

## Inventory Control Seen as Source for Capital

### Manufacturers Study Methods For the Future

The capital needed to finance industrial growth in this country isn't necessarily in the banks. Assets worth as much as \$500 billion are sitting — often idle — in warehouses, a Cornell productivity expert told 40 representatives of America's leading manufacturing firms here last Friday.

"A considerable fraction of all the money for capital investment can be obtained, not by borrowing, but by improved inventory management," said John A. Muckstadt, professor of operations research and industrial engineering at Cornell. Interest on inventory stock is costing industry more than \$50 billion a year, a portion of which could be applied to modernizing manufacturing facilities, he observed.

"As U.S. companies increase markets throughout the world and purchase more finished products for distribution from offshore sources, the need for improved distribution system management will increase," the director of the Cornell Manufacturing Engineering and Productivity Program (COMEPP) said.

Muckstadt spoke during a week-long symposium, "Managing the Next Generation of Manufacturing Technology," the first of its kind in a university setting.

The Cornell symposium brought together top level managers of manufacturing, planning and automation with business and management experts conducting research in the manufacturing technologies of the future. Attending the program, which was presented by the Cornell University College of Engineering and the Graduate School of Management, were executives from such areas as computer and electronics manufacturing, food processing, chemicals, solar energy, petroleum products and the automotive industry.

Noting that an increasingly large proportion of manufacturers' assets is tied up in inventories at locations throughout the U.S. and around the world, Muckstadt offered five principles for managing distribution inventories:

- to keep inventory investment down, maintain inventories in a single location, if customer service requirements can be satisfied. Otherwise, keep the number of stocking locations as small as possible.

- to reduce safety (or reserve) stocks and improve customer satisfaction, centralize ordering and stocking of inventory to the maximum extent possible.

- to reduce the risk of a stockout and to reduce inventory investment, keep supplier lead times as low and constant as possible.

- to reduce inventory investment, keep safety stocks for high cost items as low as possible.

- to minimize the risks of obsolescence and market uncertainties, order as frequently as is economically feasible.

"These principles may sound like common sense," Muckstadt commented, "but it is a rare firm that follows all or even most of them."

Only by improving management of inventories can American manufacturers reduce investment while increasing the level of customer service, Muckstadt concluded.



Representatives of leading manufacturing firms hear John A. Muckstadt, professor of operations research and industrial engineering here, explain how proper inventory control can provide capital for investment.

## Handling Change Is Complex Challenge

"People respond to change in terms of how the last one was handled," Prof. Lawrence K. Williams advised industrial executives attending a conference here last week on "Managing the Next Generation of Manufacturing Technology."

Williams, who teaches at the New York State School of Industrial and Labor Relations, spoke on the management of the human side of technological change. The week-long conference was sponsored by the Cornell University Graduate School of Management and the College of Engineering.

"Whenever I enter an organization that is introducing change, my first instinct is to find the history of change in that organization," Williams said. The previous change could have been implemented poorly, and thus, new changes would not be well received.

Williams noted that, "Most people will engage in the spirit of change if they think they have some sense of control." The more people feel there is no sense of control, the more likely they are to fight change.

According to Williams, "Sustaining motivation is one of the most difficult things of these changes." He said he had never met an employee who was not motivated during the process of change. The goal of management should be to channel that motivation to benefit the company, rather than have the motivation result in sabotage.

Williams introduced the following formula for understanding motivation: a person x incentive x probability of achieving incentive = motivation.

To sustain motivation, he suggested that a goal of a change must be within reason. Williams stressed that the closer one gets to a goal, the more motivation is present, simply because the probability of achieving the goal is greater.

An unrealistic goal, such as an unrealistic target date, can affect the success of a change. Williams said that too many organizations have failed because of this problem.

Williams encouraged industrial manufacturing executives to have effective systems of feedback when introducing and implementing change. As long as information is being shared with the workers they will feel they are a part of that organization and will remain motivated. Accordingly,

Williams said, "Good news as well as bad news should be shared as soon as available."

Williams also said that there were four general reasons people resist change: status — change may jeopardize a person's position; power — change may cut off a person's power or restrict his or her access to information; fear of unknown — lack of familiarity with a change may cause fear; and coercion — a person may be told that his or her career depends on the success of a change.

To manage resistance to change, Williams advised listening to and isolating the resistance, as well as implementing a trial basis for the change.

## State Officials Will Take Part In Session Here on Women's Issues

The campus community is invited to attend a brown bag discussion on "Legislative Progress on Women's Issues" on Wednesday, August 15, in 135 Emerson Hall from 12:00 - 1:30 p.m.

The group will be chaired by Joan Egner, associate provost, and have the participation of a special legislative group on women's issues, including Louise Stoney, legislative assistant, and Joan Byalin, research assistant, both of the New York State Legislative Task Force on Women's Issues, and Deborah Dietrich, research analyst in the Office of the Speaker, New York State Assembly. An informal report on progress made in the legislative sector will be followed by a group discussion.

"All those concerned about the key issues affecting women, such as economic equity, divorce reform, and women and the criminal justice system, are encouraged to attend this meeting," said Egner. "We look forward to an informative and productive session for both our campus participants and visitors from Albany."



# Recommendation Letters: Confidentiality Matters

A letter of recommendation that is confidential is likely to be less positive than one that is not confidential, according to a Cornell study that examined the effects of confidentiality on reference letters written by college faculty.

In fact, researchers have found that students are rated an average of 35 percent lower when they waive their right to inspect letters written about them.

As a result, many faculty tend to devalue nonconfidential letters, believing that their colleagues often inflate recommendations when they know students will read them.

Yet those same college faculty are reluctant to admit that they themselves write different letters, depending on their confidentiality, according to Stephen J. Ceci, an associate professor in the Department of Human Development and Family Studies.

With Douglas Peters, an associate professor of psychology at the University of North Dakota, Ceci recently conducted a study and follow-up survey on letters of reference and confidentiality.

They asked undergraduate seniors at various universities to request three letters of reference for graduate school at different times from the same professor. Some recommendation forms were marked confidential while others were not. Those marked confidential were mailed to a rented post office box in the town of the graduate school; the nonconfidential letters were picked up by the students themselves a week later.

"We found that if a professor categorized a student in the top 15 to 25 percent of the class in an open, nonconfidential letter of reference, the professor would tend to rank that same student much lower, say only in

the top half of the class, in the confidential letter," says Ceci who teaches in the State College of Human Ecology.

These findings that confidential letters are harsher than nonconfidential letters may also be applicable to other types of reference letters, such as for jobs, promotions, and tenure, although Ceci points out that this is merely a hunch because he has no data on these other contexts.

Among the stipulations of the Family Education Rights and Privacy Act of 1974, also known as the Buckley Amendment, institutions receiving federal funds must allow students or applicants the right to read files about them.

Students also have the option to waive that right. Even though students who waive their right to inspect letters of recommendation appear to be at disadvantage, Ceci feels that students should request confidential letters.

"There's some evidence that faculty who receive letters that were written under nonconfidential conditions tend to 'discount' them by about the same amount that they've been inflated," Ceci says. "There is reason to believe that students will actually fare better in the opinion of the reader when the letter is confidential, despite the lower rating."

In other words, when faculty receive letters of recommendation, they tend to look to see if they are confidential or not. If they're not, the faculty often assume that the recommendations are more favorable than they would have been if the letters had been confidential.

In a nonscientific, follow-up survey of 1,000 randomly chosen faculty, Ceci and Peters asked professors if they devalue

nonconfidential letters. About 70 percent felt that their colleagues tended to write inflated letters when they were not confidential. However, about 60 percent of those surveyed believed that they themselves would write the same letter regardless of confidentiality.

Specifically, faculty in the natural and physical sciences were overwhelmingly opposed to allowing students to read their letters, and the vast majority admitted to discounting nonconfidential letters. Many stated they would not even consider a nonconfidential letter, but would call the letter writer for a "candid" evaluation.

"More and more, we are witnessing a shift from letters to phone conversations," Ceci says.

Faculty in the humanities and the arts, on the other hand, supported the right of students to inspect their letters, yet they still admitted that most teachers probably inflate nonconfidential letters.

To ensure that letters are as accurate as possible, Ceci recommends that students waive their right, giving their advisors or professors the opportunity to be as candid as possible. In that way, those who read the letters will take them at face value, and not discount or devalue the letters.

"A very strong student can only be hurt by a nonconfidential letter," says Ceci, "as faculty may legitimately vote them in the top categories, but a reader may be dis-

counted by some unknown margin."

In the meantime, Ceci stresses the need for universities to adopt uniform policies regarding letters of recommendation because students who now waive their right could at times be at a disadvantage.

"Letters of reference play an important role in one's future. A consistent policy that encourages candidness should be instituted to protect all students equally and to provide honest appraisals for university admissions or prospective employers," Ceci concludes. "Writers of letters are human and as such do not relish confrontations over evaluations. They will need some protection if we truly value their opinions."

Finally, Ceci and Peters stress the uniqueness of student letters. "Unlike other evaluative contexts, (e.g. job applicants, tenure and promotion reviews, etc.) students begin with an advantage. They are allowed to choose individuals to write on their behalf, individuals whom they have reason to believe will write their strongest letters."

This is quite unlike evaluation contexts in which letter writers are solicited by an employer or departmental chairperson, often without the applicant's knowledge. Students who do not get accepted into a graduate program can always ask different faculty to write on their behalf, if they have reason to believe they were denied admission because of something written in one of their letters.

## National Policy Must Not Protect Firms from Competition, Kahn Says

A national industrial policy is ineffective unless it stays out of the business of protecting people from the discipline of competition, says Alfred E. Kahn, the Robert Julius Thorne Professor of Political Economy at Cornell.

Kahn, who was adviser to President Carter between 1978-80, made this comment at one of the final sessions of a conference on, "Managing the Next Generation of Manufacturing Technology."

When industrial policy is spelled with capital letters, Kahn said he was against such policy. "Because that means to me some sort of formal institution, not just with capital letters, but with capital, in a position to pass out goodies like loan guarantees, free financing, and subsidies, and protection against imports. I don't want the government to be in that kind of business."

Kahn said there are distinct problems with the United States economy that merit attention and action. "For 15 years we have been on a rollercoaster of stagflation with periods of unbearably high inflation, followed by periods of excessively high unemployment," Kahn said.

To the extent that government policy is responsible for chronic inflation, inadequate encouragement to investment and savings, painfully high interest rates, and overvaluation of the dollar, Kahn said, "That is where government policy should be directed."

Restraint in the growth of the money supply should be one of the first industrial policies, Kahn suggested, since the Federal Reserve can control the flow of bank reserves and the availability of credit. This is exactly what Paul Volker, the chairman of the Federal Reserve, has been doing, he said.

"Bringing the federal deficit down in the next few years," should be the next area of industrial policy, Kahn added. "The government is taking away two thirds of our flow of gross private savings to finance the deficits," he said.

However, Kahn said not all government spending is unproductive. "I believe that industrial policy does necessarily mean more federal expenditures on manpower training and retraining, improving basic education, fundamental research and de-

velopment, and infrastructure."

Entitlement programs, such as social security and military expenditures, are problems of the federal budget, and "That is where the cutting is clearly going to have to be done," Kahn explained.

Kahn also said, "We need to continue to stimulate investment to improve the capital to labor ratio. We also must continue to encourage savings," Kahn added.

Finally, Kahn stressed the need for economic deregulation to play a major role in industrial policy. "I am concerned, above all else, with restoring and preserving the disciplines of competition."

"I know of no spur to industrial efficiency, no spur to productivity more effective than the spur of competition," Kahn emphasized.

Citing economic regulation in the trucking and airline industry, in the securities and communications industries, and its effects on union wages and work practices, Kahn said, "There is no economic regulation, that I know, that is not inherently hostile to competition."

According to Kahn, deregulation has had a number of positive effects on the economy. "We have had a striking deconcentration of markets, and an enormous increase in the number of people in each market," he said.

Increased competition has tended to bring prices closer to real costs of production, rather than having a price at some artificial level, which is characteristic of a regulated environment. Kahn cited the lower rates in the newly deregulated communications industry as an example.

Economic deregulation has also increased the variety in price/quality options. No frills checking, airline shuttling and discount brokerage houses are examples of this increase.

"My conception of an industrial productivity policy is one that is as neutral as possible, that promotes a stable environment, that provides generalized incentives to saving and investment, that provides infrastructure — physical, technological, human — and that maintains competitive markets," Kahn concluded.

## Cooking May Reduce the Vitamins, But It Can Increase Fiber Content

Although cooking may reduce the vitamin or mineral content of some foods, it actually can boost the fiber content, an important component of the diet, says a Cornell nutritionist.

Toasting, broiling, sauteing, and even frying foods such as vegetables, meat, and bread can increase fiber content because of the browning that occurs.

"The browning of foods is caused by a chemical reaction that destroys carbohydrates and essential amino acids," says Peter Van Soest, a professor of nutritional sciences and animal nutrition and one of the foremost fiber researchers in the country.

"Created in the process, however, are Maillard polymers, molecules which very closely resemble one of the fibers found naturally in some foods," says Van Soest.

As a result, bread crusts and toast, for example, have more fiber than the center of a loaf or untoasted bread.

Fibers in food are classified into five types: cellulose and hemicellulose (which are prominent in bran), pectin (which home canners use), gums (used as thickeners in ice cream and salad dressing), and lignin (the substance that makes plants rigid).

The Maillard polymer is so similar to lignin that Van Soest calls it "artifact lignin."

In addition to cellulose and hemicellulose, lignin helps push food through the digestive tract more quickly which can help prevent constipation, colon cancer, and diverticulosis, outpouchings in the gut. Lignin, as well as pectin and gums, binds with bile salts which may help keep cholesterol in check.

Although cooking may increase the lignin in foods, it can result in smaller amounts of pectin and gums, the water soluble fibers that help control cholesterol levels and modulate blood sugar.

## Cornell Chronicle

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(ISSN 0747-4628)

Published each week except for Thanksgiving and Christmas. Distributed free of charge to Cornell University faculty, students and staff by the University News Bureau. Mail subscriptions, \$13 per year. Make checks payable to Cornell Chronicle and send to Editorial Office, 110 Day Hall, Ithaca, N.Y. 14853.

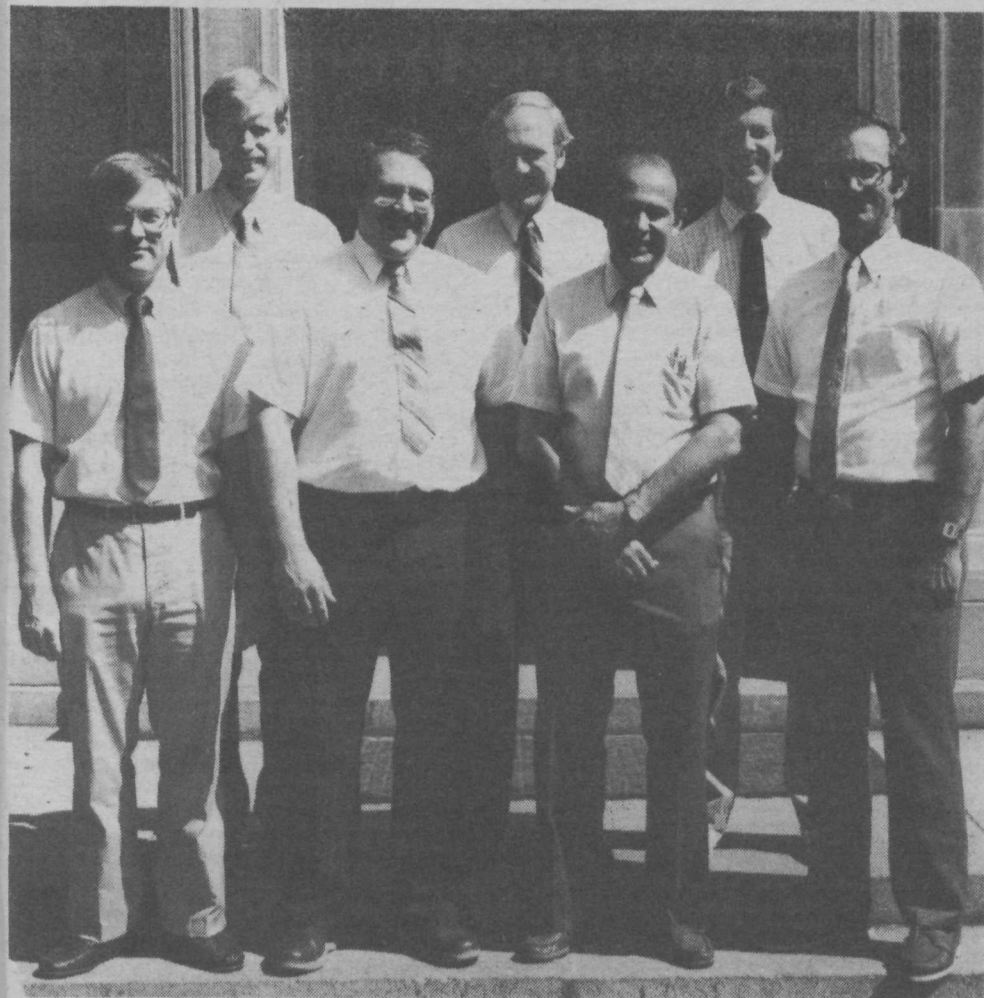
Telephone (607) 256-4206.

Second-Class Postage Rates paid at Ithaca, N.Y.

POSTMASTER: Send address changes to the Cornell Chronicle (ISSN 0747-4628), Cornell University, 110 Day Hall, Ithaca, N.Y. 14853.

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Cornell's Dairy Farm Management and Marketing team, winner of the 1984 AAEA Distinguished Program Award, is made up of (from left) Loren Tauer, William Lazarus, Andrew Novakovic, Robert Milligan, Walter Wasserman, Robert Boynton and Wayne Knoblauch.

## Dairy Farm Management Team Wins National AAEA Award

Cornell's Dairy Farm Management and Marketing Team has received a 1984 Distinguished Extension Program Award from the American Agricultural Economics Association (AAEA). AAEA held its annual meeting here this week.

Cornell's team was honored for its comprehensive and successful educational program that disseminated information and analytical materials regarding the Dairy Product Stabilization Act of 1983 directly to farmers. Also known as the milk diversion program, the act authorized the federal government to pay subsidies to farmers for reducing their milk production.

To educate dairy farmers about their alternatives and to help other members of

the dairy industry and public agencies understand the probable impact of the act, the seven agricultural economists on the team conducted training schools and an outlook conference, wrote articles for farm publications and Cornell Cooperative Extension newsletters, and developed a television program dealing with the milk diversion program.

The faculty members honored, all in the department of agricultural economics in the State College of Agriculture and Life Sciences, are: Robert Boynton, Wayne Knoblauch, William Lazarus, Robert Milligan, Andrew Novakovic, Loren Tauer, and Walter Wasserman.

## Tomek Is President-Elect

William G. Tomek, professor of agricultural economics here, is the new president-elect of the American Agricultural Economics Association (AAEA), consisting of more than 4,700 members. Tomek will serve as president-elect until August 1985, and as president during 1985-86.

The election results were announced at the association's annual national meeting, held here this week. AAEA, which was first proposed at Cornell in 1909, is an organiza-

tion of academic, government, and business economists interested in the economics of agriculture and natural resources.

Attendance at this year's meeting here was 2,750, a record for the association.

A former editor of the AAEA journal, American Journal of Agricultural Economics, Tomek has been a faculty member in the State College of Agriculture and Life Sciences at Cornell since 1961.

## Section of Tower Road Closed to Aug. 26

A one-block section of Tower Road, between Garden and East Avenues, will be closed to traffic and parking through Sunday, Aug. 26, according to an announcement from Cornell Transportation Services.

The road-closing is necessary because of a repaving project.

Campus bus service will be rerouted during the three-week period. Pedestrians may continue to use that section of the road.

The B-Collegetown bus will use Garden

Avenue instead of East Avenue with a temporary stop on Campus Road at East Avenue. Passengers using the Garden Avenue-Tower Road stop for the East Ithaca Transit bus between 9 a.m. and 4 p.m. will have to catch the bus at the Day Hall stop.

The Day Hall and Uris Hall stops for the Ithaca-Dryden and Northeast Transit buses will be eliminated. Passengers may catch the buses at the Garden Avenue and Tower Road stop and at the Campus-East stop.

# People

## Horticultural Science Society Honors Three Cornell Faculty

Three Cornell faculty members were accorded high honors Wednesday by the American Society for Horticultural Science, meeting in Vancouver, British Columbia.

They are:

George L. Good, professor of ornamental horticulture, who received the 1984 Nursery Extension Award of the society;

Henry M. Munger, emeritus professor of vegetable crops and international authority on vegetable breeding and genetics, who received the society's Norman F. Childers Award for Distinguished Graduate Teaching;

William C. Kelly, emeritus professor of vegetable crops, who was elected a fellow of the society in recognition of his contributions to horticultural science and his service to the society during his 41 years of membership.

Good's award was given in appreciation for "high-quality extension efforts benefiting the nursery industry." A specialist in woody ornamental plants and landscape horticulture, Good is a faculty member in the department of floriculture and ornamental horticulture.

Munger was cited for "outstanding contributions to horticultural science, the profession and the industry as a teacher at the graduate level. During his career Munger trained more than 55 graduate students. Also, he has developed 31 new varieties of different vegetable crops.

Kelly is one of 12 scientists to be named fellows this year. He is co-author of the widely used textbook, "Vegetable Crops," and is an authority on the physiology of vegetable crops and nutrition involving minerals and vitamins.

## Frank Drake Will Become Dean at California-Santa Cruz

Frank Drake, the Goldwin Smith Professor of Astronomy and a member of the Cornell faculty since 1964, has been appointed as dean of the Division of Natural Sciences at the University of California, Santa Cruz.

In approving the appointment, the University of California Regents noted Drake's "high order of scientific, technical and administrative competence, as well as his unusual skill in articulating the needs of science to university administration, to government agencies and the private sector."

The director of the National Astronomy

and Ionosphere Center for 10 years, Drake is credited with the development of the Arecibo Observatory as a national facility. He achieved a national and international reputation as a radio astronomer and as a pioneer in the search for intelligent life in space. He conducted the first radio survey for signals and sent the first radio message, in a code describing life on Earth and its place in the solar system, 10 years ago from Arecibo.

Drake was also named professor of astronomy and astrophysics in the appointment, which takes effect Sept. 1.

## Kaske Receives NEH Fellowship

Robert E. Kaske, the Avalon Foundation Professor in the Humanities here, has been awarded a Fellowship for Independent Study and Research for 1984-85 by the National Endowment for the Humanities.

Kaske expects to complete a methodological and bibliographical manual for scholars doing research in medieval literature. It will be part of the "Toronto Medieval Bibliographies," published by the University of Toronto Press.

A specialist in medieval literature, particularly Old and Middle English works and Dante, Kaske joined the Department of the English in the College of Arts and Sciences at Cornell in 1964. He was named to the Avalon chair in 1975.

He is the author of more than 60 articles in his field and chief editor of the annual,

"Traditio." He is the recipient of seven major fellowships or grants, and is a Fellow of the Medieval Academy of America.

A native of Cincinnati, Kaske received his bachelor's degree in 1942 from Xavier University in Cincinnati. Following combat duty in the Pacific during World War II, he studied at the University of North Carolina, where he received a master's degree in 1947 and a doctorate in 1950.

He was a professor at the University of Illinois, from 1961 to 1964; associate professor at North Carolina from 1958 to 1961; assistant professor at Pennsylvania State University, 1957-58, and was on the faculty of Washington University in St. Louis from 1950 to 1957.

## Kinsella Named to General Foods Chair

John E. Kinsella, noted Cornell researcher in the field of food science, has been named the first holder of the newly established General Foods Chair in Food Science. Kinsella is the Liberty Hyde Bailey Professor of Food Chemistry, chairman of the department of food science, and director of the Institute of Food Science, all here.

Supported by an annual grant of \$100,000 for a period of five years from the General Foods Fund, Inc., the international chair is endowed for research that is of significance to the food industry. Chosen for the honor by the Institute of Food Technologists (IFT), Kinsella was cited for his distinction in food science research, specifically his research on food protein chemistry and lipid biochemistry.

A member of the faculty in the State

College of Agriculture and Life Sciences since 1967, Kinsella is an IFT Fellow and recipient of the 1976 Borden Award of the American Dairy Science Association. He is active in organizing and participating in many conferences on nutrition and health, and on the nutritive value of foods.

Edmund A. Leonard, former principal scientist and manager of the packaging center at General Foods Corp., has been appointed adjunct professor in the department of food science. As a member of the faculty in the State College of Agriculture and Life Sciences, Leonard will be concerned with research in the field of packaging as it relates to food processing and preservation and will serve as the college's packaging industry liaison.



# Cornell University

## University Personnel Services

### Day Hall

Ithaca, New York 14853

607/256-5226

### Please Note:

**Job Opportunities** is a publication of Staffing Services and is distributed each Thursday through the **Cornell Chronicle**.

Applications for employment can be submitted through the mail. Application

forms are available by the posted **Job Opportunities** listing at 130 Day Hall. For more information on jobs listed, contact Staffing Services, 160 Day Hall, (607) 256-5226.

### Employee Transfer Applications:

Employees who wish to transfer to other jobs within the University should complete a separate Employee Transfer Application form for each position and submit them to Staffing Services. Individuals with official University layoff status will be given preference in referrals.

This listing is also available on CUINFO Cornell University's computerized information service. For further CUINFO

details, contact the Information and Referral Center at 256-6200 or Computer Services.

New vacancies are listed for two weeks in **Job Opportunities**.

\*Asterisks identify jobs that were not listed last week.

Full-time jobs are 39 hours per week unless otherwise indicated. Jobs listed as SO, U1 and U2 are represented by bargaining units.

\*Asterisks identify jobs that were not listed last week.

# Job Opportunities

Cornell University is an equal opportunity, affirmative action employer.

## Administrative/Professional

The minimum salaries listed are for recruitment purposes only.

### \*Position: Administrative Manager II

Department: Facilities Engineering

Description: Provides informational and administrative support to the Facilities Engineering Department, including scheduling of jobs, analysis of job status, design time and cost, and estimate accuracy. Acts as a liaison to other University departments and outside agencies.

Requirements: Bachelor's degree or equiv. in operations research, industrial engineering or management information systems. Knowledge of linear programming, critical path management and computer information retrieval systems. Some supervisory experience preferred.

Minimum Starting Salary: \$20,000

Job Number: PT322

### \*Position: Staff Writer II

Department: University Development

Description: As a member of the Development Communications Department, creates and writes promotional brochures, articles and letters related to fund raising and/or public relations; carries out special communication assignments working with various University faculty and staff.

Requirements: Bachelor's degree in English, journalism, marketing or communication arts. At least 1 year as a writer in fund raising, advertising, public relations or higher education. Please send cover letter, resume and three writing samples by August 24, 1984.

Minimum Starting Salary: \$15,000

Job Number: PC324

### \*Position: Executive Staff Assistant I

Department: Media Service-Printing

Description: Manages all accounting, payroll, computer billing and record keeping for an enterprise operation. Supervise word processing, distribution, and addressing and mailing operation.

Requirements: Associate's degree in accounting or equiv. experience with Cornell's statutory accounting system. Extensive office experience including accounting/word processing; some exposure to computer applications. Please send cover letter and resume by August 17, 1984.

Minimum Starting Salary: \$13,625

Job Number: PC325

### Position: Development Officer II

Department: Public Affairs-College Officers/Lab or Ornithology

Description: Plans and implements the Laboratory's public affairs and fundraising programs in conjunction with University Public Affairs Department; develops proposals for research support from public agencies, foundations and corporations; arranges and assists at public relations functions; supervises membership campaign; and develops publications to support programs.

Requirements: Bachelor's degree or equiv. Advanced degree desirable. At least 3-5 years experience in development, fund raising, public relations or related field with demonstrated managerial ability. Effective writing skills essential. An interest in natural history desirable. Please send cover letter and resume by August 25, 1984.

Minimum Starting Salary: \$22,000

Job Number: P312

### Position: Student Development Specialist II

Department: Engineering Admissions & Undergraduate Affairs

Description: Responsible for admissions and academic/career/personal counseling of undergraduates; participate in broad range of office activities including recruiting applicants, admissions screening, conduct public and personal admissions conferences, give academic and career advice, personal counseling. Travel to meet the goals of the college; assist in statistical reporting on activities of the office.

Requirements: Bachelor's degree or equiv. in a technical field, preferably engineering, or Master's or equiv. in counseling or related field with experience in industry or technical education. Must have organizational, interpersonal and communication (written and oral) skills and public speaking ability. Please send cover letter and resume by August 15, 1984.

Job Number: PC317

### Position: Administrative Manager I

Department: Diagnostic Laboratory

Description: Responsible for the financial and administrative functions of the Diagnostic Laboratory to include budgeting, personnel, accounting and supervision. Will also oversee the Lab's receivable operation.

Requirements: Bachelor's degree in finance or accounting or equiv. At least 2 years experience supervising the operations of a financial system. Cornell experience preferred and good communication skills required. Previous supervisory background necessary. Please send resume and cover letter by August 15, 1984.

Minimum Starting Salary: \$15,000

Job Number: PC318

### Position: Technical Specialist

Department: Cornell Computer Services; Academic Computing

Description: Provide teaching and consulting support on the use of Cornell's mainframes and microcomputers; write and document programs that facilitate the use of these systems. Evaluate software for academic applications. Prepare user documentation.

Requirements: Bachelor's degree or equiv. with course work in computer related fields. Excellent communication skills for teaching, consulting, and writing. Demonstrated proficiency with several programming languages, operating systems, and software packages. Experience using microcomputers strongly preferred.

Job Number: PT3110

### Position: Data Analyst II

Department: Institutional Planning and Analysis

Description: Provides support in continued development and maintenance of Master Academic Personnel Database; develop and maintain small management information datasets for policy and trend analysis, and provide project support as required.

Requirements: Bachelor's or equiv. experience; M.S. preferred. Some experience in database management; good communication skills, knowledge of ADABAS/Natural, familiarity with personal computers, SMS and Lotus 1-2-3 helpful. Please send cover letter and resume by August 15, 1984.

Minimum Starting Salary: \$15,000

Job Number: PT319

### Position: Head Coach, Women's Ice Hockey

Department: Physical Education & Athletics

Description: Plans, organizes and supervises all practices, team meetings and games. Recruits student athletes to Cornell in accordance with Ivy League and University policies. Teaches physical education classes as assigned by the Director of Physical Education; other ties as assigned by the Director of Athletics.

Requirements: Bachelor's degree in physical education or related field. Previous experience coaching ice hockey at high school or collegiate level.

Job Number: PT314

Position: Manager, Building and Maintenance and Operations

Department: Statler Inn/Hotel School

Description: Manages and supervises maintenance operations for exterior and interior facilities including electrical, mechanical, refrigeration, plumbing, heating and cooling, building care and grounds care. Supervises structural changes and serves as division representative for all renovation and construction projects for Statler Inn and the School of Hotel Administration.

Requirements: A.A.S. in HVAC. Bachelor's degree preferred. At least 5 years varied experience in maintenance related fields with proven managerial ability.

Job Number: PT3111

### Position: Systems Programmer III

Department: Computer Science

Description: Provide software maintenance and development support for the Computer Science Department's computing facility. Provide software consulting and programming assistance to departmental research groups. Daily software maintenance.

Requirements: Bachelor's degree or equiv. in computer science or engineering. At least 2 years experience in systems programming and development. Familiarity with UNIX and C, or with a comparable modern operating system and systems programming language essential. Academic work experience and computer networking and with advanced programming or office automation environments helpful.

Minimum Starting Salary: \$18,500

Job Number: PT315

### Position: Research Support Specialist I

Department: Animal Science

Description: Organizes, supervises and provides technical support to research projects involving data reduction and statistical analysis of the NY Dairy Herd Improvement and related data bases. Uses statistical packages and directs the development of new mainframe and micro-computer programs.

Requirements: B.S. in a field of agriculture (animal science or agricultural economics with dairy emphasis or experience preferred of 1-3 years). Background in statistical analysis and experience with the use of statistical packages and programming using a high level language (e.g. Fortran, PLI). Dairy farm background or work experience and familiarity with the Dairy Herd Improvement Program farm accounting systems preferred.

Minimum Starting Salary: \$13,625

Job Number: PT3112

### Position: Systems Analyst I

Department: Law School

Description: Provide systems analysis of internal personal computer network involving network programming, instruction for faculty and staff and resolution of technical problems; will also be responsible for managing daily operations of audio-visual services including the supervision and training of student audio-visual operators; as well as maintenance and replacement of equipment; will prepare budget and cost projections of equipment and service as back-up operator.

Requirements: Bachelor's degree or equiv. with related course work in computers. Knowledge of IBM micro-computers; must be able to program in Basic; good organizational and interpersonal skills essential. Some prior supervisory experience preferred.

Minimum Starting Salary: \$16,500

Job Number: PT304

Position: Applications Programmer I (Re-post)

Department: Agronomy

Description: Program, service, modify and maintain existing software (RSX-Fortran) primarily on DEC 11/34 computer. Program and document software applications programs related to soil testing laboratory and extension teaching activities. Operate the computer, process lab reports and assist with mailing procedures, maintain data files, assist with interfacing laboratory laboratory analytical equipment; advise users on use of computer equipment.

Requirements: B.S. in computer related science or equiv. experience. Fortran programming a necessity. Some machine or assembly language programming desired. Experience with DEC 11 series computers, interfacing of analytical equipment or some knowledge of electronics and/or agriculture is desired.

Minimum Starting Salary: \$16,000

Job Number: PT262



## Clerical

All applicants interested in positions requiring typing must take an official University test. Tests are given Mondays and Wednesdays at 10:00 a.m., Room 337, Statler Hall. Please contact Staffing Services for an appointment.

\*Position: Office Systems Specialist, GR22  
Department: Media Services

Description: Provides production work, instruction and support services to users of a multi-office word processing/office automation system; acts as systems supervisor of Xerox Ethernet Operations.

Requirements: Associate's degree or equiv. Heavy typing. At least 4-5 years related experience in word processing, telecommunications, typesetting and data processing. Familiarity with Xerox 16/8 computers, 860 Word Processors, 8010 STAR and other Ethernet devices desirable.

Minimum Starting Salary: \$13,141  
Job Number: C3212

\*Position: Accounts Coordinator, GR21

Department: Materials Science and Engineering

Description: Maintains departmental financial transactions which include grants, contracts and appropriation accounts; salary recovery, purchase orders, invoices, small orders forms, stores billings, journal vouchers, departmental billings, petty cash, time cards, payroll vouchers and paychecks; oversees accounts assistant.

Requirements: Associate's degree or equiv. in accounting or business management, or accounting course work plus extensive related experience. At least 3 years experience with Cornell's accounting system essential. Excellent organizational skills.

Minimum Starting Salary: \$12,469  
Job Number: C329

\*Position: Administrative Aide, GR21

Department: Computer Graphics

Description: Provides

administrative/secretarial support to the Director and faculty. Duties include preparing course work; coordinating conferences; serving as receptionist for facility visitors; maintaining personnel files.

Requirements: A.A.S. degree or equiv. Heavy typing. Editorial experience preferred. Excellent typing skills required. Strong organizational, interpersonal and communication skills. Accuracy important. Ability to work independently. Computer/word processing knowledge helpful. Secretarial experience.

Minimum Starting Salary: \$12,469  
Job Number: C328

\*Position: Secretary, GR20

Department: Unions & Activities

Description: Performs general secretarial duties; typing, dictation and transcription; maintains office files; makes travel arrangements and sets up meetings; answers telephone; handles mail; drafts responses occasionally; takes minutes of weekly staff meetings and writes up.

Requirements: H.S. ed. or equiv.; some college experience preferred. Heavy typing. Considerable secretarial experience. Must be able to work independently on projects on under pressure of deadlines. Excellent interpersonal and communication skills.

Minimum Starting Salary: \$11,739  
Job Number: C3211

\*Position: Technical Aide, GR19

Department: Animal Science

Description: As a member of the Systems section will be responsible for providing technical clerical support for 11 programming/systems personnel; assists with system support for all DRPL and provides clerical support to Manager; interacts on a daily basis with personnel of the laboratory and the many users. M-Th 7:30 a.m.-4:00 p.m.; F 7:30 a.m.-3:00 p.m.

Requirements: H.S. ed. or equiv. Associate's degree in data processing or equiv. or compensating amount of current data processing experience or some combination of the two preferred. Medium typing. Knowledge of dairy industry helpful. Excellent interpersonal and communication skills. Confidentiality a must.

Minimum Starting Salary: \$11,125  
Job Number: C327

\*Position: Secretary, GR19

Department: Cornell Graduate School of Management

Description: Provides secretarial support to the Director of Annual Giving. Primary duties include day-to-day administration of the Fund; helps coordinate Fund direct mail programs and publications; provides support for phonathons and research as necessary; maintains daily

contact with key alumni and administrators.

Requirements: H.S. ed. or equiv. Business or secretarial school desirable. Heavy typing. Several years office experience. Strong interpersonal and communication skills.

Minimum Starting Salary: \$11,125  
Job Number: C325

\*Position: Library Aide, GR18

Department: Veterinary Library

Description: Responsible for searching and processing monographs and non-serial government documents received; prepares all new and gift books for shelves; processes and files catalog cards; compiles and distributes the Library's newsletter; shares in public service at Circulation/Reserve/Information desks; other duties as assigned.

Requirements: H.S. ed. or equiv. College course work desirable. Light typing. Previous office or library experience desirable especially in technical services; strong orientation to public service essential; strong interpersonal and communication skills; ability to accurately perform and organize detailed work.

Minimum Starting Salary: \$10,500  
Job Number: C322

\*Position: Senior Records Assistant, GR18

Department: Ornithology Project-Olin Library

Description: Modifies and updates catalog records in RLIN database; reviews bibliographic data on catalog cards to be converted to machine readable form; inputs records into RLIN database; searches for catalog copy on RLIN database; tags records for inputting and modifying; pull, photocopy, and refile cards from library catalogs.

Requirements: H.S. ed. or equiv. College course work. Medium typing. Extensive library experience desirable; familiarity with foreign languages; accuracy and attention to detail essential; knowledge of library catalog records and computer terminal operation.

Minimum Starting Salary: \$10,500  
Job Number: C3210

\*Position: Secretary, GR18

Department: International Agriculture

Description: Provide secretarial support to Director of International Agriculture and graduate field of International Agriculture and Rural Development. Duties include typing; making travel arrangements, and receiving office visitors. Other duties as assigned.

Requirements: H.S. ed. or equiv.; A.A.S. degree preferred. Heavy typing. Familiarity with Cornell administrative procedures. Strong interpersonal and communication skills. Word processing experience desirable. Demonstrated ability to take initiative important.

Minimum Starting Salary: \$10,500  
Job Number: C324

\*Position: Office Assistant, GR18 (Repost)

Department: School of Hotel Administration

Description: Primarily responsible for assisting the Administrative Aide in carrying out the policies and procedures of the admissions process for the Master of Professional Studies Program. Typing, filing, answering inquiries regarding the MPS Program.

Requirements: H.S. ed. or equiv. Business or secretarial school preferred. Medium typing. Word processor skills helpful; good administrative and organizational skills.

Minimum Starting Salary: \$10,500  
Job Number: C2611

\*Position: Secretary, GR16

Department: Reading Program/Learning Skills Center

Description: General secretarial duties; typing, filing, answering telephone; perform record keeping function requiring coding, tallying, gathering information, etc.

Requirements: H.S. ed. or equiv. Medium typing. At least one year secretarial experience. Excellent interpersonal and communication skills.

Minimum Starting Salary: \$9,494  
Job Number: C3214

Position: LC Cataloger, GR20

Department: Catalog Dept./Olin Library

Description: Catalogs monographs with Library of Congress copy on the Humanities Team, utilizing RLIN system and other cataloging duties as assigned.

Requirements: Bachelor's degree or equiv. experience or training. Academic background in humanities. Light typing. Previous work experience with at least 1 year in libraries especially technical services highly preferred. Ability to perform detailed work with speed and accuracy. Foreign language competence desirable.

Minimum Starting Salary: \$11,739  
Job number: C3115

Position: Collections Representative, GR19

Department: Office of the Bursar

Description: Collects delinquent student accounts through written and telephone communications. Locates delinquent borrowers through "skip tracing". M & F 8:00 a.m.-4:30 p.m.; T, W, & Th 12:30 p.m.-9:00 p.m.

Requirements: H.S. education or equiv. Some college coursework preferred. Collection experience preferred.

Minimum Starting Salary: \$11,125  
Job Number: C3112

Position: Accounts Assistant, GR19

Department: Office of the Bursar

Description: Performs ties involved with the maintenance of the Student Finance & Cornellcard billing systems. Duties include direct contact with students, parents, and other Cornell departments in person, via the telephone and with written correspondence concerning student account billing; processing adjustments and other transactions to students' accounts; reconciling accounting statements; and processing deposits, vouchers and journal entries.

Requirements: A.A.S. degree or equiv. Business course work. Medium typing. Some office experience. Strong interpersonal and communication (written and oral) skills. Good mathematics skills.

Minimum Starting Salary: \$11,125  
Job Number: C3111

Position: Secretary/Word Processor, GR18

Department: Psychology

Description: Serves as primary word processing operator using Xerox 860 system. Provides secretarial support to faculty including typing, filing, answering telephone; and signing out of projection equipment.

Requirements: H.S. ed. or equiv. Heavy typing. Business or secretarial school preferred. Word processing experience, preferably on Xerox 860. Good communication and proof-reading skills essential; editing skills desirable. Strong organizational and interpersonal skills.

Minimum Starting Salary: \$10,500  
Job Number: C3119

Position: Financial Aid Assistant, GR18

Department: Student Employment

Description: Coordinates staffing of Student Employment Office main desk and switchboard. Assists with training of student employees who greet public. Handles paperflow of appointment forms and other information to and from public. Provides general information or makes appropriate referrals. Processes payroll forms. Handles in-coming and out-going mail. Provides clerical back-up to administrative staff as required.

Requirements: H.S. education or equiv. Associate's degree or equiv. preferred. Medium typing. Ability to operate word processor; proven strong communication skills. Some secretarial experience.

Minimum Starting Salary: \$10,500  
Job Number: C3110

Position: Secretary, GR18

Department: Consumer Economics and Housing

Description: Typing of correspondence, reports, papers, research proposals, Cooperative Extension teaching materials; answering phones; filing; sorting mail.

Requirements: H.S. ed. or equiv. Medium typing. Ability to compose letters and handle inquiries and correspondence independently; knowledge of office procedures and NYS Extension Program desirable. Substantial secretarial experience. Willingness to learn word processing.

Minimum Starting Salary: \$10,500  
Job Number: C311

Position: Secretary, GR18

Department: Career Center

Description: Provides secretarial/receptionist support to the Assistant Director located in Academic Advising Center who is responsible for career counseling of A&S and AA&P students; provides copying and mailing assistance for the Credential Service in Barnes Hall. 9-month appointment.

Requirements: H.S. ed. or equiv. Medium typing. Must be highly organized; possess strong communication (oral and written) and interpersonal skills; able to work independently; and have some experience with preparing statistical reports.

Minimum Starting Salary: \$10,500  
Job Number: C306

Position: Secretary, GR17

Department: ILR School

Description: Provides secretarial support to 2-3 faculty members in the Department of Organization Behavior as well as other ILR

faculty when needed. Duties include typing, transcribing dictation (machine and long hand); Filing; copying; receptionist duties; using word processor; other duties as assigned.

Requirements: H.S. ed. or equiv. Some college preferred. Medium typing. Word processor skills preferred or willingness to learn. At least 2 years of general office experience. Shorthand preferred.

Minimum Starting Salary: \$9,967  
Job Number: C3122

Position: Building Attendant, GR16

Department: Circulation/Olin Library

Description: Performs library security functions, including working at exit desk and stack control desk; responsible for opening, closing and making regular tours of building. Some nights and weekends

Requirements: H.S. ed. or equiv. Some college background preferred. Ability to work effectively with a variety of people; strong interpersonal and communication skills; must be exceptionally dependable. Knowledge of first aid desirable.

Minimum Starting Salary: \$9,494  
Job Number: C3121

Position: Office Assistant, GR16

Department: Animal Science

Description: Edits field reported data; processes mail; files; other duties as assigned. M-Th; 7:00 a.m.-3:30 p.m.; F 7:00 a.m.-2:30 p.m. May vary.

Requirements: H.S. education or equiv. Light typing. Knowledge of dairy farm operations and dairy farm management records helpful. Ability to perform basic mathematics rapidly and accurately.

Minimum Starting Salary: \$9,494  
Job Number: C3120

Position: Research Aide, GR20 (Repost)

Department: C.R.S.R. (Laboratory for Planetary Studies)

Description: Responsible for a broad range of technical duties including library research; some computations on hand calculators and small computers; typing scientific papers, purchase orders, vouchers; government grant-related work; composing, filing and mailing of a heavy volume of correspondence; supervision of work-study student(s); maintaining records of professional organizations, journal subscriptions, book orders; travel arrangements and travel reimbursements.

Requirements: Associate's degree or equiv. Heavy typing. Some scientific background. Substantial secretarial experience. Excellent organizational, communication and interpersonal skills (written and oral). Ability to set priorities and to work in a complex, active environment. Experience with Micom word processor helpful. Knowledge of Cornell library system.

Minimum Starting Salary: \$11,739  
Job Number: C235

## General Service

Position: Drafter, GR21

Department: Facilities Engineering

Description: Maintains utility maps, files and records for the Facilities Engineering Department.

Requirements: A.A.S. degree or equiv. in civil engineering or landscape architecture. Good drafting techniques. Ability to read and draft topographic maps and utility drawings. Some experience with field surveys helpful.

Minimum Starting Salary: \$12,469  
Job Number: S315

Position: Cook, SO18

Department: Cornell Dining (Endowed)

Description: Cooks to order breakfast, lunch and dinner items. Assists with other food preparation as needed. Fast paced.

Requirements: H.S. ed. or equiv. At least 6 months experience in the food service industry. Ability to prepare a variety of foods working under pressure. Familiarity with cooking machinery.

Minimum Starting Salary: \$4.98/hr.  
Job Number: S312

Position: Head Custodian, SO17

Department: Buildings and Grounds Care (Endowed)

Description: Participates in, directs, oversees and evaluates the work of custodians in assigned area.

Requirements: H.S. education or equiv. Some custodial experience. Good interpersonal and communication skills. Inventory accounting knowledge helpful. M-Th 6:00 a.m.-2:30 p.m.; F 6:00 a.m.-1:30 p.m.

Requirements: H.S. education or equiv. Some



# Job Opportunities

Continued from Page 5

custodial experience. Good interpersonal and communication skills. Inventory accounting knowledge helpful.

Minimum Starting Salary: \$4.69/hr.  
Job Number: S311

Position: Food Service Worker, SO17 (2 positions)

Department: Cornell Dining

Description: Prepares a large variety of foods including meats, salads, vegetables and desserts. Assists food service staff with other duties as needed. Hours vary.

Requirements: H.S. ed. or equiv. Knowledge of cold food preparation. Familiarity with the operation of basic kitchen equipment preferred. Some experience in food service industry.

Minimum Starting Salary: \$4.69/hr.  
Job Numbers: S319, S3112

Position: Animal Attendant, SO16

Department: Clinical Sciences (Statutory)

Description: Assists with handling horses and some other livestock in the research herd, including feeding, cleaning stalls, grooming, basic training for handling and trucking horses, putting in feed and bedding and general farm maintenance work. Drives a pick-up truck, horse trailer, tractor; performs routine farm maintenance work; administers injections and takes blood samples.

Requirements: H.S. ed. or equiv. Experience handling horses of all ages and sizes and some handling of other farm livestock, i.e. sheep, cattle, and goats.

Minimum Starting Salary: \$4.84/hr.  
Job Number: S316

Position: Custodian, SO16 (2 positions)

Department: Cornell Dining (Endowed)

Description: Performs general maintenance and custodial care of buildings and ground in immediate vicinity of assigned building.

Requirements: H.S. ed. or equiv. Ability to use a variety of heavy power operated equipment; climb an 8' ladder and lift 50 lbs.

Minimum Starting Salary: \$4.47/hr.  
Job Numbers: S314, S318

Position: Custodian, SO16 (2 positions)

Department: Buildings and Ground Care (Endowed)

Description: Provides maintenance and custodial care of buildings and grounds in immediate vicinity of assigned area. M Th 6:00 a.m.-2:30 p.m.; F 6:00 p.m.-1:30 p.m.

Requirements: H.S. ed. or equiv. Ability to operate a variety of heavy power operated equipment; climb 8' ladder and lift 50 lbs.

Minimum Starting Salary: \$4.47/hr.  
Job Numbers: S313, S317

Position: Dish Machine Operator, SO16

Department: Cornell Dining (Endowed)

Description: Washes dishes, pots and pans under direct supervision of management.

Requirements: H.S. ed. or equiv. Familiarity with dishwashing equipment and proper use of cleaning agents. Ability to lift 30 lbs.

Minimum Starting Salary: \$4.47/hr.  
Job Number: S3111

Position: Cashier, GR15 (2 positions)

Department: Cornell Dining

Description: Operates electronic cash register, assesses costs of goods, receives money and makes change. Responsible for set up and close out of cash drawer. Hours vary.

Requirements: H.S. ed. or equiv. Must be able to work under pressure and maintain speed and accuracy. Experience in cashiering and knowledge of basic accounting principles preferred.

Minimum Starting Salary: \$9.041  
Job Numbers: S3110, S3114

Position: Food Service Worker, SO14

Department: Cornell Dining

Description: Assists in preparation, display and service of cold food items prepared in the pantry. Hours vary.

Requirements: H.S. ed. or equiv. Experience in food handling preferred.

Minimum Starting Salary: \$4.05  
Job Number: S3113

## Technical

Applications for Technical positions should include the following information:

- Scientific/technical courses completed
- Lab techniques and/or equipment (knowledge of)
- Special skills (e.g. knowledge of computer language)

\*Position: Computer Operator, II, GR22

Department: Cornell Computer Services:

Academic Computing

Description: As the lead computer operator at campus terminal facility will provide general consulting, oversee routine maintenance of equipment, help users access systems, train new staff, help develop policies and procedures.

Requirements: A.A.S. degree or equiv. in Data Processing. 1 year previous computer operator experience, preferably at Cornell; working knowledge of Cornell's computer systems, strong oral communication, interpersonal and organizational skills.

Minimum Starting Salary: \$13,141  
Job Number: T326

\*Position: Technician, GR22 (Repost)

Department: Veterinary Pathology

Description: Performs viral and immunological assays using tissue culture and Elisa procedures; performs limited electron microscopy procedures; assists in training graduate students in tissue culture procedures.

Requirements: B.S. degree or equiv. in biological science with graduate course work or equiv. experience in animal virology immunology. At least 2-3 years experience in tissue culture and immunology and/or animal virology laboratory.

Minimum Starting Salary: \$13,141  
Job Number: T253

\*Position: Lab Equipment Technician, GR20

Department: Biochemistry, Molecular & Cell Biology

Description: Conduct experiments on protein purification, mitochondrial proton transport, membrane reconstitution.

Requirements: B.S. or equiv. in Biochemistry. Some experience in use of spectrophotometer, recording pH meter, fluorometer, etc.

Minimum Starting Salary: \$11,739  
Job Number: T321

Position: Electronic Technician, GR24

Department: Computer Services

Description: Responsible for installing and providing maintenance on computer terminals and personal computers and on the Data Communications Network that links these terminals to large computers.

Requirements: Associate's degree in electronics or related field. Theoretical and practical knowledge of digital and analog circuits also of computer hardware and software technology pertaining to Data Communications. At least 3-4 years experience diagnosing and repairing problems with computer terminals and data communication equipment.

Minimum Starting Salary: \$14,779  
Job Number: T315

Position: Computer Operator, GR22

Department: Agricultural Economics

Description: Responsible for day-to-day operation of Microcomputing Facility, and for working with faculty, staff and student users of the facility. Answers user questions concerning micro hardware and software. Regulate and monitor user access. Insures physical security of facility. Supervises, trains students and part-time employees. Performs routine maintenance.

Requirements: Bachelor's degree with (micro) computing course work. Equiv. combinations of training and experience may be substituted. Experience with micro hardware and software, training and supervision of student/part-time employees. Good organization and interpersonal skills. At least 1 year experience with day-to-day supervision, consultation and general user support in a computing facility. Knowledge of Basic, Pascal, and Fortran microcomputer languages as required.

Minimum Starting Salary: \$13,141  
Job Number: T318

Position: Computer Operator, GR20

Department: Geological Sciences

Description: Operates minicomputer, assists in maintenance of computer, assists graduate assistants with operation of system, orders sup-

plies, maintains records and assists computer programmer. Weekends and evening hours.

Requirements: Associate's degree in computer science. Some experience in the operation of a large minicomputer system helpful; some programming experience helpful, especially Fortran and PLI.

Minimum Starting Salary: \$11,739  
Job Number: T312

Position: Technician, GR19

Department: Food Science

Description: Conduct lipid analyses; prostaglandin quantification via RIA techniques; thin-layer gas-chromatographic analyses; HPLC and mass spectrometry; nutritional studies; data analyses via computer.

Requirements: B.S. in biochemistry/analytical chemistry. Knowledge of radioimmunoassay techniques. Experience in biochemistry lab; gas chromatography; lipid analyses; HPLC/mass spectrometry of fatty acid derivatives.

Minimum Starting Salary: \$11,125  
Job Number: T317

Position: Animal Technician, GR18

Department: Animal Science

Description: Responsible for management of breeding and farrowing programs which include feeding, cleaning, data collection and health management. Must have technical skills necessary for conducting experiments, surgery assistance and blood collection.

Requirements: Associate's degree, B.S. in animal science preferred. Must have demonstrated skills to work with swine based on actual experience. Some experience with experimentation is also highly desirable.

Minimum Starting Salary: \$10,500  
Job Number: T316

Position: Technician, GR18

Department: Equine Drug Testing & Research - New York City

Description: Performs analysis of blood and urine samples in a field drug testing laboratory to cover Aqueduct, Belmont and Saratoga Race Tracks. Relocation to Saratoga Springs, NY for the month of August each year. Assist laboratory director as required. Saturdays, Sundays and Holidays included.

Requirements: Associate Lab Technician degree or equiv. lab experience. Experience with thin layer chromatography and general laboratory procedures. Familiarity with gas chromatography.

Minimum Starting Salary: \$10,500  
Job Number: T313

## Part-time

\*Position: Editorial Assistant, GR21

Department: Romance Studies

Description: Provide editorial and production assistance for an academic journal and departmental announcements. Create and maintain files, typing and editing manuscripts. Other duties as assigned. 20 hrs./week, M-F 8:30 a.m. - 12:30 p.m.

Requirements: A.A.S. degree or equiv. B.A. degree desirable. Heavy typing. Knowledge of Romance languages preferred. Experience with word processing. Editorial skills. At least 2 yrs. experience with office procedures. Send cover letter and references by August 24, 1984.

Minimum Starting Salary: \$12,469/annual equiv.  
Job Number: C321

\*Position: Night Supervisor, GR18

Department: Physical Sciences Library

Description: Work at Circulation/Reserve desk; perform other duties in support of public service functions; Answer questions about all facets of library operation such as circulation policy, ordering books, reference questions, copy service and building maintenance. 3-Midnight Fri.; 10 a.m.-6 p.m. Sat.; 7 p.m.-Midnight Sunday.

Requirements: H.S. ed. or equiv. Some college background desirable. Light typing. Organizational ability and aptitude for detailed record keeping tasks; interpersonal skills required; previous library experience desired; knowledge of at least one foreign language desirable.

Minimum Starting Salary: \$10,500/annual equiv.  
Job Number: C323

\*Position: Secretary, GR18 (Repost)

Department: Career Center

Description: Provide secretarial/receptionist support to the Assistant Director located in Academic Advising Center who is responsible for career counseling of A&S and AA&P students; provide xeroxing and mailing assistance for the Credential Service in 203 Barnes Hall. 9-month position; may go to a 12month position.

Requirements: H.S. ed. or equiv. Medium typing. Must be highly organized; possess strong communication (oral and written) and interpersonal skills; able to work independently; and have some experience with preparing statistical reports.

Minimum Starting Salary: \$10,500/annual equiv.  
Job Number: C306

\*Position: Office Assistant, GR16 (Repost)

Department: Unions & Activities

Description: Responsible for general office operations including answering phones; coordinating room reservations and equipment rentals; receiving visitors; distributing mail and coordinating building information notices. 30 hrs./wk. 10month position available until May, 1985. M-F 8:30 a.m.-2:30 p.m.

Requirements: H.S. ed. or equiv. Medium typing. Good communication skills (grammar, spelling, telephone). Adept in use of 10-key calculator, machine transcription, mimeograph and ditto machines, word processing (Microm). Shorthand experience helpful. Experienced in public service type office office desirable.

Minimum Starting Salary: \$9,494/annual equiv.  
Job Number: C2810

Position: Computer Staff Specialist

Department: Mathematics

Description: Provides programming support with emphasis on instructional unit preparation. Consults with faculty and graduate students on feasibility of implementing hardware/software associated with mathematical instructional units. 30 hrs./week-To be arranged.

Requirements: Bachelor's degree or equiv. Familiarity with a variety of languages such as Fortran, PLI or APL. Some experience in computer graphic programming for mathematics applications.

Job Number: PT3113

Position: Research Aide, GR19

Department: Psychology

Description: Provides assistance with a research program in experimental social psychology. Duties include running experiments, performing basic data analyses, doing library research, etc. 20 hrs./week-To be arranged.

Requirements: Associate's degree or equiv. in social science preferred or equiv. Familiarity with experimental social psychology and computers is desirable. Excellent organizational, interpersonal, and communication skills. Ability to work independently.

Minimum Starting Salary: \$11,125/annual equiv.  
Job Number: C3113

Position: Secretary, GR18

Department: Western Societies

Program/Center for International Studies

Description: Duties include composing and typing letters, reports, and papers; arranging seminars and luncheons; contact with faculty, staff, and students; occasional conference organization. M - F 12:00 noon - 9:00 p.m.

Requirements: H.S. education or equiv. Some college, business school training or equiv. experience. Medium typing. Editorial and accounting skills. Working knowledge of French. Knowledge of Cornell helpful.

Minimum Starting Salary: \$10,500/annual equiv.  
Job Number: C316

Position: Waitperson, SO15 (4 positions)

Department: Statler Inn

Description: Under general supervision, serves meals to guests in Main Dining Room, according to established rules of etiquette, working in a formal setting. Set up and clean up of guest tables. M - F 9:30 p.m.-3:00 p.m.

Requirements: H.S. ed. or equiv. At least 1 year waiting experience preferred; strong interpersonal skills; Standing/walking, heavy lifting (trays of dishes and food).

Minimum Starting Salary: \$4.22/hr.  
Job Numbers: S3115, S3116, S3117, S3118

Position: Lab Assistant



Department: Boyce Thompson Institute - Contact department directly-see below.

Description: Plants and harvests plants; scores for morphological characters; crosses plants; maintains records.

Requirements: Experience or education in plant sciences essential; knowledge of genetics or breeding useful.

Contact: Dr. T. LaRue or Ms. B. Kneen, Boyce Thompson Institute, 257-2030.

## Temporary

In addition to regular, part-time opportunities, Temporary (less than six months) positions, both full and part-time, are available. Although many openings are clerical, there are often positions offered in other areas. As Temporary openings do not always appear in this listing, please contact Staffing Services for more information.

\*Position: Temporary Lab Technician, T-4

Department: Diagnostic Laboratory  
Description: Perform a large number of serum neutralization tests for Equine Viral Arteritis. Daily reception and preparation for testing, storage and record keeping of samples submitted. Preparation of media, buffers, and other reagents. General lab duties. 3 month position. 30/wk., M-S, to be arranged.

Requirements: B.A. degree or equiv. in Biology and Microbiology. Good sterile techniques and manual dexterity required. In addition experience in microscopic work and serological procedures.

Minimum Starting Salary: \$6.00/hr.  
Job Number: T322

\*Position: Word Processing Operator

Department: Media Services  
Description: Keyboarding both text and tabular material. 6 month position. M-F 4:00 p.m. to 9:00 p.m. approximate hours.

Requirements: H.S. ed. or equiv. Heavy typing. Experience with Xerox 860, 820, or 16/8. Experience in keyboarding technical material. Familiarity with proofreader's symbols. Will train to do formatting on Xerox Ethernet system. Ability to work independently.

Minimum Starting Salary: \$4.00/hr.  
Job Number: C3213

Position: Staff Writer

Department: University Development  
Description: Writes promotional articles for *Communique*, proposals, letters, and brochures, all of which have a fund raising or public relations purpose. Position available until September 28, 1984.

Requirements: Bachelor's degree or equiv. At least 1-3 years writing experience preferably in fund raising, higher education or advertising. Ability to write creatively in a variety of styles: promotional, formal, academic and journalistic. Please send cover letter and resume and 2 writing samples by August 10, 1984.

Minimum Starting Salary: \$6.00/hr.  
Job Number: PC3114

Position: Secretary

Department: Theatre Arts  
Description: Acts as receptionist; types for department; distributes mail; schedules classes/rooms; types and duplicates correspondence and class papers; updates catalog texts; answers phone and visitor inquiries.

Requirements: H.S. ed. or equiv. Medium typing. Previous office experience desirable. Experience with office machines (copier, minigraph, ditto machines) and word processor desirable.

Minimum Starting Salary: \$5.16/hr.  
Job Number: C315

Position: Night Supervisor

Department: Music Library  
Description: Supervises and assists in circulation procedures; provides information and reference assistance to patrons; assists with searching and ordering of music and books using RLIN terminal; responsible for security of Lincoln Hall during evening and weekend hours. 20 hrs./week-To be arranged.

Requirements: A.A.S. degree or equiv. Medium typing. College level courses in music with emphasis in music history; reading ability in foreign language preferably German or French. Previous supervisory experience; strong communication skills.

Minimum Starting Salary: \$5.27/hr.  
Job Number: C3117

Position: Animal Technician

Department: Equine Drug Testing and Research

Description: Train, exercise and care for horses. Administer drugs, collect blood and urine samples, treat cuts and abrasions. Administer antibiotics, groom horses, clean and repair harnesses. Keep records of drug administration trials. Position available through December, 1984.

Requirements: H.S. ed. or equiv. Ability to administer drugs and use vacutainer for collection of blood. Knowledge of proper training, exercise and grooming of horses. Ability to catheterize mares.

Minimum Starting Salary: \$5.16/hr.  
Job Number: T302

## Academic

Please contact department directly.

\*Position: Senior Extension Associate I  
Department: Cooperative Extension: Staff Development and Personnel  
Job Number: A321

Position: Lecturer  
Department: Agricultural Economics  
Job Number: A311

Position: Research Assistant I  
Department: Boyce Thompson Institute - Virology

Contact department directly: Dr. H. Alan Wood or Dr. John Burand at Boyce Thompson Institute, 257-2030.

Position: Faculty Position-Assistant Professor (preferred)  
Department: School of Civil and Environmental Engineering  
Job Number: A312

Position: Limited Term Specialist (Sea Grant) - 1 year position  
Department: Cornell University Seafood Technology Program and Cooperative Extension - Plainview, New York  
Job Number: A314

# People

## Dr. Gershengorn Holder of Chair

Dr. Marvin C. Gershengorn has been named the first Abby Rockefeller Mauze Distinguished Professor of Endocrinology in Medicine at Cornell University Medical College. The professorship has been funded primarily by bequests and gifts received from the estate of Abby Rockefeller Mauze, as well as from members of the Rockefeller family, and from the estate of Dorothy C. Shorr.

Dr. Gershengorn, who has served as chief of the Division of Endocrinology in the Department of Medicine since joining The New York Hospital-Cornell Medical Center in July 1983, is noted for his re-

search in thyrotropin activity. Thyrotropin is a hormone of the anterior pituitary gland which stimulates the thyroid gland.

He received his Bachelor of Science degree (magna cum laude) from City College of the City University of New York in 1967 and graduated with honors as a medical doctor in 1971 from New York University School of Medicine. Prior to his appointment at NYH-CMC, Dr. Gershengorn was a director of the Honors Program, an Associate Professor of Medicine and an Associate Professor in the Graduate School of Fine Arts and Sciences at New York University School of Medicine.

## Everett Wins Genetics Award

Robert W. Everett, an animal geneticist here, is the winner of the 1984 "Alfa-Laval Award in Dairy Extension" from the American Dairy Science Association (ADSA) for his "outstanding accomplishments in dairy extension."

A professor of animal science in the State College of Agriculture and Life Sciences, Everett received the award during the annual meeting of this national organization at Texas A&M University.

On the Cornell Faculty since 1966, Ev-

erett is noted internationally for his work in dairy cattle genetics. His method for selecting sires as a means for genetic improvement in dairy cattle is used worldwide. Author of more than 100 scientific papers and of numerous interpretative articles in his field, Everett has "the unique capacity to understand the most sophisticated and highly technical research and to communicate effectively with dairy producers," the ADSA citation reads in part.

## Dartmouth Honors Alumnus Banks

Harlan P. Banks of Cornell, an internationally recognized authority on the origin and evolution of land plants, has received an honorary doctor of science degree from Dartmouth College, his alma mater. Banks was cited for his distinguished career as a teacher and a research scientist.

Others who received honorary degrees at Dartmouth's 1984 commencement ceremony were Howard Baker, majority leader of the U.S. Senate, Susan Stenberg, co-host of NPR's "All Things Considered," John Woodhouse, retired DuPont technical director, and artist Andrew Wyeth.

## Ecological Society Elects Richard Root

Richard B. Root, professor of ecology in the Division of Biological Sciences, has been elected president of the Ecological Society of America (ESA), effective August 1984.

Consisting of 5,900 members, ESA is the major national society for professional and academic ecologists. The society also maintains an office in Washington, D.C., to provide liaison between ecologists and the federal government.

A faculty member in the State College of Agriculture and Life Sciences since 1964, Root is an authority on plant-insect interactions and the evolutionary forces that organize natural communities. He is a member of special panels for the National Science Foundation and the National Academy of Sciences, is on the Board of Directors of the Organization for Tropical Studies, and is a Fellow of the Royal

Entomological Society of London. Root is a former editor of *Ecology* and *Ecological Monographs*, publications of ESA.

James C. Preston, associate professor of rural sociology, has been appointed director of the Northeast Regional Center for Rural Development at Cornell. Established in 1972 at the State College of Agriculture and Life Sciences, the center is linked with the 14 land-grant colleges and universities in the 12 northeastern states and with the U.S. Department of Agriculture. It works closely with the agricultural research units and with Cooperative Extension in the land-grant institutions in the Northeast, with a focus on rural development research, training and extension.

## Irving Lazar Wins Award for Service

Irving Lazar, professor of human service studies, has become the fourth recipient of the Distinguished Service Award from the Division of Early Childhood of the Council on Exceptional Children. Honored for "a career of outstanding work on behalf of children with special needs," Lazar was cited for his service as a clinician, administrator, teacher, scientist, and advocate for children with special emotional, physical, and economic handicaps. A member of the faculty of the State College of Human Ecology since 1972, Lazar is the former director of the child development programs for the Appalachian Regional Commission in Washington, D.C.

Joanne E. Davenport, director of Cornell University Conference Services, has been elected president of the Association of Conference and Events - International. Membership in ACED-I is open to colleges, universities, corporations, and organizations that have professionals who are responsible for providing conference and events services.

Sander L. Gilman, professor of human studies in the Departments of German Literature and Near Eastern Studies and professor of history of psychiatry at Cornell Medical College, has been elected as a Fellow of the Royal Society of Medicine. Gilman joined the Cornell faculty in 1969 after teaching at Dillard University and Case Western Reserve University. He served as chairman of the Department of German Literature from 1974 to 1981.

Henry N. Ricciuti, professor and chairman of the department of human development and family studies, has been appointed to serve on the National Advisory Child Health and Human Development Council of the National Institutes of Health. The council advises the director of the National Institute of Child Health and Human Development with respect to a variety of policy matters and reviews recommendations for research and training program grants.

Maureen D. Sayles has been named assistant budget director for the endowed sector, effective immediately. She will replace Gene R. Wheeler in overseeing annual preparation and day-to-day administration of the detailed operating budget. Sayles has been with Cornell as budget analyst in the Endowed Budget Office since November 1979. She previously served as budget analyst for the Smithsonian Institution.

Norman C. Dondero of the department of microbiology in the State College of Agriculture and Life Sciences has been awarded the title of professor emeritus. One of the nation's leading scientists in the field of microbiology of water and wastes, and the applied aspects of agricultural waste disposal, Dondero has been a member of the Cornell faculty since 1966.



# Calendar

All items for publication in the Calendar sections, except for Seminar notices, must be submitted (typewritten, double spaced) by mail or in person to Fran Apgar, Central Reservations, 532 Willard Straight Hall at least 10 days prior to publication. Items should include the name and telephone number of a person who can be called if there are questions, and also the subheading of the calendar in which it should appear (lectures, colloquia, etc.). **ALL DEADLINES WILL BE STRICTLY ENFORCED.**

\*—Admission charged.

## Announcements

### Alternatives Library

The Anne Carry Durland Memorial Alternatives Library will be open all summer, Monday thru Friday, 9 a.m. to 5 p.m. and Sunday through Thursday, 8 p.m. to 10 p.m.

### Cornell Folkdancers

The Cornell Folkdancers will meet Wednesdays and Sundays throughout July and August. Sunday meetings will be held in the Willard Straight Hall North Room; Wednesday meeting locations will vary. Times: 7:30-8:30, Instruction; 8:30-9:30, Request dancing. For information, call 257-3156 or 256-7149.

### Seminar

Biochemistry, Molecular and Cell Biology, "Preservation of Membrane Integrity in Anhydrobiotic Organisms" with Dr. John H. Crowe, Department of Zoology, University of California at Davis, 4:30 p.m., Thursday, August 9 in Clark 700.

## Exhibits

### (THE SCHEDULE)

**Fabric Constructions: The Art Quilt, Through Aug. 26.**

Comprising twenty-four outstanding quilts by eleven contemporary quilt artists, this exhibition illustrates recent directions in the art of quilting. Michael James, an internationally recognized quiltmaker and author, organized the show.

**Central New York Contemporary Quilters, Through Aug. 26.**

Sixteen works by eleven quilters represent the richness and diversity of quilting in upstate New York. Many of the artisans focus on variations of traditional patterns.

**Photographic Observations: The Robert J. Flaherty Film Seminars, 1955-1984 by Bruce E. Harding, Aug. 7-Sept. 16.**

Cornell University is hosting the thirtieth annual Robert J. Flaherty Film Seminar this August for film and video makers, critics, scholars, and humanists. For almost thirty years, Bruce Harding, a Cornell filmmaker, has photographed his distinguished colleagues at the Flaherty seminars. A selection of this work comprises the exhibition. An unusual honesty and lack of pretense characterize these informal black-and-white portraits.

**Contemporary Chinese Painting: An Exhibition from the People's Republic of China, Sept. 12-Oct. 28.**

Comprising sixty-six paintings and sketches using traditional materials, this exhibition presents an overview of Chinese painting today. Included are hanging scrolls, album leaves, fan paintings, and a long handscroll. Thirty-six artists are represented, including younger, emerging painters as well as established ones. Most of these works have never been seen or published outside China. The exhibition was organized by Lucy Lim, Director of the Chinese Culture Center of San Francisco, in cooperation with the Chinese Artists' Association of the People's Republic of China.

**John B. Brady: 1953-1983 Prints and Drawings, Sept. 8-Oct. 28.**

This exhibition features the work of the late John B. Brady, who was a former undergraduate and graduate student in Cornell University's Department of Art. A promising young artist, Brady created complex prints rich in mystery, symbolism, and implied narrative. The exhibition was organized by Barbara J. Blackwell, Associate Curator of Prints at the Johnson Museum, with support from the John Kip Brady Foundation.

**Cornell University Art Department Faculty Exhibition, Sept. 8-Oct. 28.**

This is an annual exhibition of recent works by current faculty and emeriti professors of Cornell. Presenting a wide variety of media and styles, the exhibit demonstrates the vigor and

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26	27	28	29	30	31								

continued variety of the department.

**From the Age of David to the Age of Picasso: French Drawings from a Private Collection, Nov. 7-Dec. 23.**

This exhibition comprises fifty magnificent French drawings from the early nineteenth to the mid-twentieth centuries. A new approach to light as well as an increasing importance on the artists' personal responses resulted in an enormous diversity of styles. Represented are Ingres, Delacroix, Degas, Van Gogh, Renoir, Picasso, Miro, and many others.

The exhibition was organized by the Museum of Art at the Rhode Island School of Design in collaboration with the High Museum of Art, Atlanta, Georgia. Complementing the show, works by English and American Draughtsmen from the Johnson Museum's permanent collection as well as a gallery devoted to an explanation of drawing techniques will be on view.

**Photography in California: 1945-1980, Nov. 7-Dec. 23.**

California has long been one of the country's most active photographic centers. The exhibition traces the historical development and artistic growth of photography in this state from the end of World War II to 1980. Featured are more than 200 black-and-white and color photographs by fifty photographers who have lived and worked in California. The exhibition was organized by the San Francisco Museum of Modern Art.

The Herbert F. Johnson Museum of Art is open Tuesday through Sunday from 10:00 a.m. to 5:00 p.m. Admission is free. For more information call (607) 256-6564.

## Religious Services

### Jewish Services

**Friday, August 10, 7:30 p.m.** Founders Room, Anabel Taylor Hall.

**Saturday, August 11, 9:15 a.m.** Edwards Room, Anabel Taylor Hall.

### Episcopal Service

**Sunday, 9:30 a.m.** Anabel Taylor Chapel. Holy Eucharist. Nursery, but no Sunday school.

### Lutheran Service

**Sunday, 9:30 a.m.** 109 Oak Avenue. Nursery available. Coffee Hour follows in the Fellowship Room. Holy Communion, first Sunday of every month.

### Korean Church

**Sunday, 2 p.m.** Bilingual Worship Service. Anabel Taylor Chapel.

### Catholic Mass

**Saturday, 5 p.m. and Sunday 10 a.m.** Auditorium, Anabel Taylor Hall.

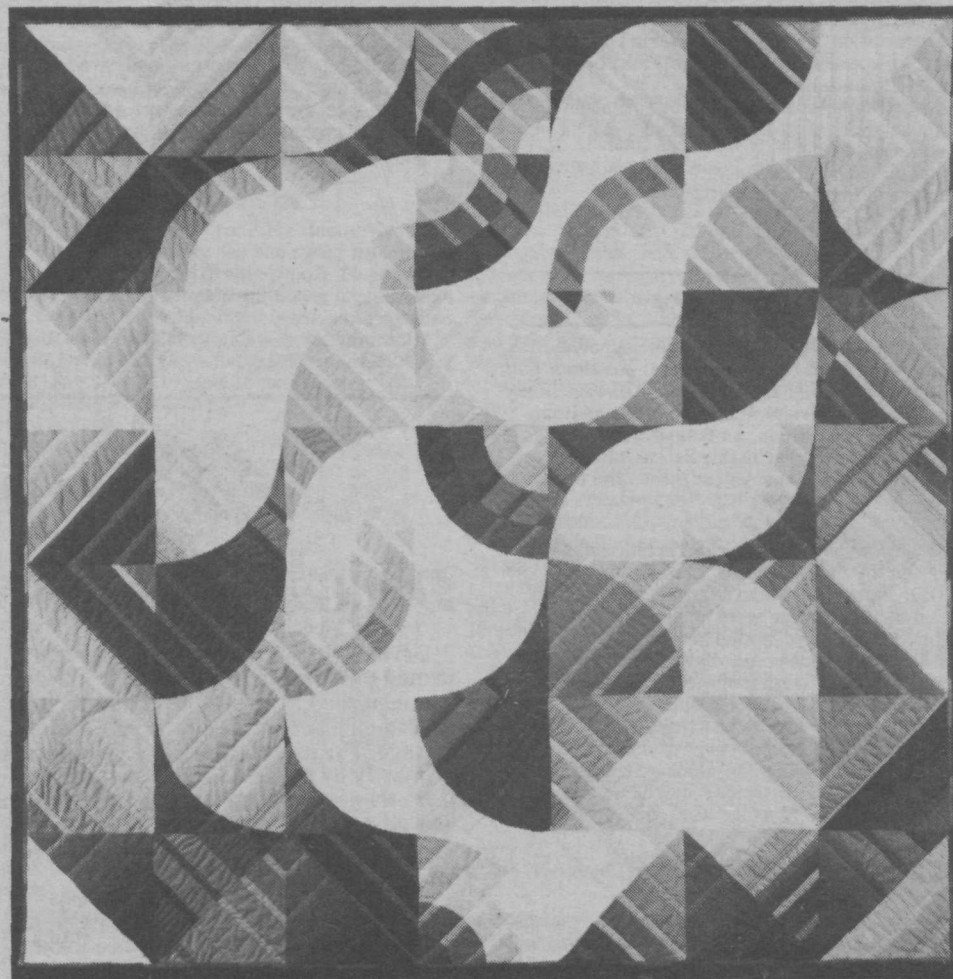
# Barton Blotter

Seventeen thefts totaling \$1,503 in losses of cash and valuables were reported on campus during the period July 30 through Aug. 5, according to the morning reports of the Department of Public Safety.

The thefts included \$166 in cash taken from five offices and dormitory rooms on campus. In addition a total of \$109 worth of cash and valuables were reported missing as a result of the theft of three wallets and two purses from various sites on campus.

The largest single theft in terms of dollars was \$770 in clothing, a tape recorder, clock and sunglasses taken from a room in University Hall No. 1.

A local man was charged with loitering in Stocking Hall and released on bail.



'Blue Undercurrents' by Michael James is the name of this quilt on exhibit through Aug. 26 at the Herbert F. Johnson Museum of Art as part of the show "Fabric Constructions: The Art Quilt."

## Married Women Are Most Likely Group for Mental Illness

Even though single people in general are unhappier and have more serious psychiatric disorders than their married counterparts, married women constitute the highest proportion of the mentally ill.

Married men, on the other hand, have the lowest rate of mental illness, according to a Cornell study.

Furthermore, research suggests that disturbed women are more likely to marry men who are antisocial or prone to criminal behavior and who are also nonsupportive of their illness. Psychosis-prone men, in contrast, are more likely to have supportive, stable wives, says Elaine Walker, assistant professor of human development and family studies at Cornell.

Walker and three colleagues examined the relationship between gender, marital status, and psychotic symptoms in 882 schizophrenic patients, using records from the New York State Office of Mental Hygiene.

Previous studies had shown that mentally ill men tend not to marry as often as women who are predisposed to mental illness. This "selection" theory, which presumes that potentially psychotic men are filtered out of the marriage pool, could explain why there are more unmarried psychotic men than unmarried women in psychiatric wards.

Another theory — the "protection" theory — maintains that marriage provides a supportive environment for those who are inclined to suffer from mental disturbances, thereby minimizing the potential of married persons of both sexes to manifest mental illnesses.

"Some researchers argue that marriage provides a socio-emotional support system that acts as a buffer against psychological stress," explains Walker, a clinical psychologist in the New York State College of Human Ecology at Cornell.

If the protection theory is correct, though, Walker says it appears to protect only men.

"Some researchers have suggested that marriage may be beneficial to the mental health of men, but it may actually increase stress and the mental disability of women by limiting their capacity to exercise personal control over their lives," she says.

Married men, conversely, are encouraged to pursue personal career goals within the climate of a supportive family structure.

Consistent with both the selection and protection theories, the Cornell study found that male and female patients had a lower rate of marriage when compared with the general population. But female patients had a higher rate of marriage than male patients. Also, married women showed more symptoms of severe mental disability than either married men, never-married men, and formerly married women — a finding incompatible with either of the other two theories.

"Either marriage exacerbates symptoms in women, or selection into marriage operates so that women rated as more disturbed are more likely to remain married," Walker speculates.

In other words, the pressures of marriage may intensify psychotic tendencies in some women.

Walker and her co-researchers suspect that the reason why married women have so much more mental illness than married men may be primarily due to insufficient psychological support from their husbands.

Other researchers have found that husbands of mentally disturbed women were much more negative and nonsupportive regarding their wives' psychiatric disorders than women were to their husbands' problems.

Other researchers who worked on the study were Edward Kain, assistant professor of human development and family studies, and graduate student Barbara Bettes, both at Cornell, and Philip Harvey, assistant professor of psychology at the State University of New York at Binghamton.



# Networking

A Cornell Newsletter Published by Employees for Employees

## Dedicated Service Award Winner For August Is Joseph Buttino

Joseph Buttino's title is a research aide, but in reality, his title should be "the cornerstone of University Development." Joe has served Cornell quietly and diligently for 32 years; since 1970, with Development, where he is responsible for locating up-to-the-minute information about alumni and friends in the pages of the *New York Times*, the *Wall Street Journal*, and other publications. His photographic memory provides the information which helps Cornell's Development Program to be ranked 5th among all Universities.

Joe's loyalty to Cornell started as an undergraduate and has continued through his years of

service. He began as an administrative secretary in the Department of Education and later moved to the Office of the President. Here he served for about 12 years as an administrative secretary/staff writer, assisting Presidents Malott and Perkins and drafting their letters and speeches.

Because of his knowledge of Cornell and his store of general information, he is called upon daily to answer questions on a great variety of topics. This he does cheerfully and authoritatively.

His ability, good humor and courtesy have won him the respect and friendship of his co-workers.



Joseph Buttino

## CRC-Sponsored Softball Team Wins Tourney Championship

A Cornell Recreation Club sponsored slow-pitch softball team representing the University in the Annual Ithaca Industrial Softball Tournament held at Cass Park walked away with first place honors in the 18-team, two-day event.

In the double elimination tournament format, the CRC team defeated New York State Electric and Gas 5-4, Pall Trinity Micro of Cortland 15-0, IBM's "A" Team 11-1, and Cargill Salt 18-7 in Saturday's action. On Sunday, the Cornell team defeated the Borg Warner Automotive Division Team 6-9 in the finals of the winner's bracket. The Borg Warner team had to wait until action was completed in the loser's bracket. (Teams that lose one game must play in the loser's bracket until only one team remains).

Another IBM team emerged as the winner of the loser's bracket and then had to defeat Cornell twice if they expected to win the championship. Cornell quickly dashed any hopes of victory for the IBM team by scoring 3 runs in the second inning and 4 more in the third on their way to a 10-1 victory and the championship.

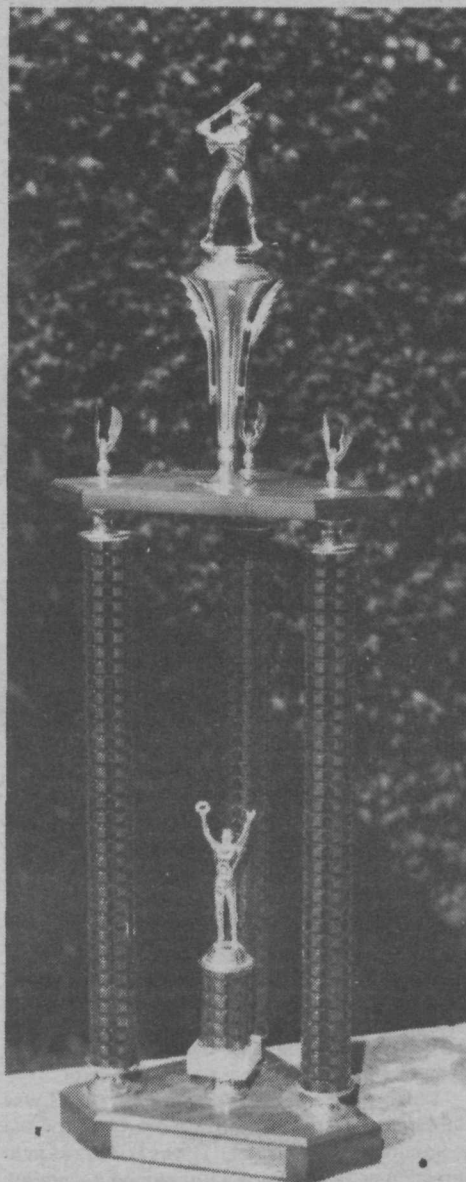
Team members included: Harry Evans (manager) Hotel Administration, Professor Vern Gracen (catcher) Plant Breeding, Pete Tufford (pitcher) University Personnel Services, Jim Ray (first base) Chemistry, Andy Mason (second base) Athletics, Dave Koehler (shortstop) Computer Services, Dick Mooney (third base) Public Safety, Jim Honness (outfield) Chemistry, John McKeown (outfield) Controller's Office, Joe Leonardo (outfield) Veterinary College, John Durbin (outfield) Public Safety, Tom DeMore (designated hitter) Statler, and Professor Dennis Ferguson (infield) Hotel Administration.

The championship trophy is on display in the CRC office, 165 Day Hall.

### CRC Jackets on Sale

Take a look at the super quality CRC jackets going on sale next week. Sizes range from extra-small to extra-large and come in two weights and two colors. You may choose a light-weight for spring and summer for \$15.00 or a fleece-lined version for \$25.00. Colors are red or white with the alternate color applying to the "Cornell Recreation Club" lettering on the back and CRC

*Continued on Second Page*



## Cornell Careers

*'How to Make the System Work For You'  
Discussed; New Topics Planned for Fall*

*Contributed by University Personnel Services*

Participants in the last 1983-84 Cornell Careers session, "Working with Staffing; Making the System Work For You," learned how jobs are filled at Cornell and how to make their job searches more effective.

Judith Morgan, manager of Staffing Services, shared statistics on the number of job vacancies each year at Cornell and the kinds of jobs most frequently available. She noted that the University receives 10,000 external applications in addition to nearly 3,500 employee transfer applications, for approximately 1,200 openings per year.

Positions can be open from one week to six months, depending upon size and quality of the applicant pool for a particular job and depending upon differences in the search process among University departments. Judy pointed out that, "fifty-four percent of Cornell job openings are filled by current Cornell employees."

Cynthia Smithbower, the staffing specialist for technical positions, described the steps involved in filling the vacancies. She discussed paper flow and development of the search plan by the hiring supervisors and the staffing specialists. Selecting the appropriate candidate involves numerous steps such as application review, phone contacts, first interview, reference checks, and sometimes subsequent interviews, she explained.

Participants also learned how a pool of applicants is developed for each job vacancy. Courtney Fletcher, staffing specialist for general services jobs, described how employees are referred, how active applications are reviewed, and how advertising is determined.

Career search materials, including a new brochure developed by Staffing Services to assist transfer applicants, *Pursuing Career Opportunities at Cornell*, were distributed to participants. Esther Smith, staffing specialist for clerical and administrative positions, discussed the career search material and offered some practical advice on how to apply for a job at Cornell. Smith stressed that employees should "seek a staffing specialist's advice on planning their searches, keep in contact with the appropriate staffing specialist throughout their job searches, and let the staffing specialist get to know their job skills."

The session ended with a variety of questions covering roles and responsibilities of employee transfer applicants, department hiring supervisors and the staffing specialists, in the transfer process. Vashti Peagler, compensation specialist, was on-hand to answer salary and job classification questions.

The 1984-85 Cornell Careers program will begin in September and continue to be held on the second Thursday of each month at 202 Uris Hall, 12:15-1:15 p.m.

## Operation Campus Watch

*Preventing Purse and Wallet Thefts*

*By LISA SPRAGUE, Crime Prevention Officer, Cornell Public Safety.*

In the past two months there has been a surge of purse and wallet thefts. These thefts occurred during regular business hours and were committed by individuals who entered an academic building and went from office to office until they found an unattended area. The items were just picked up and carried away.

- **Lock** all office and lab doors when not in use, even when leaving just for a moment.

- **Lock** desks, filing cabinets and closets when not in use.

- **Never** leave your purse or other valuable items on or under your desk. Keep these items out of sight and locked up.

- **Be alert and observant.** If you see someone or something that you think is suspicious, **report it!** Let Public Safety check the person or circumstances. Call us at 6-1111 or pick up a blue light phone.

Any University department which desires to have a Public Safety crime prevention specialist speak to their group on security concerns may make arrangements by contacting the Public Safety Crime Prevention Unit at 6-7404.



# Around Cornell: Consumer Economics and Housing

## Smart Shopping—Round Two



Heinz Biesdorf

In *Networking's* July 23 interview, Charlie Consumer started learning how to be a better shopper from Heinz Biesdorf, Cornell's Professor of Consumer Economics and Housing. He also discovered more about "Supershipper" Biesdorf, who practices what he preaches at such occasions as his daily WHCU radio talks. Charlie found Biesdorf's enthusiasm for smart shopping contagious. Theory turned into practice as bargains the professor and his wife Ellen found at supermarkets, clothing stores and garage sales were described. The lesson became even more realistic when Biesdorf pointed to his good-looking shoes and revealed that he only once paid more than \$15.00 for a pair that regularly may cost from \$29.00 to \$79.00. Charlie also studied the kit "Be a Better Shopper," which he ordered from "Be a Better Shopper," P.O. Box 191, Dept. CU, Ithaca, New York 14853. (Note: Also available from June Franklin, 130 Day Hall). Some samples of smart shopper advice from the kit follow:

- Non-food items make up about 20 percent of the average shopper's supermarket bill. The prices of many of these are frequently lower in stores other than supermarkets. It's a good idea to shop around for the best price.

- When comparing prices per pound among dried soup mix, condensed soup and heat-and-

serve canned soup, the dried mixes may appear expensive. But the dried soup mix may be the best buy, because shoppers pay only for the basic soup ingredients and not for the water.

- Such products as instant and freeze-dried coffee may be of different strengths. Unit pricing is often a quick and easy method of determining which product is the best buy, but shoppers should be sure that the items they compare are actually comparable.

- If a package is labeled "juice," it must contain the natural liquid squeezed from the mature fruit. "Drinks," "nectars," "juice drinks," "punches" and "juice cocktails" usually contain larger amounts of sugar and water than pure juices. Smart shoppers should be sure that they pay for what they want—for example, whether they are buying grape juice or a man-made grape flavored drink with water and sugar as chief ingredients.

- The supermarket spice section usually contains two products called "onion powder" and "onion salt." The ingredient statement of onion salt will indicate what shoppers pay for—mostly salt! The same goes for "garlic powder" and "garlic salt." In one case, shoppers buy a full-strength spice, and in the other they pay a high price for plain salt in a fancy bottle with a spice added!



- The ingredients listed on an instant chocolate-flavored mix may read: "sugar, cocoa processed with alkali, lecithin, salt, artificial and other flavorings." In this case, the main ingredient is not cocoa, but sugar, which is why it is listed first. Smart shoppers will want to carefully study the order in which the ingredients are listed, if no percentages are given.

Consumer tips are covered by Biesdorf via WHCU as follows, daily at 6:06 a.m. (AM and FM), in the afternoons between 2:30 and 3:30 p.m. (WHCU AM) and in the early afternoon of every Tuesday around 12:25 p.m. on WHCU AM and FM.

—Anna Moratz

## FOCUS

### On the Employee Assembly

At the July 18 Employee Assembly meeting, Bill Wendt, Director of Transportation Services, presented an overview of transportation and parking projects underway or in the planning stages.

1. Construction of the parking garage on Hoy Field will commence in May of '85. Intersection improvements in that area will begin soon.

2. Plans are to provide approximately 90 additional parking spots below Martha Van and near Toboggan Lodge.

3. Seven new spots will be added in the Sage Grad Center court yard.

4. The Stewart Avenue and Williams Street

lot will be increased from 75 existing spots to 120.

5. Parking along Central Avenue from Uris Library to the Johnson Museum will be modified to minimize existing hazards and to improve aesthetics. No net gain or loss will occur.

6. Sage and Barton metered parking will become "U" parking. This will provide 80 additional "U" slots. The new parking garage, when completed, will provide for visitor parking.

7. Plans are for approximately 160 spaces under the new town house by Travis in College town. It will be metered parking. The status of this facility is not resolved to date.

8. Approximately 90 new parking spaces are scheduled to be built near Delta Kappa Epsilon House, West Avenue and Edgemore. Dorm rate will be charged for this parking.

9. Wider curbing and other improvements will be made to Campus Road between Stewart and Central Avenues.

10. Improvements are planned for Jessup Road near North Campus.

11. The administration is *not* proceeding with any new peripheral parking (i.e., in the East Hill area).

### Employee Day Reminder

Set aside the date! Employee Day is September 29, when the Big Red challenges the Red Raiders of Colgate.

Plans are to provide displays in Barton Hall of Cornell employees at work in the diverse activities that go on here.

Game time is set for 1:30 p.m. A chicken barbecue in Barton will be from 4:00 to 6:00 p.m., but plan to stay longer for entertainment and socializing.

The PAF form will be encased in a tear-off jacket much like a W-2 form, now that it will function as a turnaround document.

### Keeping PAF Information Up to Date —Through a Turnaround Document

Submitted by University Personnel Services

How soon does appointment processing information get entered into the payroll/personnel system at Cornell? How do you know that the information entered into this data base will show up correctly?

One way to ensure the accuracy of data upon which employee pay depends is use of a turnaround document. Turnaround documents verify the accuracy of information put into a system. They are designed to keep information up to date with the least amount of paperwork, while minimizing the possibilities of error.

When the Personnel Action Form (PAF) was introduced last year, one of the goals of the committee that developed it was for this form to function as the basis of a turnaround document. Effective with the current pay period, departments can expect to receive turnaround documents for many of the actions they record on the Personnel Action Forms.

Employees receive a copy of the PAF submitted to University Personnel Services whenever the department initiates an individual action, such as a change in status or salary. The

PAF only documents changes about which communication has already taken place.

The turnaround document will look like a cross between a PAF and the type of envelope and Form used in reporting W-2 information. The department representative (an individual designated by his or her department) will use the turnaround document to verify the accuracy of information already input into the payroll/personnel system. The representative will use this same form to enter future personnel actions. In effect, it becomes the next Personnel Action Form, to be used when the employee's data changes again.

Each turnaround document will be mailed to the department approximately two weeks after the date of the action. The turnaround document has been designed to alleviate much of the departmental paperwork involved in the payroll/personnel appointment process. Any questions regarding turnaround documents or PAFs should be directed to the Operations section of University Personnel Services at 256-7300.

### CRC Softball—

Continued from First Page

logo on the front. Stop by 165 Day Hall in approximately one week for a look at the samples and to obtain further details. Remember, the office is open from 9:00 a.m. to 1:00 p.m. during the summer.

For the kids, CRC is sponsoring a bike-a-thon to promote bicycle safety on August 11 at the B Lot at 10:00 a.m. The children will be divided by age into three groups with first, second and third prizes awarded in each division.

And don't delay in making your reservations for the Springside Dinner Theatre trip August 16. You will see "The Best Little Whorehouse in Texas," enjoy a fine meal and make some new friends—or bring along a friend of your own. The entire cost is \$24.00 per member or \$29.00 per non-member.

Shopping Spree to Heading, PA

August 17 — Full days of bargains, summer clearance sales, good opportunity for school shopping. Remember *no tax on clothing* — seats not available. August 10 deadline. Call Becky Cofer at 6-7565 or Dot Messenger at 6-7743. \$20/members, \$25/non-members. Non-Cornell people welcome to go.



# Leadership Leads

## Management and Leadership Skills Column Is Revived

Early issues of *Networking* included a column on management and leadership skills. The editors have agreed to reestablish the column.

All persons, regardless of their level of work, need to improve leadership skills. This is so because leadership is the ability, talent, or art of interacting in a friendly, effective and pleasant way as one human to others.

But such skills cannot be picked from a bush or off a tree. To borrow an old cliché, "leaders are not born, they need to be developed."

Much material is available from various programs, courses and other sources from within or outside Cornell. Whenever possible, credit will be given the source.

To crank the column up again, a piece of material on the lighter side is chosen, prepared by Professor Emeritus Russell D. Martin, for extension staff, from the Department of Communication Arts, New York State College of Agriculture and Life Sciences, and New York State College of Human Ecology, Cornell.

### How Not To Run A Meeting

Have you ever been: elected president of an organization, asked to chair a meeting, or preside at a conference? Here are a few tips that will enable you to conduct a meeting that will be boring, will seem interminably long, will help get people mad at you, and will accomplish almost nothing.

- Don't call the meeting to order at the time announced. Convene at least 15 minutes late, preferably 25. People expect it so why disappoint them.

- Never have any hosts or hostesses to welcome people. This is especially important if you are expecting "new folks." It helps separate the "somebodies" from the "nobodies."

- Do not test the microphones. The chairperson should begin the meeting by blowing into the mike and barking, "Testing, testing, 1, 2, 3, —." Even more effective is to begin speaking, only to find that the mike is dead. Considerable time can be wasted while volunteers click switches, fiddle with electric cords, and try to locate the sound technician.

- If audio-visual equipment is to be used, it should not be checked out in advance. Several minutes can be wasted trying to find someone who can turn on the projector, focus it, make the tape recorder operate at the right speed, or determine why the projector fan runs but the light won't come on.

- Light switches should not be located before the meeting begins. The same goes for heating and air conditioning controls.

- If you have handout materials, don't bother to collate them; and, by all means, have them mimeographed on the same color paper.

- When introducing a speaker, announce that copies of the speech are located on a table near the exit. This can empty a large room in seconds.

- When a speaker has finished, be sure to "re-hash" what was said. It is always safe to assume that you were the only one intelligent enough to have grasped the full meaning of what was covered.

- If there is a question and answer session, never repeat the question. It adds interest to be able to hear the answer to a question you never heard.

- Use your gavel to help drown out any excess noise and regain attention. It is your symbol of authority. Merely rapping it once or twice indicates a weakness on your part.

- Never bother to prepare an agenda for the

meeting. This might make things run so smoothly that people will think you didn't accomplish very much.

- Be sure to call for a report from all committee chairs whether they have anything to report or not. Checking with them in advance is a waste of your valuable time.

- Disregard all basic rules of parliamentary procedure. After all, in this way you can really dominate things and make yourself extremely unpopular.

- Don't worry that you might not have a quorum. That's just their tough luck if they aren't present to vote.

- If a motion is made and you didn't hear a second, don't bother to ask if there was one. People will just think you have poor hearing.

- Except in the case of a small group (less than 12-15) never insist that a person rise and be recognized when wishing to make a motion or enter into debate. After all, it's just as easy to determine whose hand was raised first.

- Never repeat a motion after it has been made. It's just a waste of time, and besides, people enjoy debating an issue they didn't completely hear and understand.

- Let one or two people dominate the discussion. After all, they're probably the only ones with anything worthwhile to say, and it does away with having to listen to both sides of an issue.

- Don't waste time calling for the "No" vote if it is obvious that the "Ayes" have it. Who cares that the minority has a right to be heard.

- When you appoint a special committee to look into an issue, never set a deadline at which they are to report. Committees always function better if they don't have to get at their assignment too soon and then can move along at a leisurely pace.

- Always insist that the treasurer's report be "adopted," "accepted," or "approved" when it is not accompanied by an audit. In this way you can give the treasurer an opportunity to take that cruise he or she has always longed for—at your expense.

- Avoid any flexibility in the format. If the meeting is running late and the members are growing edgy, don't do anything to speed things up. Stick right to the script to the bitter end.

## Where to Call for What

257-2111 Aetna Claims Office (Cornell Health Care Plan)

6-7597 Academic Personnel Information

6-3976 Affirmative Action Office, University

6-3715 Assemblies, Office of the

257-2160 Automobile Insurance, William M. Mercer, Inc.

6-4600 Automobile Registration

6-3782 Bus Service, Campus

6-7170 Compensation (University Personnel Services)

Acting appointments; exempt/non-exempt status; general pay matters; grade levels; hiring rates; job descriptions; job titles; overtime pay rates; pay ranges; shift pay; temporary pay rates.

Cornell Federal Credit Union

6-5111 Bailey Hall office

6-4382 East Hill Plaza office

273-1129 Employee Assistance Program

6-3936 Employee Benefits (University Personnel Services)

Central Employee Registration (CER); Cornell Children's Tuition Scholarship (CTS); Endowed Group Health Care Plan; Group Life Insurance Plan; Long Term Disability (LTD); Short Term Disability (DBL); retirement plans; vacation; Voluntary Accidental Death and Dismemberment Insurance (VADD).

Posters with the new Employee Assistance Program telephone number will be distributed next week. A direct line to EAP staff at Family and Children's Service is among the improvements in the program.



Employment verifications  
6-7300 Personnel Systems  
Data requests  
6-5208 Psychological Service, Gannett Health Center  
6-1111 Public Safety, Department of  
6-3752 Sports Information  
6-5226 Staffing Services (University Personnel Services)  
Advertising job openings; applicant referrals; appointment of minors; employee transfers; job posting; temporary help; testing.  
272-1616 Suicide Prevention and Crisis Service

6-5165 Theatre Cornell (University Theatre) Tickets  
6-7333 Athletic Ticket Office  
6-2500 Alice Statler Box Office  
6-4297 Bailey Hall Box Office  
6-5144 Music Department  
6-5165 University Theatre Box Office  
6-3430 Willard Straight Box Office  
6-4600 Traffic Bureau

6-4455 Employee Benefits, Statutory Colleges Finance and Business Office  
Group health insurance; retirement plans; dental insurance.

Employee-Elected Trustees

6-4862 Dominic M. Versage

6-6590 George Peter

6-7206 Employee Relations (University Personnel Services)

Employee complaint procedures; Labor Relations; supervisory consultation; Unemployment Insurance; Workers' Compensation.

6-4862 Environmental Health, Office of

6-4987 Extramural Program

6-5155 Gannett Health Center

6-4196 Legal Aid Clinic

6-3741 Life Safety Services

6-3715 Networking

6-4321 Ombudsman

6-7300 Operations (University Personnel Services)

Address changes; appointment processing; Personnel Action Form

6-8535 Organizational Services (University Personnel Services)

Consulting; organizational development

6-5194 Payroll Office, Endowed

6-2022 Payroll Office, Statutory

6-7300 Personnel Records

## In Memoriam

The Cornell community mourns the loss of John Ellis. John was the son of Charles Ellis, Buildings and Grounds Care.



# Employee Calendar

## Events of Particular Interest to Cornell Employees

**Friday, August 10.** Reservation deadline for Cornell Recreation Club trip to Reading, Pennsylvania;

Reservation deadline for Cornell Recreation Club whitewater rafting trip.

**Saturday, August 11 - Sunday, August 12.** Cornell Recreation Club Toronto weekend, Toronto Blue Jays game, B-Lot, 6:00 a.m.

**Wednesday, August 15.** Employee Assembly meeting, 12:15, B-8 Roberts Hall.

**Thursday, August 16.** Cornell Recreation Club Springside Dinner Theater, Auburn, NY, B-Lot, 5:15 p.m. (Sold Out)

**Friday, August 17.** Cornell Recreation Club trip to Reading, Pennsylvania, B-Lot, 6:00 a.m. (Reservation deadline August 10).

**Saturday, August 25.** Reservation deadline for entry form and fees for Cornell Recreation Club Third Annual Golf Tournament Banquet.

**Monday, August 27.** Networking deadline (September 6 issue).

**Saturday, September 8.** Cornell Recreation Club Third Annual Tournament banquet, 9:00 a.m., Dryden Lake Golf Course. (Reservation entry form and fees by August 25)

**Saturday, September 15 and Sunday, September 16.** Cornell Recreation Club whitewater rafting trip, B-Lot, 6:00 a.m. (Reservation deadline August 10).

**Monday, September 17 through Friday, September 21.** Tickets for Employee Day available at Grumman Squash Courts ticket office from 9:00 a.m. to 5:00 p.m.

**Saturday, September 29.** Tenth Annual Employee Day, kickoff 1:30 p.m., Schoellkopf Stadium; barbecue 4:00-6:00 p.m., Barton Hall. (Tickets available at Grumman Squash Courts ticket office from September 17 to 21.)

Submit listings for Employee Calendar to Jean Novacco, University Personnel Services, 130 Day Hall.

## Life Safety Lines Some Tips on Lifting

Moving an object from a shelf, rack or table must be done safely to avoid accidents and injury. Most people use caution when lifting objects from the ground. The same care is important when moving things already stored in an elevated place. Heavy objects are not exclusive to warehouses. Boxes of paper, books, and computer printouts found in many offices can be quite heavy.

Two common and potentially hazardous lifting situations follow.

- Removing material from a rack, table, or shelf to find out it is too heavy to be safely handled. An attempt to grasp the material as it falls can be injurious.

- Handling too large a box and finding it difficult or impossible to see past the object to the destination.

Here are some tips for handling objects safely.

1. Plan your procedure before you move the object.

2. Determine the weight of the object to avoid underestimating.

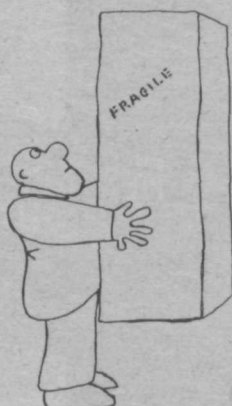
3. Decide if the object is too bulky for one person to move. The object's center of gravity should not be more than twenty inches from the carrier's body. If a box measuring more than thirty inches on any side weighs more than twenty pounds, do not attempt to move it by yourself.

4. When moving through doorways, take care not to injure your fingers.

5. When changing directions, turn your body and feet at the same time. Avoid twisting only your body.

6. Use leg muscles when lowering an object. Keep your back straight and the object close to your body.

7. Wear gloves when moving sheet metal, glass or other sharp material.



8. Choose people of similar physical stature when lifting as a team. Select a leader and agree on signals.

9. Request help when necessary.

Many of these tips involve common sense, but statistics show that a reminder may help. In any case, it can't hurt.

"Life Safety Lines" is presented by Cornell University Life Safety Services in cooperation with "Networking." Questions and comments for "Life Safety Lines" should be addressed to: "Life Safety Lines," c/o Insp. Ernie Thurston, Cornell University Life Safety Services, Toboggan Lodge, Cornell University.

## Dedicated Service Award

Many individuals at Cornell University contribute to the success of their department and the University through the use of talents that may not be recognized in their official job description.

Do you know someone who takes particular pride in their work, who exhibits a willingness and cheerfulness in the dispatch of their duties, who provides service beyond the call of duty, and who makes life at Cornell a rewarding experience for those with whom they come in contact? Networking is looking for special people you feel should be recognized for their special contribution. The **Dedicated Service Award** is open to any Cornell employee, regardless of rank.

Nominate someone today by filling in this form and please note that you should accompany your ballot with a paragraph explaining why you wish to nominate this person and a list of signatures from other department members supporting your candidate. If your candidate is selected, we will be in touch with you to supply additional information.

### For the Dedicated Service Award I NOMINATE

Employee's name: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Working Address/Phone #: \_\_\_\_\_  
 Person submitting nomination: \_\_\_\_\_  
 Dept./Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Mail to: Carol Thurnheer, 216 Plant Science Bldg.

## For the Health of It Prevent Overcharges by Checking Those Hospital Bills Carefully

Contributed by University Personnel Services

Whenever you receive a bill for hospital services, check it carefully. Hospital bills may have errors, which cost you and your health care plan money. If you keep track of the services provided to you by the hospital and review your bill, you can prevent overcharges.

After you receive your bill and have examined it carefully, ask yourself the following questions. If you answer "no" to any of them and a related charge appears on your bill, you should review the charge more carefully. Keep in mind that hospital bills do not usually include charges for services rendered by physicians in private practice, or other professionals, such as radiologists, who are not members of the regular hospital staff. You will be billed separately by these health care professionals.

### Checklist

Are the admission and discharge dates correct?

Were you charged for the correct number of days? Remember: if you were discharged prior

to "check-out" time, you should not be charged for the day of discharge.

Were you charged for the right kind of room, for example, semi-private, private, intensive care?

Did you receive the equipment and supplies you were billed for such as bed pans, slippers, humidifiers?

Were you given any equipment to take home with you, such as crutches, canes or walkers?

Did you have x-rays?

If you had surgery, do the dates for the operating room, anesthesia, and recovery room charges coincide?

If you think you may have found an error on your bill, call the hospital's billing office and ask them to explain the charge to you. If you still think there's a mistake, ask them to check your medical record.

Help hold down costs to help your plan continue to provide the level of coverage you need. Both you and Cornell win when billing errors are identified and corrected.

## Classified Ads

**For Sale:** Living room chair, good condition. Large flowered print (earth colors). Phone 277-0759.

**For Sale:** APPLE II Plus computer, 64K RAM clock, serial and parallel interfaces included. Excellent condition. Originally \$1,400, will sell for \$700. Call 297-7310.

**For sale:** 1948 Buick Roadmaster Sedanet, 83,000 miles. Call 257-0071.

**For Sale:** Attractive 14 x 70 two-bedroom mobile home set up in park close to Cornell. Wood stove, washer and dryer, 12 x 12 shed included. Excellent condition! 257-7459 evenings.

**For Sale:** Lott Federal Mod. 290 enlarger with 90 mm lens, \$15 (plus developing tanks, enlarging easels, safelights, etc.) 257-3196 evenings.

**For Sale:** Fiberglass sailboat, 14' MACH II, \$350. 6-2329, Jerry.

**For Sale:** Tractor, 8N Ford, new tires. Good paint and condition. Mechanically good. \$1,500. 589-6050, evenings and weekends.

**For Sale:** Wood stove, 18,000-20,000 BTU

rated. Schrader brand. 3 years old. Very good condition. \$200. Motorcycle, BMW, 750cc engine in Earle's fork frame. This conversion project needs final touches. \$1,800 or best offer. Phone 257-0335.

**For Sale:** Lined draperies. 72"W x 54"L, white; 72"W x 54"L, straw; 75"W x 54"L, beige. Like new. \$25 per pair. Call Kathy at 6-4169 days.

**For Sale:** Good refrigerator, 10 cu. ft., used 1 year. Double bed with frame. Manual and electric typewriters. Two Datsun pick-up wheel rims. Call Chris 257-3935.

**For Sale:** Chevy Vega '75. Must sell. \$360. Call 257-5392.

**For Sale:** Cocker Spaniel puppies Buff/Blonde. AKC registered, shots and wormed. Mother and father on premises, ready last week in August. 533-7597.

**For Sale:** Frigidaire refrigerator in good working condition, \$99. Call 277-3975 evenings.

**Wanted:** Someone to fix my Kimball "Swinger" Organ. Call Dot 6-7743 or 272-4271.

**Wanted:** Porta-crib in good condition. Call Dot 6-7743 or 272-4271.

**Wanted:** Employee-Grad. Student couple with small child wants to find a used love seat for a very reasonable price or free. Days call Clare 6-5442, evenings 387-9666.

**Ride Needed:** Two days a week to and from Indian Creek Road (near hospital). Call Loni, 256-5008.

Please submit all Classified & Ridesharing Ads to Linda English, NAIC, Ind. Res. Park, 61 Brown Rd. (via campus mail). Please note: there will not be an August 23 issue of Networking. The deadline for the September 6 issue of Networking is August 27. At present, all classified and ridesharing ads are free of charge to Cornell faculty, staff and graduate students.

## Networking Deadlines

No Issue for August 23

August 27 (September 6 issue)

September 10 (September 20 issue)

September 24 (October 4 issue)

October 8 (October 18 issue)

October 22 (November 1 issue)

Articles may be submitted to Donna Updike, Room 3M11 Martha Van Rensselaer Hall; Mary Jamison, Room 110 Olin Library; Linda English, NAIC, Research Park, 61 Brown Road. Articles must be typewritten and double spaced when submitted or be subject to refusal. Thank you!!!

## Editorial Board

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