office Professionals Off-Campus

Secretary GR20 (C5401) Public Affairs Regional Office/Solana Beach, California-Endowed Minimum Biweekly Salary: \$590.45 Posting Date: 2/4/93

Provide secretarial and administrative support to the Director of Western Regional Office in carrying out the duties and functions of the office as the University's principal Public Affairs representative in the Western region.

Requirements: Associates degree or equivalent. 2yrs secretarial experience. Strong organizational, interpersonal and communications skills necessary. Able to work independently. Ability to learn and use Cornell computer mainframe information system. Macintosh experience a must. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include an employee transfer application.

Office Professionals Part-Time

Office Assistant GR18 (C5405) Lab of Ornithology-Statutory Minimum Full-time Equivalent: \$542.89 Posting Date: 2/4/93

To assist in the Laboratory's Education and Information Services Program including the Home Study Course in Bird Biology, (a correspondence course offered by the Cornell Lab of Ornithology), answering correspondence, daily operation of the Library and other jobs as assigned. Part-time, 6 month term, 20 hrs/week.

Requirements: High School diploma or equivalent. College coursework in sciences preferred. 1-2yrs related

experience. Macintosh computers and databases. Experience with Claris fileMaker Pro preferred. Knowledge of library operation, including cataloging, on-line bibliographic databases and ornithological literature. Commitment to the Lab's mission and demonstrated interest in birds. Light typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include an employee transfer application.

Accounts Assistant GR19 (C5306) Plant Pathology-Statutory Minimum Full-time Equivalent: \$566.28 Posting Date: 1/28/93

To provide clerical/accounting support to the administrative manager processing vouchers, payroll, account reconciliation, mail, purchase orders, and various internal transactions. 30hrs/week, hours negotiable.

Requirements: High school diploma or equivalent. Some college coursework required. Minimum 1yr. in the bookkeeping/accounting area, preferably with Cornell University, but no required. Some knowledge or familiarity with computer usage. Light typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Editorial Assistant GR20 (C5407) Biochemistry, Molecular & Cell Biology-Statutory Minimum Full-time Equivalent: \$590.45 Posting Date: 2/4/93

Provide every aspect of editorial and clerical assistance required by the Associate Editor of the Journal of Biological Chemistry. This is a prestigious international journal consisting of eleven Assoc. Editors and approx. two hundred reviewing editors. The Editorial Assistant handles 90% of the responsibility involved with the daily functioning of the journal in the Assoc. Editor's Office. Regular part-time M-F 25-30 hrs/week.

Requirements: Associate's degree or two years college coursework or equivalent experience. 1-2yrs related experience. Detail and accuracy is of the utmost importance. Excellent typing skills. Knowledge of the IBM-PC (wordperfect) essential. Medium typing. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include an employee transfer application.

Office Professionals Temporary

Administrative Aide (S5310) Education-Statutory Posting Date: 1/28/93

Coordinate activities associated with the Third International Seminar on Misconceptions and Education Strategies in Science and Mathematics.

Requirements: High school diploma or equivalent required. 1-2yrs. related experience. Computer or secretarial program. Experience working with both IBM and Mac computers. Ability to work independently, excellent organizational, interpersonal and communication (written and oral) skills. Medium typing. Please submit cover letter and resume to Karen Raponi, Employment Services, 20 Thornwood Drive, Ithaca, NY 14850.

General Service

Busperson SO02 (G5404) Statler Hotel - Endowed Minimum Biweekly Salary: \$6.90/Hr. Posting Date: 2/4/93

Responsible for cleaning and maintaining the dining room and lounge areas of the Terrace Restaurant. Performs setup and support duties for the restaurant's operation and providing direct service to the restaurant's guests. In addition, responsible for cleaning, maintaining, setup and support of the employee lunch room. Flexible nights and weekends.

Requirements: Basic math, writing, and

verbal skills. Superior guest service skills. Cornell employees only. Send employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Room Attendant SO03 (G5401) Statler Hotel - Endowed Minimum Biweekly Salary: \$7.18/Hr. Posting Date: 2/4/93

Responsible for maintaining the highest standards of cleanliness for the hotel, giving guests, students, and employees the best service available. Full-time, 9 month appointment with flexible nights and weekends.

Requirements: High School diploma, or equivalent, basic reading and writing skills; 2yrs hotel housekeeping experience preferred. Cornell employees only. Send employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Room Attendant SO03 (G5402) Statler Hotel - Endowed Minimum Biweekly Salary: \$7.18/Hr. Posting Date: 2/4/93

Responsible for maintaining the highest standards of cleanliness for the hotel, giving guests, students, and employees the best service available. Full-time, 10 month appointment with flexible nights and weekends.

Requirements: High School diploma, or equivalent, basic reading and writing skills; 2yrs hotel housekeeping experience preferred. Cornell employees only. Send employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Room Attendant SO03 (G5403) Statler Hotel - Endowed Minimum Biweekly Salary: \$7.18/Hr. Posting Date: 2/4/93

Responsible for maintaining the highest standards of cleanliness for the hotel, giving guests, students, and employees the best service available. Regular full-time appointment with flexible nights and weekends.

Requirements: High School diploma, or equivalent, basic reading and writing skills; 2yrs hotel housekeeping experience preferred. Cornell employees only. Send employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Short Order Cook SO04 (G4601) Statler Hotel Food and Beverage Dept.-Endowed Minimum Biweekly Salary: \$7.52/hr. Posting Date: 2/4/93 Repost

Prepares breakfast and/or lunch items in the club or student dining outlets. Full-time 10 month appointment with flexible nights and weekends.

Requirements: High School diploma or equivalent; basic reading and writing skills; a minimum of 2 years short order experience in high-volume operation. Good interpersonal skills. CU employees only. Send employee transfer application to Esther Smith, Employment Services, 20 Thornwood Drive.

Vending Purveyor SO06 (G5304) Dining Services-Endowed Hiring Rate: \$8.26 Posting Date: 1/28/93

Stock vending products; maintain equipment; transport income from all types of vending and merchandising equipment.

Requirements: High school diploma or equivalent. Knowledge of vending

methods and inventories helpful. Ability to work with little supervision. Good interpersonal and communication skills. Valid NYS drivers license. Ability to lift 75lbs. External applicants send cover letter and resume to Esther Smith, Employment Services, 20 Thornwood Drive. Employees should include employee transfer application.

Academic

Senior Extension Associate II CA08 Avian and Aquatic Animal Medicine, Vet Posting Date: 2/4/93

Development and implementation of a poultry health management and preventive medicine program for the poultry industry of New York State.

Qualifications: DVM degree or equivalent, and experience in poultry disease diagnosis and management. Advanced degrees and/or certification in the American College of Poultry Veterinarians are desirable as is previous experience in veterinary extension and continuing education. Leadership ability and experience, and knowledge appropriate for national and international interactive representation are expected. Ability to work as a team member is essential.

Senior Staff Scientist Cornell High Energy Synchrotron Source (CHESS) Posting Date: 1/28/93

Devote 50% effort to developing macromolecular crystallography at CHESS and 50% effort to establishing independent research projects utilizing synchrotron radiation. Resources include both conventional and synchrotron X-ray instrumentation, extensive computing and graphics facilities, the Cornell Supercomputer Center, modern biochemical equipment and a stimulating intellectual environment. Located in the heart of the Finger Lakes Region of New York, the Ithaca area provides a variety of both summertime and wintertime outdoor activities. Salary is commensurate with experience. Contact: Dr. Steven E. Ealick, Section of Biochemistry, Molecular and Cell Biology, 207 Biotechnology Building, Cornell University, Ithaca, NY 14853.

Postdoctoral Research Associate Cornell High Energy Synchrotron Source (CHESS) Posting Date: 1/28/93

Will carry out crystallographic research utilizing synchrotron radiation for structure determination, especially as applied to structure-based drug design. Resources include both conventional and synchrotron X-ray instrumentation, extensive computing and graphics facilities, the Cornell Supercomputer Center, modern biochemical equipment and a stimulating intellectual environment. Located in the heart of the Finger Lakes Region of New York, the Ithaca area provides a variety of both summertime and wintertime outdoor activities. Salary is commensurate with experience. Contact: Dr. Steven E. Ealick, Section of Biochemistry, Molecular and Cell Biology, 207 Biotechnology Building, Cornell University, Ithaca, NY 14853.