

# CORNELL Chronicle

Volume 25 Number 25 March 18, 1994

## FACULTY COUNCIL VOTE

The Faculty Council of Reps last week approved resolutions for a Latino Living Center, tuition cap and the standing of lecturers.

3

## OVER THE YEARS

A photo display shows President Rhodes in a variety of the roles he has played at Cornell. An interview with Rhodes and his resignation letter are published inside.

5-8

## President Rhodes announces he will step down

By Linda Grace-Kobas

Frank H.T. Rhodes, president of Cornell since 1977 and currently the longest-serving president of an Ivy League institution, yesterday announced his intention to retire from the presidency no later than June 30, 1995.

In a letter to Board of Trustees Chairman Stephen H. Weiss, Rhodes wrote that announcing his intention to retire at the March meeting of the trustees at Cornell's Ithaca campus "will allow the Board to begin a deliberate and systematic search for a new president and will provide time for an orderly transition."

He added, "I have now been in office for almost 17 years – a long time by any standard and certainly longer than I had ever intended to serve. At your request and that of the Board, I extended my term in order to bring a number of projects to conclusion, to launch several others in a timely fashion and to guide Cornell through the current period of financial stress which is affecting all of higher education."

**'The satisfaction in life comes from spending oneself for a purpose. It is the function of the liberal arts and the business of the faculty – in professional schools no less than in colleges of arts and sciences – to create a spirit of learning that will challenge students to recognize that satisfaction and assist them in identifying their own particular purpose.'**

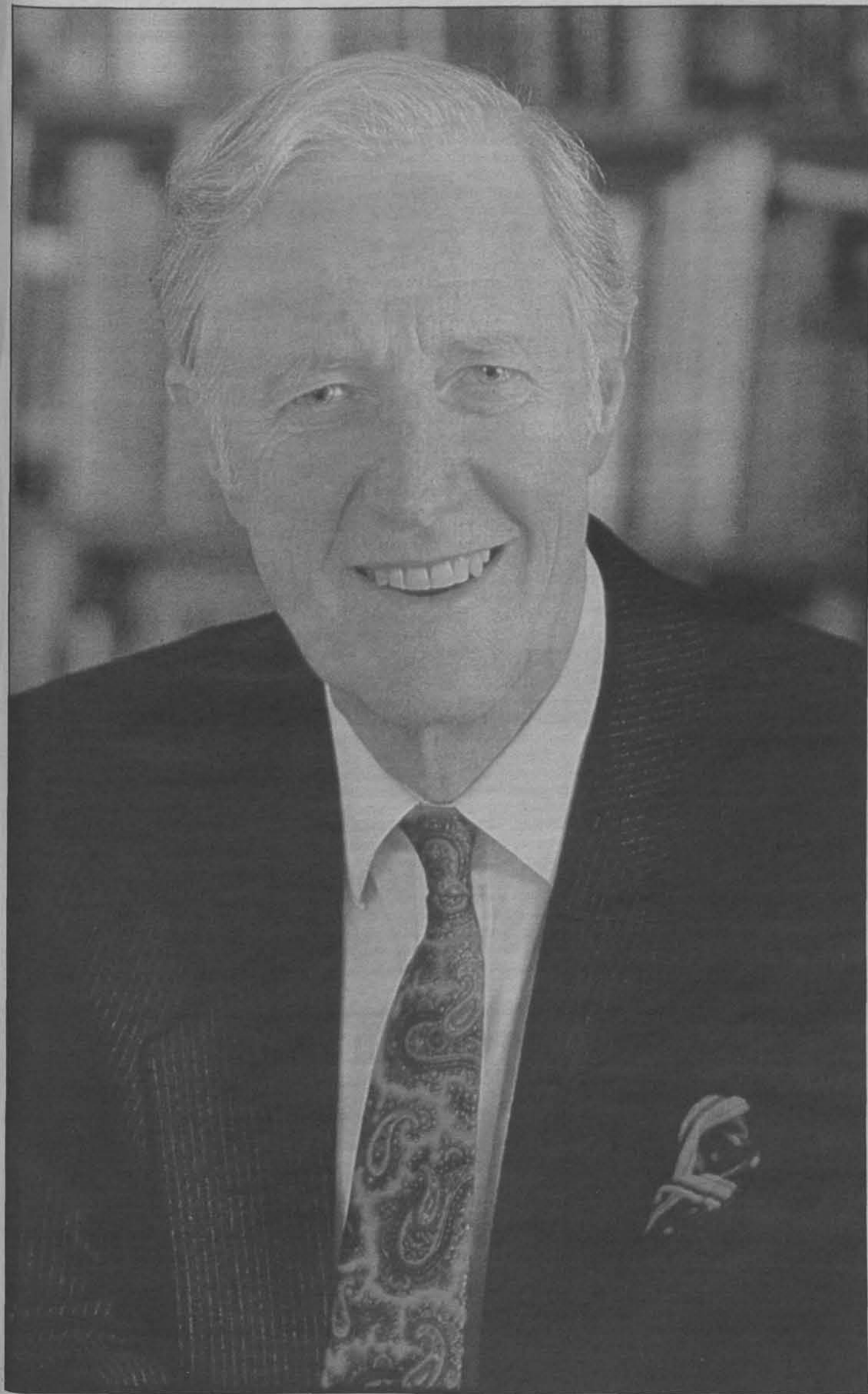
— Frank Rhodes, in the *Chronicle of Higher Education*, Point of View, May 22, 1985

Stating his belief that "Cornell is now in a very strong position," Rhodes noted that the university's budget is in balance due to "responsible downsizing" in response to reduced levels of federal and state support; the Cornell Campaign is a success, having passed the \$1 billion mark four months ahead of schedule; and strategic planning efforts and the universitywide quality improvement program are well under way.

"Your tenure as President has set a standard by which generations of future university presidents will be measured," Weiss responded in a letter to Rhodes. "During the past seventeen years, your leadership has shaped every facet of the University. Today we are blessed with an outstanding faculty, a highly qualified and diverse student body, experienced deans and central administrators, and an alumni body whose enthusiasm and generosity have enabled us to pass the \$1 billion mark in our capital campaign."

"I am particularly thankful for your willingness to have remained in office, at great personal sacrifice, during these last several years of stress for all of higher education when your leadership has never been more

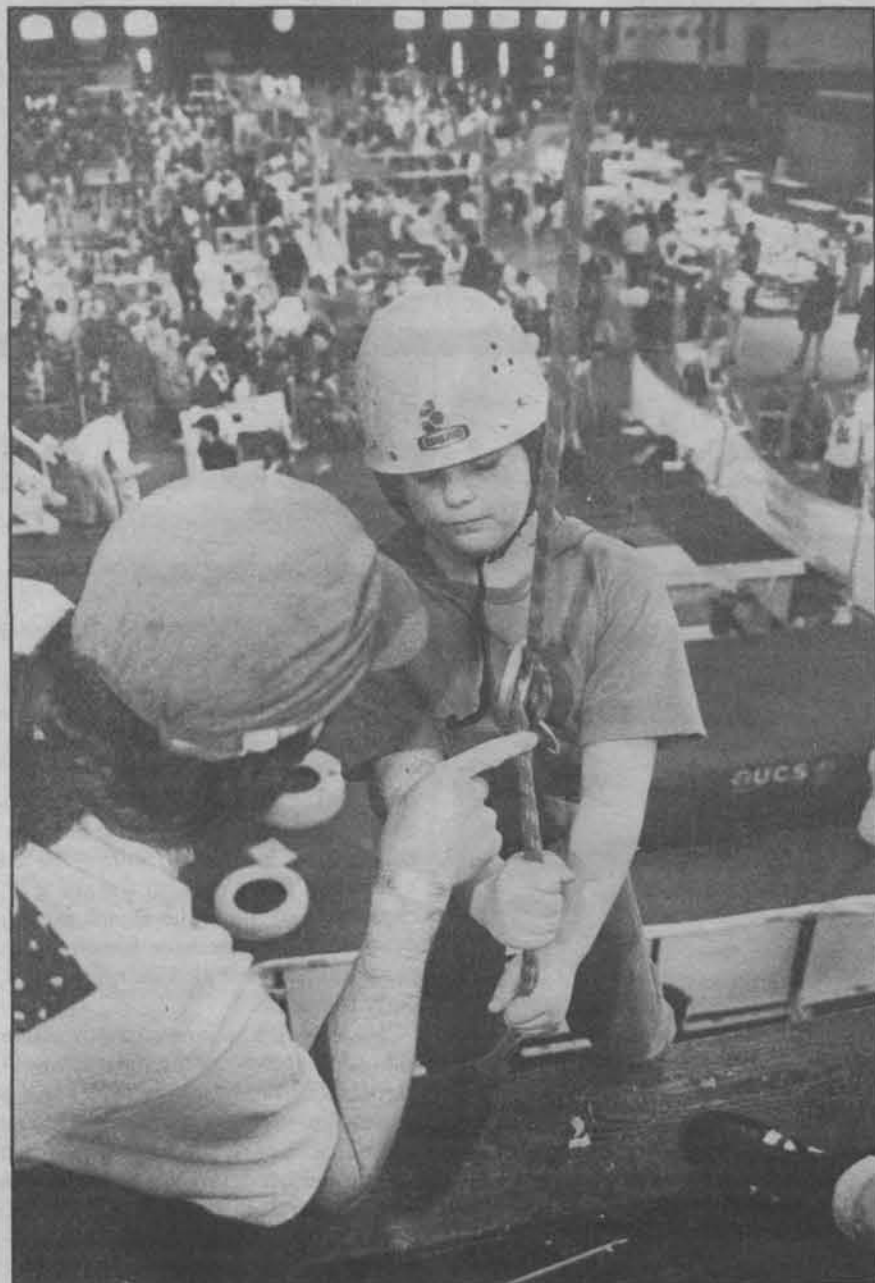
*Continued on page 10*



Chris Hildreth/University Photography

President Frank H.T. Rhodes

## Hanging in during Cabin Fever



Sharron Bennett/University Photography

**Nine-year-old Elizabeth Seldin, with the help of Cornell senior Chris Quinn, gets to try rappelling in Barton Hall at the second annual Cabin Fever Festival last Saturday. The festival, with more than 50 booths and a variety of performers, benefits the Ithaca Community Childcare Center. Approximately 4,200 people attended the daylong event.**

## BRIEFS

**■ CIT impersonation:** Cornell Information Technologies (CIT) has been informed that individuals have been masquerading as CIT Repair personnel on the campus. The names they are using are random, but some

of the names used include Jerry and Steve. They are asking people to leave their buildings opened or unlocked so service personnel can repair their equipment after business hours. CIT Repair does not request this type of access. University Police has been informed of these calls. Please report any requests for leaving your building or equipment unattended (or unsecured) to Officer Scott Lovley at 255-1111 or 255-1113. It is important to maintain the security of your computer equipment at all times, but especially before and after business hours. CIT Repair only provides service when the equipment owner is available.

**■ Star gazing:** The Cornell Astronomical Society serves as host for an open house every clear Friday from 8 p.m. to midnight at Fuertes Observatory on campus. Enjoy views of heavenly bodies through an historic 12-inch diameter refracting telescope.

**■ Dining hours:** The following facilities are open for limited hours during spring break, March 21-25: Alfalfa Room, 7:30 a.m. to 3 p.m.; Big Red Barn, 8 a.m. to 2 p.m.; Dial LUNCH delivery, 10:30 a.m. to 3 p.m.; Malott Hall, 7 a.m. to 2:30 p.m.; Sprinkles, 8 a.m. to 3 p.m.; the Ivy Room, 7 a.m. to 3 p.m.; and The\*EAT\*ory, 7 a.m. to 2 p.m. Cash Operations: Closing after lunch on Friday, March 18, will be: Martha's, Hughes, Trillium, Ivy Room, Commons Coffee House, Straight From the Oven, Straight Scoop and Alfalfa Room. Normal hours resume Monday, March 28. Co-op dining units will begin closing for spring break March 17. Check with the co-op office, 255-8582, for times and facilities.

## UAW is filing over mail plan

United Auto Workers Local 2300 says it is filing an unfair labor practice charge against Cornell in connection with a proposal to streamline processing of incoming and outgoing mail.

The mail-processing study – conducted in cooperation with Ithaca College (IC), Challenge Industries and the U.S. Postal Service (USPS) – is part of the university's Quality Improvement Program. The study could lead to the establishment of a cooperative unit that saves Cornell alone almost \$800,000 a year by taking advantage of discounts offered to large users by the postal service and commercial firms, such as UPS and Federal Express.

In a March 11 news conference in Ithaca City Hall, Al Davidoff, UAW local president, claimed Cornell has refused to share information about the study. Local 1151 of the American Postal Workers Union has joined with UAW and says it is filing a similar suit against USPS. Also participating in the news conference were Coert Bonthuis, coordinator of the Tompkins Cortland Labor Coalition; John Efrogmson (D-2nd Ward), a member of the Ithaca Common Council and chairman of its Inter-Institutional Committee; and Millie Sherwood, a Cornell employee and UAW member.

The two unions say Cornell, IC, Challenge and USPS have been meeting secretly, have not shared information about the study and have withheld information about how members of their unions will be affected. UAW represents about 1,050 service and maintenance workers at Cornell, including campus mail-delivery personnel.

"Cornell has been very public about its study," says Jeff Curtis, a management analyst at the university who serves on the quality-improvement team. He points to an August 1993 university news release that outlines the study, an article in the Aug. 5, 1993, *Cornell Chronicle* and subsequent media coverage, and to two meetings with UAW representatives – one in June 1993 and the other in February 1994.

"In June, we had a very thorough discussion of the purpose of the project, the progress and ideas under consideration," Curtis says. "Last month, at our second face-to-face meeting with Al [Davidoff] and other UAW representatives, we shared all current information about our progress and ideas under consideration."

"We also had a consultant riding routes with mail-delivery personnel in August 1993, and we've surveyed units across campus, among other contacts," Curtis says. "That is not what I would term being secretive."

Many departments at IC and Cornell use the services of Challenge Industries, an arrangement that is "very successful" and "allows offices that have large-quantity mailings, such as Undergraduate Admissions, to capture savings because of pre-sorting discounts, and to use their staff more effectively in other areas," Curtis explains.

Curtis adds, "Automation is already improving mail-delivery service across the nation. The U.S. Postal Service, for example, has a strategic national plan that involves the latest technology, such as bar

coding, and that requires the participation of large users. Cornell and other major users of the USPS and other services can choose to take advantage of cost savings and delivery improvements, or they can put their heads in the sand and let technology and customer service and satisfaction fall by the wayside." Curtis says that Cornell prefers to focus on customer service and satisfaction and improve incoming and outgoing mail service on campus.

"It is entirely appropriate that Cornell and other major mailers join forces to investigate the potential for savings and service improvements for campus units," he says.

Efrogmson, Mayor Benjamin Nichols and other politicians were scheduled to meet with Cornell Senior Vice President James E. Morley Jr. March 16 to discuss their concerns. The parties were originally scheduled to meet last month, but that meeting was postponed.

### Major areas of savings

Eliminate 100 postage meters	\$230,000
Capture available postal savings	209,000
Negotiate best rates with vendors	> 248,000
Negotiate best contract with USPS	> 100,000
<b>Total annual savings</b>	<b>&gt; \$787,000</b>

### Improved service

*Some of the areas of improved service and savings are expected to be:*

#### Incoming Mail

- Speedier delivery to destination
- Control/reduce junk mail
- Reduce labor hours through automation
- Reduce duplication of effort

#### Outgoing Daily Mail

- Extended time-window for dispatching mail
- Speed in delivery via bar coding
- Better tracking information, better decisions
- Better accounting information

#### Bulk Mail

- Greater mail expertise available to departments
- Speedier processing through automation
- Better information in tracking mailings
- Fewer mailings to bad addresses

#### Campus Mail

- Most campus mail delivered within 1/2 day
- Reduce problems with mail forwarding
- Automated sorting improves delivery time

#### Special Mail

- Dispatch special mail through normal mail stream
- Extended time-window for dispatching
- Information available to choose appropriate vendors

#### Satellite Stations

- Improved hours of service
- More services available
- Improved staffing

## CORNELL Chronicle

Henrik N. Dullea, Vice President for University Relations

Linda Grace-Kobas, Director, Cornell News Service

Jacqueline K. Powers, Editor

Karen Walters, Editorial Assistant

Joanne Hanavan, Circulation

Published 40 times a year, Cornell Chronicle is distributed free of charge to Cornell University faculty, students and staff by the University News Service. Mail subscriptions, \$20 for six months; \$38 per year. Make checks payable to Cornell Chronicle and send to Village Green, 840 Hanshaw Road, Ithaca, N.Y. 14850. Telephone (607) 255-4206. Second-Class Postage Rates paid at Ithaca, N.Y.

POSTMASTER: Send address changes to the Cornell Chronicle (ISSN 0747-4628), Cornell University, 840 Hanshaw Road, Ithaca, N.Y. 14850.

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

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

## APPOINTMENTS

*The following administrative appointments have been approved:*

**Andrew Ramage**, professor in the Department of History of Art, College of Arts and Sciences, appointed director of the Intercollege Program in Archaeology; **Christine K. Ranney**, associate professor in the Department of Agricultural, Resource and Managerial Economics, College of Agriculture and Life Sciences, was appointed associate dean of the Graduate School for a three-year term; **Jean R. Robinson**, professor emerita in the Department of Consumer Economics and Housing, College of Human Ecology, and chair of the Health Careers Evaluation Committee in the Career Center, was reappointed

chair of the committee; and **Danuta R. Shanzer**, associate professor in the Department of Classics, College of Arts and Sciences, appointed director of the Medieval Studies Program.

## OBITUARY

**John Ewanicki**, 73, owner for more than 40 years of General Arborists Inc., died March 15 at his home in Ithaca. Ewanicki, a 1951 Cornell graduate, was involved in Cornell campus beautification for many years. Memorial services will be announced.

# Faculty Council backs campus Latino Living Center

By Sam Segal

The proposal for a Latino Living Center goes to the Board of Trustees today after winning endorsement March 9 from the Faculty Council of Representatives (FCR).

If the trustees concur, the 150-student center — about half of whose residents would be non-Latinos — could be opened next semester, in a West Campus residence hall.

The faculty approval, which President Frank H.T. Rhodes made a prerequisite for submission to the trustees, followed endorsement from the FCR's Committee on Academic Programs and Policies, which found "the potential for a significant academic program within the current proposal."

The voice vote came on a terse resolution offered by Dean of the Faculty Peter Stein: "The FCR recommends that Cornell establish a Latino Living Center that is consistent

with the description given in the 2/11/94 Latino Living Center Proposal."

Before the vote, Provost Malden C. Nesheim reported that he and Rhodes gave



**'It is difficult to divorce culture from where you live.'**

— Peter Stein

the plan their "strong endorsement."

It stressed inclusiveness rather than exclusiveness, he said; it had the backing of the Hispanic-American Studies Program; and, while some details had yet to be decided, the organization and funding would

fit within overall plans for the Office of Campus Life.

Comments from Stein, on introducing the resolution, and from a recent convert to support for the center seemed to override reservations that some members had before the vote.

"The plan is not without negative aspects, and supporting it was not an easy decision for me," Stein said.

He recalled his freshman year at MIT, when he was startled to learn that, as a Jew, he was not welcome at 10 of 13 fraternities. "So my first reaction to the Latino center was skepticism — that it is not right to have living centers with ethnic identities."

Stein added that he was positively persuaded by three realizations:

- That, though Latino culture is the center's organizing principle, residents would not be ethnically exclusive.

In fact, the proposal pledges that the center will "be shared equally by Latina/o

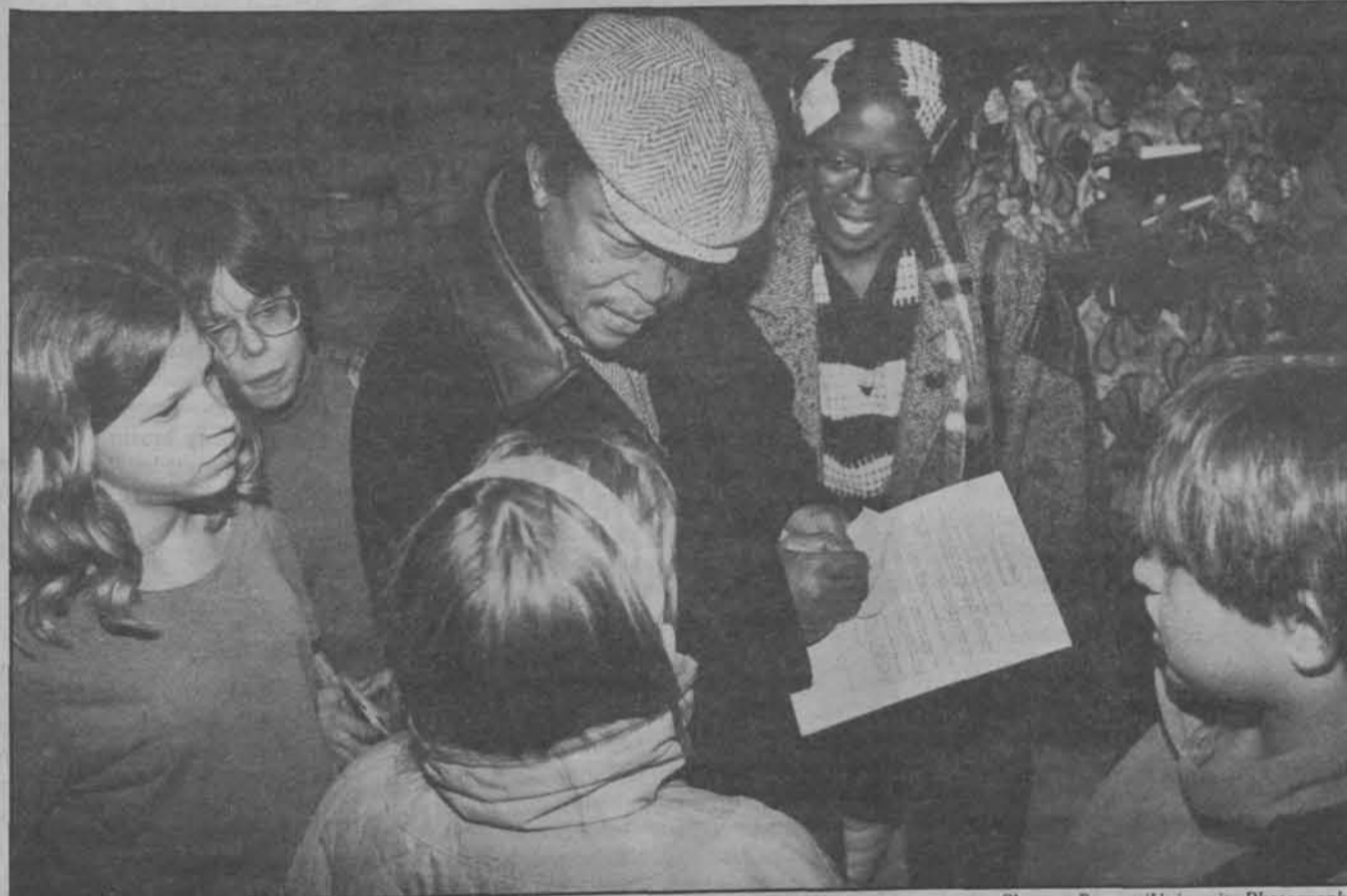
and non-Latina/o students, will integrate academic and cultural aspects of student life, foster intercultural learning and exchange between Latina/o and non-Latina/o students. . . ."

- That — as immigrant Jews in New York or Italians in Boston lived in cultural enclaves that enriched and colored their host cities — "it is difficult to divorce culture from where you live."

- That all undergraduates face a difficult transition to university life and if this center can ease that transition for a minority group that Cornell is committed to welcoming, "it can enrich rather than detract from what we have on campus."

Similarly, Richard A. Baer Jr., professor of natural resources, said he had reversed his earlier opposition to the proposal "because I came to believe that diversity cannot perpetuate itself if students are treated as isolated, autonomous units. They need a community."

## Music to their ears



Hugh Masekela signs autographs and talks with children at Boynton Middle School March 10. Acting Mayor Dick Booth presented the trumpeter with a key to the city during his visit to the school. Masekela was in town to perform a concert that evening with singer Miriam Makeba at Bailey Hall. The concert was sponsored by the Cornell Concert Commission and the Cornell African Students Association.

Sharron Bennett/University Photography

## Provost seeks to cut growth of CU's budget

By Sam Segal

The growth of the endowed, general-purpose budget will be reduced by \$15 to \$16 million over the next three to five years, including some cuts that will permanently reduce the size of the workforce.

Provost Malden C. Nesheim already has agreed with division and department heads on reductions of \$3.7 million for the year starting July 1.

"We are not talking about flat, cross-the-board cuts," Nesheim said, "but we are talking about cuts in base budgets. Cutting expenses on office supplies for a year won't do; we've got to make the commitment to become permanently leaner."

Nesheim, like President Frank H.T. Rhodes, has been talking for some time of long-term changes in the environment in which universities live.

The end of the Cold War, a less-than-robust economy, keener attention to the national budget deficit and pressure to direct university research to practical problems have led, Nesheim says, "to an examination of the support and relevance of university-based research in relation to social needs."

Uncertainty about federal research funding coincides with cuts in New York state

*Continued on page 4*

## FCR approves tuition caps linked to CPI, enhanced lecturer status

By Sam Segal

Moving boldly on two major issues, the Faculty Council of Representatives voted last week to hold future tuition increases to the level of general inflation and to enhance the standing of lecturers and senior lecturers within their departments and colleges.

Both resolutions, carried over from last month's FCR meeting, passed overwhelmingly — with little discussion on the lecturer issue and none at all on tuition.

The tuition resolution was advanced by the faculty's Commission on Higher Education, which, over the last two years, has initiated studies of educational issues.

The resolution asserted the importance of controlling costs — and prices charged students — to keep Cornell affordable. It contained three recommendations:

- That tuition increases, after a three-step transition, be held to the previous year's increase in the Consumer Price Index.

- That, because personnel costs "are the dominant and a rapidly growing" budget item, they "must be contained as a major contribution to balancing the budget" under the constraints of tuition ceilings.

- That the administration join with the faculty in "a broad-based discussion of ways to control costs. . . ."

Until very recently, most universities have set tuition levels after estimating the revenues they will need the following year. By setting tuition first, spending controls are unavoidable if a deficit is to be avoided. Provost Malden C. Nesheim already has expressed interest in adopting such an approach in the next several years but has not specified that increases should be capped at the level of the CPI.

The resolution on the standing of lecturers and senior lecturers was the culmination of a report submitted almost two years ago to the FCR by its Committee on Academic Programs and Policies.

Lecturers and senior lecturers, at Cornell as at other major universities, do a substantial amount of classroom teaching but are not required to conduct research and are not in tenure-track positions. At Cornell, where their relation to the regular faculty of almost 1,600 people has until now been left to departments and colleges, they number more than 300; in the College of Arts and Sciences, their numbers are about 40 percent of

**'When we as members of the faculty entrust that much responsibility to our colleagues, to our lecturers and instructors, I don't believe we should exclude them from the discussions that involve curriculum itself and the wider issues of policy in the department.'**

— President Rhodes

the tenure-track faculty.

In describing the standing of these teachers, a background report quoted a statement made to the FCR three and a half years ago by President Frank H.T. Rhodes:

"I hope that departmentally you will look sympathetically at what needs to be done to bring those members of the professional teaching staff more fully into the departmental fold."

The resolution, an amendment to Cornell's bylaws that requires trustee endorsement, does what Rhodes asked.

Whereas the former wording allowed each college's tenure-track faculty to decide whether voting rights should be given to lecturers and senior lecturers, the wording under the new resolution reads:

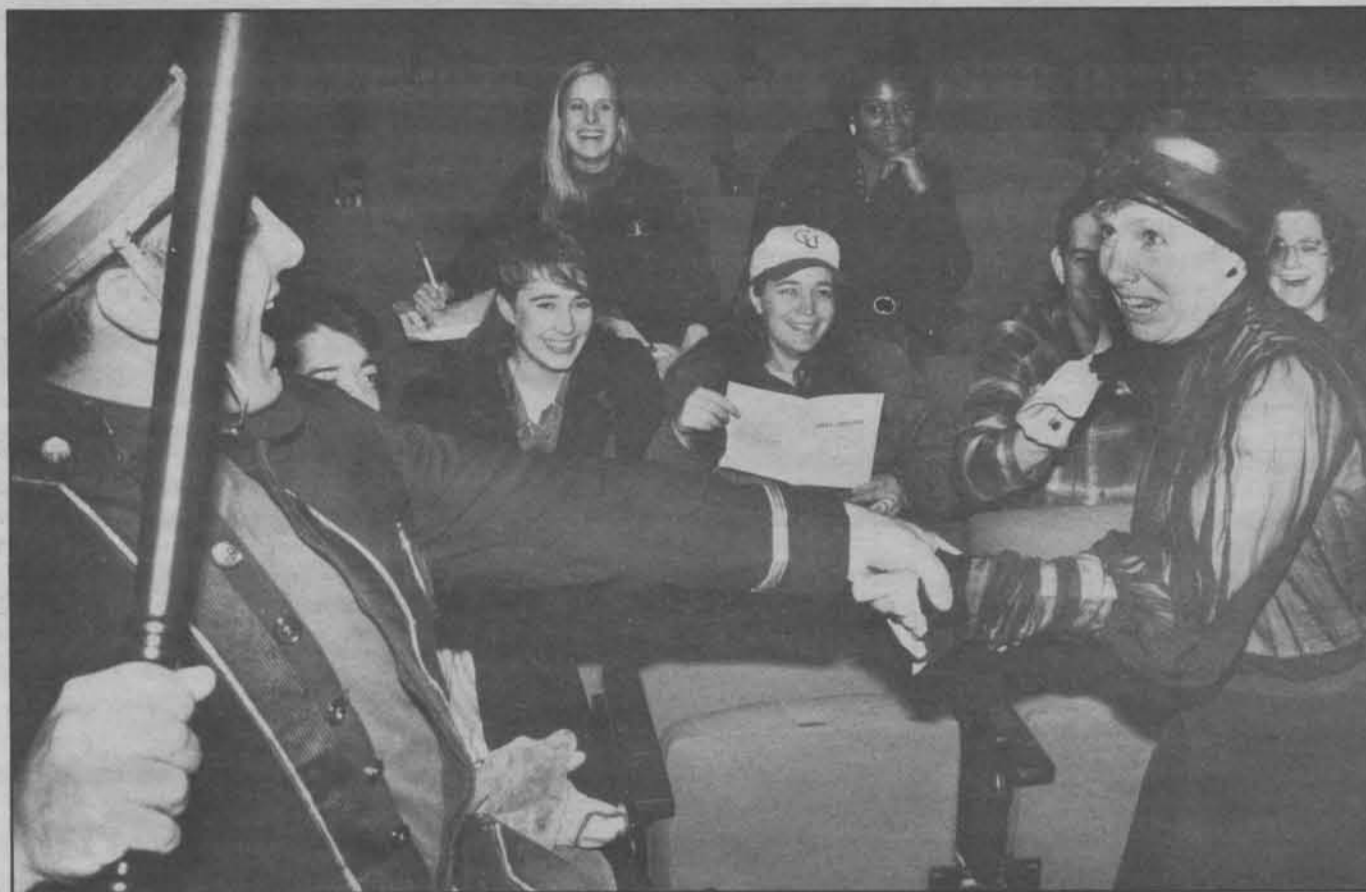
"Lecturers and senior lecturers are members in both college/school and department faculties and shall participate fully in decisions that are relevant to their roles within the college/school or department and in decisions that pertain to the hiring in their rank or below. . . ."

Another addition to the bylaws specifies that appointments for senior lecturers should be five years, and for lecturers three years, where they "are employed to address long-term teaching needs. . . . [O]ne-year appointments should be reserved for one-year replacements and other short-term needs."

Katherine K. Gottschalk, the Walter C. Teagle Director of the Freshman Writing Program, said the resolution contained "very sensible steps" toward better working conditions and thanked the faculty.

The resolution passed without dissent.

## Carried away with teaching



Sharron Bennett/University Photography

Assistant Professor Andrea Parrot, dressed as Margaret Sanger to teach undergraduate students in her Human Sexuality class, is arrested by her teaching assistant, Justin Berk, who is dressed as a policeman of the period. Sanger is being arrested for passing out "lewd and lascivious" materials, illegal in the 1920s. Sanger was arrested several times for distributing birth control information.

## 20 Cornellians participate in black student conference

By Ericka Taylor

While many Cornellians were skiing through Collegetown or sledding down Libe Slope two weeks ago, 20 black student leaders were traveling to Cincinnati to participate in the Black Student Leadership Network's (BSLN) national conference, "Young, Black and Giving Back."

The BSLN emerged at Howard University in 1991 from a conference held by the Children's Defense Fund (CDF), a non-profit research and advocacy organization designed to both provide a powerful voice for children in America and to educate the nation about the needs of all children.

The 20 Cornell students — representing diverse groups at the university, ranging from the Black Student Union to the Black Latino Greek Council — primarily attended workshops and lectures organized by the BSLN March 3 through 6. But they were also free to attend lectures not directly related to the BSLN, including the keynote address at the CDF conference given by Attorney General Janet Reno '60.

Designed to mobilize black college students, the BSLN provides opportunities for students to give back to the community. The group provides training for students and opportunities for dialogues about the drugs and violence plaguing the community.

But field director Lisa Sullivan emphasized that "this generation must pick up and move forward the legacies of our parents, not to recreate the movement of the '60s, but to create our own movement."

Workshops offered at the conference through the BSLN ranged in topic from African-American students and national service to hip hop culture to the organization of an anti-violence day.

In the workshop on empowerment that Cornell sophomore Francesca Yaasi attended, students participated in exercises ranging from working in small groups to define empowerment to practicing clear communication and identifying moral boundaries. One of the most effective practices, Yaasi said, was having participants give what they thought were the proper responses in a series of scenarios. "That was something that everybody could relate to," she said, and it turned out to be a "really good" way of discussing empowerment.

The National Day of Action Against Violence is to take place on April 4, recognizing the 26th anniversary of Martin Luther King Jr.'s assassination. BSLN sees April 4 as a way to involve young people in the discussion of violence in the community.

Aisha White '97 believes that the day "sounds like a good idea."

While a focus of the BSLN was preparations for the day against violence, the CDF conference was looking at ways to uphold the rights of children. Attorney General Reno lectured on "Stopping the War Against American Children" on March 5, two days after another supporter of children's rights, First Lady Hillary Rodham Clinton, spoke.

Reno said, "We need to make sure that child-support enforcement is done at least as effectively as collecting income taxes."

Reno, addressing an audience composed mostly of professionals who work with children, also talked about the need to control violence. "We have to keep guns away from our children," she said. She said recently released child offenders often give the same reply when she asks what could have been done to have prevented the problem. Children say they needed something to do to stay out of trouble and away from the wrong crowds, and someone to talk to.

Reno ended by saying that raising children is the most difficult and the most wonderful thing a person can do and that "the lawyer, the child advocate, the chamber of commerce person" must "in our houses never forget our own."

## Budget continued from page 3

funding, low inflation and interest rates that have curbed returns on the university's short-term investments, and an extended period of relatively low growth in family income.

Beyond these economic factors, Rhodes has repeatedly noted, universities confront substantial public doubt about their integrity, efficiency and dedication to undergraduate education.

"This new environment," Nesheim said in a recent letter to university budget officers, "suggests the necessity for much lower rates of tuition increases over the next few years. . . ."

The Board of Trustees already has approved 1994-95 endowed tuition that will rise just 4.6 percent, the smallest increase in two decades.

For the subsequent four years, Nesheim — with advice from a new high-level bud-

crease is 8 percent.

The budget problem is exacerbated by the need for catch-up investments that must be made over the next few years and funded chiefly from the general-purpose budget.

These "investments" — which, without the reductions, would promote an even larger deficit — include administrative and student-service information systems, deferred building maintenance, upgrading of some facilities and employee training.

The capital campaign, seeking to raise \$1.25 billion by the end of 1995, can partly offset such extraordinary costs and already has helped Cornell avoid the major deficits besetting some peer universities, Nesheim says.

Nevertheless, he adds, longer-term budget stability requires the \$15-16 million adjustment.

"The precise measures we adopt to carry out these budgetary adjustments will be the subject of our ongoing planning and budgeting deliberations," the provost says.

But he specifies that cost-containment measures must be sought for such high-growth areas as benefits, and he says that employment levels must be reduced:

"We will not be able to make the savings targets that we feel are necessary without reducing the number of employees. We are hopeful that such reductions can be made mainly by attrition over the next three to five years."

The administration, at this week's trustees meeting, will recommend continuation of the current financial-aid policy.

The development of financial-aid endowment will continue to be a priority of the capital campaign even as administrators continue to seek efficiencies in using available aid funds.

Before long, academic and administrative units will be given three-year targets so that they can make the reductions as smoothly as possible.

The general-purpose budget funds the College of Architecture, Art and Planning, College of Arts and Sciences, College of Engineering, various campuswide administrative and library costs, and such expenses as financial aid, the endowed salary/benefits pool, and parking and transportation.

Statutory units, which since 1988 have borne budget cuts of similar magnitude as a result of New York state fiscal problems,



**'We are not talking about flat, cross-the-board cuts, but we are talking about cuts in base budgets. Cutting expenses on office supplies for a year won't do; we've got to make the commitment to become permanently leaner.'**

— Provost Nesheim

**'This new environment suggests the necessity for much lower rates of tuition increases over the next few years.'**

— Provost Nesheim

get-planning group — has considered the impact of holding tuition increases to about 4 percent.

Considering all income sources, Nesheim estimates that general-purpose revenues will grow "at slightly more than 4 percent a year over the next few years," while expenditures — figuring no growth besides inflation — would grow by more than 4.5 percent a year.

These facts alone would soon lead to an unbalanced budget, or a deficit, with expenditure growth fueled by two major budget items:

- Benefits costs are soaring. While growth in salary costs alone may be held close to the rate of inflation, benefits costs — especially for health benefits — have been rising much faster.

- Financial-aid costs, too, continue rising roughly twice as fast as tuition. Since 1980, undergraduate grant aid from unrestricted university funds has risen at 15.1 percent a year; next year, the planned in-

will be affected only indirectly by these reductions.

The entire campus is involved, however, in a related, long-term process — strategic planning.

That process, begun 18 months ago and involving several thousand students, faculty and staff, seeks to define what Cornell stands for and what priorities should govern decision-making in the years ahead.

Those decisions would include the kinds of programs that should be strengthened — or cut.

Four task-force reports will be presented within the next month to the Strategic Planning Advisory Board, and in May a preliminary strategic plan will be issued with the intention of garnering community comment.

# Rhodes: Honeymoon with Cornell has never ended

By Sam Segal

"The honeymoon has never ended," says Frank Rhodes after 17 years in one of the more intensive and often short-lived jobs in America — the presidency of a major university.

"Usually, the honeymoon is said to last six months or so; then it's downhill," Rhodes said on the eve of announcing his retirement from Cornell's presidency, which he has held for almost as many years as the combined tenures of the seven other Ivy League presidents.

"There have been difficult moments, of course," he adds, "but I have never ceased to be grateful for the support from everyone at Cornell, including alumni and an outstanding Board of Trustees. And I have never stopped enjoying the job."

He doesn't hesitate when asked what the greatest difficulty has been: "It's just time; there's so much to be done."

With days that often start before dawn and weeks when not a single evening is spent at home, he still finds that, at his weekly calendar meetings, he must turn down three-quarters of his invitations.

This week, for instance, his calendar had him in his Day Hall office Monday morning and at the Pew Foundation in Philadelphia in the afternoon; on Tuesday, Cornell Medical College meetings in New York in the morning then back to Ithaca for a dinner with the ex-president of Kyoto University to discuss business-university cooperation; Wednesday, a 6:30 a.m. flight to Albany to lobby for financial-aid funds and back by evening for a recognition reception and dinner for a major donor; Thursday, Trustees' meetings all day, the last starting at 8:30 p.m.; Friday, the same, the first starting at 7:30 a.m.

"So, it's a reasonably busy life," Rhodes said with the cheerful understatement of his native England.

Anyone who has seen Rhodes at his pre-

**'There have been difficult moments, of course, but I have never ceased to be grateful for the support from everyone at Cornell, including alumni and an outstanding Board of Trustees. And I have never stopped enjoying the job.'**

— President Rhodes

dawn winter walks, whistling Mozart as he briskly tramps the hills near his home, can see he has no interest in the easy life.

He quotes another college president who said that, after retiring, he'd like to find a job "with every fourth Sunday off."

Rhodes tops that. When asked what he'll do after retirement, he says, quite sincerely: "I certainly don't anticipate retiring," and he follows with a list of book-writing and reading, work on national science-policy bodies, more family time, and — to fill the gaps — volunteer work.

But he won't be cajoled into extended consideration of retirement because he is too busy focusing his considerable energy on the next 15 months of work.

**• Undergraduate teaching.** In a speech at Harvard more than seven years ago, before it became so fashionable to stress teaching at research universities, he said: "We can cultivate the spirit of liberal learning only through the selection and nurture of faculty who regard teaching as a moral activity."

He has since instituted a Cornell policy making evaluation of teaching an essential part of tenure review. Next month, he will convene some 200 campus academic leaders — including all department chairs — to seek explicit ways for faculty to improve the guidance they give students. "I want Cornell to be identified as the research university where teaching is honored."



Peter Morenus/University Photography  
**President Rhodes has breakfast with students Victoria Medvec, left, and Margaret Wedd in February 1992. Rhodes hosts the breakfasts, which are open to all students, four to five times a semester and has been doing so since the beginning of his Cornell tenure.**

**• Better planning and management.** In May, Rhodes will issue a draft strategic plan, and, following extended campus comment, he will help polish a document that will be available for his successor. The 18-month planning process — so far involving literally thousands of students, faculty, staff and alumni — has sought to define Cornell's priorities and values so that, as difficult choices must be made in the years ahead, there will be a sound basis for choosing. Over the next 15 months, Rhodes also will continue support for the Quality Improvement Program, which has involved several hundred employees and more than 20 teams in improving the quality and efficiency of all kinds of work on campus.

**• The campaign.** He wants to lead the \$1.25 billion capital campaign into the home stretch and to help ensure that its ambitious endowment-building targets are reached. The billion-dollar mark has now been passed, and he hopes that, by June 1995, the final goal will be within reach.

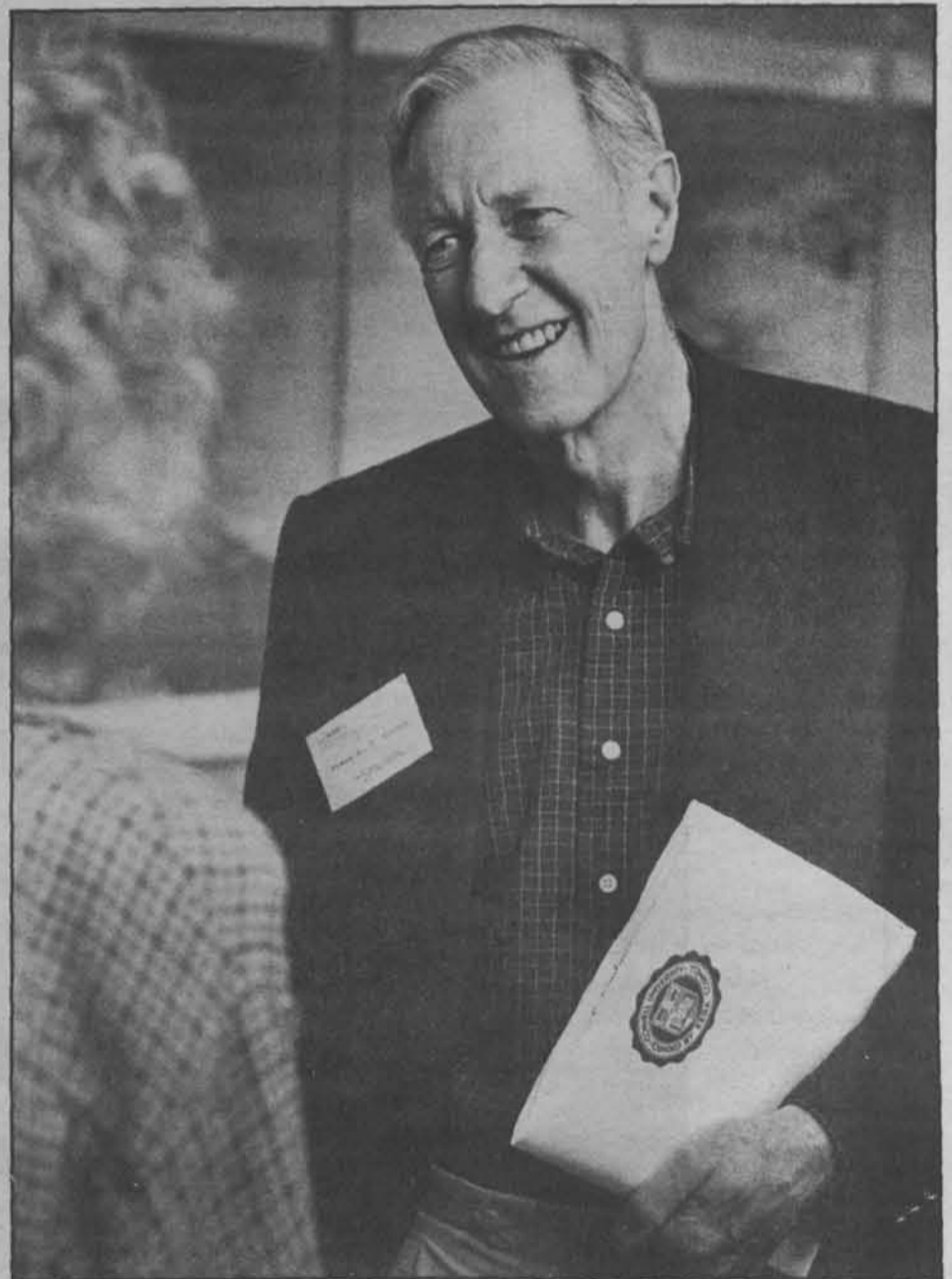
**• Science policy.** As a member of the National Science Board, which sets policy for the National Science Foundation, and in other national leadership roles representing research universities, he wants to alleviate what he calls "a very dangerous situation." He cites a tendency in Washington to favor goal-directed research over basic research as well as a disposition to reimburse less of the overhead costs universities incur in doing research. "I want to help make the case in Washington of the critical importance of what we do. It is vital that we at research universities help the public understand our role and importance in our national life."

For the next 15 months, as for the last 17 years, Rhodes says one of the great challenges "is keeping a sense of focus."

"There are so many distractions — so many people urging this and wanting that — the pressures can be substantial. It's possible to become totally preoccupied with all the issues of the moment and to lose focus on the more important ones."

Overall, Rhodes says a president "needs a passionate commitment to the idea of a university as a scholarly community of openness and fairness and high standards." And that brings him back to teaching, which he says must go beyond the classroom to include advising, mentoring, coaching and living as an example of engaged scholarship. Rhodes, a full-time professor of geology for some 20 years, still enjoys teaching; but the example he sets of engagement goes beyond the lecture hall.

On a recent morning, as he prepared for trustee meetings, he welcomed a group of fraternity pledges into his office so they could get a photograph of themselves with



David Lynch-Benjamin/University Photography  
**Frank Rhodes talks with a volunteer during a planning session in October 1990 for the capital campaign, which now has topped the \$1 billion mark.**

the president holding their fraternity T-shirt. Earlier that day, he had taken some shoes in for repair and was pleased that he and the merchant knew each other by name. The night before, he had hosted 90 Cornell parents to hear their impressions of their children's education. Other mornings, on a regular basis, he meets students for breakfast at the Straight so he can listen to their comments and complaints and — to the students' surprise — refill their coffee cups. He invites the entire freshman class to a reception at his home; and, after commencement, he hosts the hundreds of employee-volunteer ushers.

His engagement is so strong, in fact, that

he finds the job's greatest pleasure is being stopped by people in airports, or on the streets of New York or Hong Kong, to be told over and over how much their Cornell education meant to them. And with a 17-year tenure behind him, the total of Cornellians whose lives he has helped shape is high in the five-figure numbers.

As Rhodes looks toward a less intense life — perhaps with every fourth Sunday off — he always takes pains to thank his wife, Rosa. "We first met at the University of Illinois, 43 years ago, and we've lived happily ever after. My debt to Rosa is incalculable: She is always there; she works as hard as I do for Cornell. I am greatly blessed."

# Over the years w

**'All of us need to develop some compass, some sketch map, to navigate the wilderness of our conflicting experiences. And we are likely best to find our way if we have some glimpse of the kinds of maps that others have sketched; of the way they have struggled to make moral and intellectual sense out of their world; of the nourishment they have found for the spirit in the face of adversity, ambiguity and mortality; of the way they have distinguished the noble from the base, the true from the false and the best from the good.'**

From the 1989 State of the University Address



**'We have had enough of global despair. This is a time for renewal. It is a time of hope. It is a time of new commitment. It is because I share those hopes, because I believe in these great ends, being assured in the possibility that if we pursue them faithfully we may make progress and achieve them - believing that Cornell has a future destiny far greater even than her great past - that I gladly accept the charge that you have given to me, and I pledge myself to serve you and Cornell with all my heart and with all my strength.'**

From his November 1977 inaugural speech

Frank Rhodes pictured in a range of the roles he has played: left: March 18, 1993, presenting Associate Professor Maria of Sansalone being selected the national Professor of the year; his part for the campus United Way drive during the early 1990s; with three Cornell presidents: Dale R. Corson, James A. Rohrer, and June 1992 wedding of their daughter, Deborah Jane Rhodes Rodham Clinton to the campus community in November 1993.

Photographs by uni

# th Frank Rhodes



**'Does this mean that Cornell now places less emphasis on matters of local concern? No, as the state's land grant university, we feel keenly our responsibilities to serve those close to home as well as those farther afield. But it does reflect the new reality - that the successful universities of the 21st century will be those that look outward as well as inward, for - ready or not, like it or not - all of us are linked to the rest of the world.'**

From his winter President's Corner message to alumni in *Cornell '94*, on the global university



over the years as president of Cornell. Clockwise, from top  
 alone a gold medal from the university in recognition  
 r; in the '70s with wife Rosa and summer students; doing  
 rs; before his inauguration ceremony in November 1977,  
 ns and Deane W. Malott; with Rosa and guests after the  
 s, M.D., at Sage Chapel; introducing First Lady Hillary  
 3.

rsity photographers

## Rhodes' letter on retirement

*Following is the text of President Rhodes' March 7 letter to Stephen H. Weiss, chairman of the Cornell Board of Trustees:*

The time has come to confirm the request I made a year or so ago, that you should accept my retirement from the presidency no later than June 30, 1995. A formal announcement at the March meeting will allow the Board to begin a deliberate and systematic search for a new president and will provide time for an orderly transition.

Several factors make this timing seem especially appropriate. I have now been in office for almost 17 years — a long time by any standard and certainly longer than I had ever intended to serve. At your request and that of the Board, I extended my term in order to bring a number of projects to conclusion, to launch several others in a timely fashion and to guide Cornell through the current period of financial stress which is affecting all of higher education.

I believe Cornell is now in a very strong position. The overall academic strength of the university was amply confirmed by the glowing commendation of the decennial accreditation review by the Middle States Association of Colleges and Schools. The latest lists of faculty honors and senior student awards give us a leading place amongst our peers. We have responded to reduced levels of state and federal support by responsible downsizing and the budget has remained, and will remain, in balance. Our strategic planning effort is well under way, and it is my hope that its results will serve as a foundation for the continuing strength of Cornell. The quality improvement project is harnessing the energy of faculty and staff alike, in every part of the university, to utilize our resources as effectively and effi-



President Rhodes and the Dalai Lama spot an airplane trailing a welcoming banner while walking across campus. The Dalai Lama was visiting Cornell as the Bartels World Affairs Fellow in March 1991.

ciently as possible, particularly on behalf of our students. The Cornell Campaign has reached an encouraging point, thanks to the devotion and generosity of our alumni and friends. We have now passed the \$1 billion mark, over \$50 million and four months ahead of our projections. Given continuing strong leadership and the confidence of our supporters, we should succeed in reaching our goal of \$1.25 billion by December 1995. I shall continue to be actively involved in all these areas over the coming months.

I am deeply grateful for having had the opportunity to serve this great institution. Nothing has pleased me more than to see the

continuing transforming influence of Cornell on successive classes of men and women, coming here from every corner of the earth, and every economic and social background, who, after graduation, go on to serve society in every imaginable way.

Throughout my service I have enjoyed the unstinting support of the Board and its successive chairmen: Bob Purcell, Jan Noyes, Austin Kiplinger and, not least, you yourself. I am truly grateful for the consistent and thoughtful leadership of the Board, and for the commitment and support of our faculty, staff, students and alumni. I am proud of all that we have worked together to achieve over the years. I also acknowledge

with deep appreciation the extraordinary loyalty and support of my colleagues, past and present, in Day Hall and of the deans, directors and other campus leaders.

Rosa and I cherish the friendships we enjoy with so many Cornellians, not only on the campus, but across the generations and around the world. Our lives have been enriched by the many people who have inspired us by their example and sustained us by their support. We look forward to maintaining those close bonds in the years ahead.

With all good wishes,  
Sincerely yours,  
Frank H.T. Rhodes

## Weiss' response to Rhodes' letter

*Following is the text of a letter from Chairman of the Board of Trustees Stephen H. Weiss to President Rhodes:*

On behalf of the Board of Trustees of Cornell University, I regretfully accept your retirement as President of the University as of June 30, 1995.

It is impossible for me to adequately express the gratitude of the Board, and of Cornellians everywhere, for your unparalleled service to the University. During your Presidency so very much has been accomplished. Your tenure as President has set a standard by which generations of future

**'Your tenure as President has set a standard by which generations of future university presidents will be measured.'**

— Stephen H. Weiss

university presidents will be measured. The very strength of the University today is the most eloquent testimony to that success; it is due to your vision and leadership that Cornell is today regarded as one of the world's most respected universities. You have established your special place in Cornell history and in the national leadership of higher education.

During the past seventeen years, your leadership has shaped every facet of the University. Today we are blessed with an outstanding faculty, a highly qualified and diverse student body, experienced deans and central administrators, and an alumni body whose enthusiasm and generosity have enabled us to pass the one billion dollar mark in our capital campaign.

Your "watch" has been characterized by the enhancement of the quality and range of our teaching and research, continuously balanced budgets, and strengthened rela-

tionships with the State and Federal governments. I am particularly thankful for your willingness to have remained in office, at great personal sacrifice, during these last several years of stress for all of higher education, when your leadership has never been more needed or valued. During these years, you have magnificently led our fund raising efforts and initiated a strategic planning effort which will benefit the University for decades to come.

All of these achievements have been accomplished with dignity and grace, and with your unparalleled energy, incomparable eloquence, and good humor. But all this would not have been possible without the love and support of Rosa.

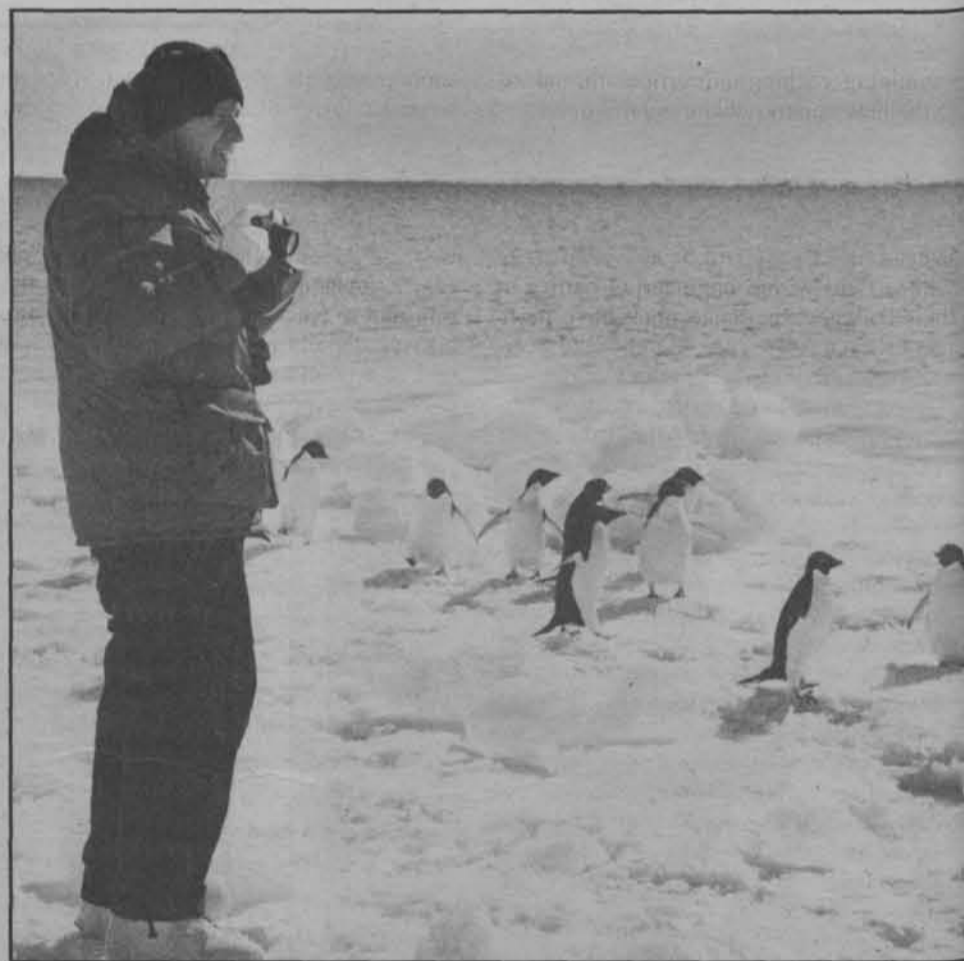
We are so indebted to her for being your devoted and supportive partner. Together you have touched the lives of so many, and in so doing, you have brought a very special personal touch to the Presidency. In a real sense, you have transformed a large institution into your "enlarged family."

Suzanne and I, and our children, like so many other Cornell families, have been the beneficiaries of your friendship and love. All of us are looking forward to a continuation of those bonds of friendship for many, many years to come.

During the balance of your term, the Board looks forward to working with you and your administration in making continued progress, particularly in our capital campaign and strategic planning efforts. My hope is that during this time, you and I can explore the possibility of shaping a future role, satisfactory to you and the next president, which will continue to maintain your extraordinary involvement in the life of the University.

Also, as we embark on our search for your successor, we shall need your advice and wise counsel, which will be so invaluable to this process.

On behalf of the Board, and all of us who have had the rare privilege of working with you, please know that you have our eternal respect, admiration and gratitude.



Frank Rhodes, scientist and president, stands at the ice edge near a group of Adelie penguins on a trip to Antarctica for the National Science Foundation in January 1988.

## CORNELL UNIVERSITY

Founded by Ezra Cornell • Chartered 1865 • Instruction began 1868

### Presidents

- Andrew Dickson White (1865-1885)
- Charles Kendall Adams (1885-1892)
- Jacob Gould Schurman (1892-1920)
- Livingston Farrand (1921-1937)
- Edmund Ezra Day (1937-1949)
- Deane Waldo Malott (1951-1963)
- James Alfred Perkins (1963-1969)
- Dale Raymond Corson (1969-1977)
- Frank H.T. Rhodes (1977- )

## Cornell's deans report on initiatives in undergraduate education

# Engineering college makes changes to involve, excite students early

By Larry Bernard

Engineering students who think they are required to take too many courses to get a Cornell degree, take note:

Beginning with the incoming freshman class ('98), the number of hours required for an engineering degree will decrease, and

### About the college

- **Dean:** John E. Hopcroft was named dean of the College of Engineering on Jan. 1. He formerly was associate dean and chairman of the computer science department.

- **Enrollment:** 2,761 undergraduate, 415 graduate, 693 doctorate

- **Faculty:** 215

- **Budget:** \$91 million

- **Agenda:** Undergraduate curriculum changes designed to engage students early in their college careers; focus on recruiting and retaining minority students.

students will have a more flexible, comprehensive curriculum.

"The faculty have made the first significant undergraduate engineering curriculum changes since the current requirements were adopted almost 15 years ago," said John E. Hopcroft, the Joseph Silbert Dean of the College of Engineering.

Engineering faculty approved the changes Feb. 28, after more than three years of study. The College Curriculum Governing Board started to look at the curriculum in 1991, as an ad-hoc committee examining the freshman-sophomore engineering experience. It blossomed into a full-fledged committee examining teaching and curriculum, and led to the new undergraduate requirements.

### Among the changes

Among the changes: Students need fewer credits for an engineering degree, 38 courses instead of 40; they will be able to affiliate with a field within engineering earlier in their college experience; they have more flexibility in taking courses outside of engineering; and they must take a hands-on introduction-to-engineering course freshman year, exposing them to the "excitement and process of engineering" early in their college careers.

The changes are an example of the importance the college puts on undergraduate education, and they reflect changes in engineering education across the nation, Hopcroft says.

"The old curriculum put tremendous burden on you your junior year," the dean said. "It's extraordinarily demanding, because you're just declaring your major in the college and have to take a difficult load of courses. The new curriculum is less rigid in the later years and more complete and integrated."

### Current curriculum

For example, the current curriculum requires students to take a heavy dose of basic courses, such as physics, math and computer science, during their freshman and sophomore years. It is not until their junior year that they take field-specific engineering classes, such as those in electrical, materials, civil, mechanical and aerospace engineering or applied physics.

One of the problems with that, the dean said, is that historically students transfer out of the college before the junior year.

In fact, almost 90 percent of students entering the engineering college between 1983 and 1989 graduated from Cornell, but only 75 percent or so graduated from the engineering college.

But the new curriculum requires an introductory course in a field, a hands-on learning lab, during freshman year. That



Dean Hopcroft talks with students, from left, Frances Duhig, Samina Choudhury, Oliver Thym and Megan Hogan in his office at Carpenter Hall.

will expose them to engineering early in their college careers. Then, the student must affiliate with a specific engineering field, such as civil and environmental, or mechanical and aerospace, for example, in the sophomore year. By the end of their fourth semester, they will already have taken three or more engineering courses, one or two of them in their specific field.

Additionally, "Industry demands that engineers have a more well-rounded education," said Hopcroft, who took over as dean Jan. 1, replacing William Streett, who has returned to teaching in the chemical engineering department. "The new curriculum will give them an opportunity to take more courses outside their field."

The curriculum also will make it easier for a student to study abroad. The college

research positions, with another \$75,000 from the General Electric Foundation.

"At some institutions, teaching is simply conveying a body of knowledge. But here, we want them to learn how that knowledge is created. We want students to understand how engineering research is done, how it's funded. We want to foster teamwork and give them an actual design experience." Such experiences may include, for example, designing and building an SAE Formula race car or hybrid electric vehicle, a concrete canoe or a pedestrian bridge to be constructed locally.

Another curriculum innovation: The college will offer a bioengineering option for its students. Students who major in an engineering field can take a number of courses related to bioengineering—the engineering of biological systems—and will have an official note of this on their transcripts.

### Dual degrees

Hopcroft also sees cross-departmental, even cross-college, courses being offered at Cornell. In engineering, students will be able to double-major in, say, electrical engineering and materials science for dual degrees. "We're going to have to do more, but with less resources," Hopcroft said. "We have 215 faculty now, but in five years we'll have 205. As a result, there will be a lot of cross-college offerings. For example, a student can take a hydrology course, but if it's offered in the College of Agriculture and Life Sciences, why should we duplicate it?"

The curriculum is not all that's new in the engineering college. The dean points to several initiatives as a priority. For example, the college has hired Gloria Gilford to coordinate recruitment of minority students and "to encourage them to choose Cornell," Hopcroft said. "What we want to do is attract the best minority students out there and to create a campus environment that encourages success."

Concurrent with that, the college has hired Claude Poux as director of the Engineering Minority Programs Office. Said Hopcroft: "We must get the faculty to accept responsibility for enabling the success of the minority student. It's not enough just to retain them in the college—and this is true of every student, not just minorities, not just

women—we need to launch them on successful careers."

Although the college enrollment is about 24 percent women—compared with the national average of about 17 percent—the engineering college still must make special efforts to keep women in the field.

### Interaction

"We need to continue to show that engineering is an area where you do interact with people, a field that is important to many national problems, and there is value to it. We have a quarter of our enrollment women, but we'd like to get that to one-third." Of the faculty, about 7 percent, or 14, are women.

"Really, it's a commitment to excellence that is important," Hopcroft said. "In that sense, it doesn't matter if it's a man, woman, minority, as long as they are excellent at what they do. And that's the driving force of the college."

A member of the National Academy of Engineering since 1989, Hopcroft, 54,

**'At some institutions, teaching is simply conveying a body of knowledge. But here, we want them to learn how that knowledge is created. We want students to understand how engineering research is done, how it's funded. We want to foster teamwork and give them an actual design experience.'**

— Dean Hopcroft

**'We must get the faculty to accept responsibility for enabling the success of the minority student. It's not enough just to retain them in the college—and this is true of every student, not just minorities, not just women—we need to launch them on successful careers.'**

— Dean Hopcroft

has an engineering program in Hamburg, Germany, for 22 students and is considering starting one in Asia.

Hopcroft also said he wants faculty to involve undergraduates in their research projects. "We're committed to getting students involved in the research experience. This is a research university. Every faculty member in the college is involved in research and teaching. It's at the heart of what we do. The college encourages faculty to employ undergraduates in their labs. We have more interest in that than we can finance," Hopcroft said. Last year, the college spent \$62,000 from its general fund and alumni donations to finance undergraduate

earned a Ph.D. in 1964 and an M.S. in 1962, both from Stanford University, and a B.S. in 1961 from Seattle University, all in electrical engineering. He also is a member of the National Science Board, the governing board of the National Science Foundation.

Hopcroft was associate dean for college affairs since 1992, chairman of the computer science department from 1987 to 1992, and a professor of computer science since 1972, when he came to Cornell from Stanford.

# CU chemist advocates collaboration with industry

By William Holder

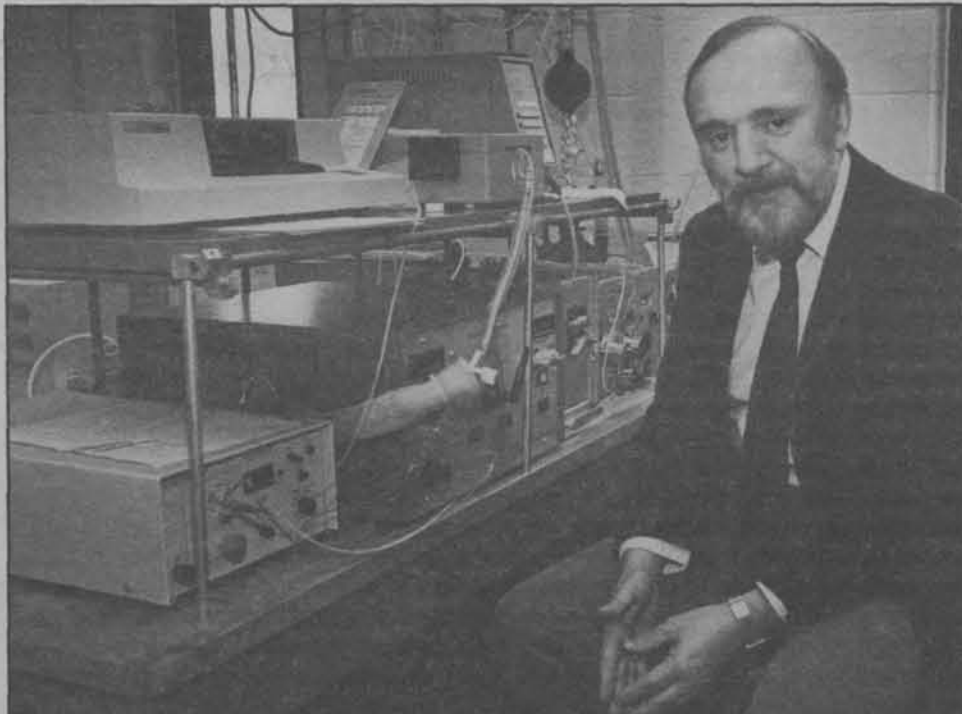
SAN DIEGO — Increased competition for federal funds and a shift in the priorities of corporate laboratories toward core businesses dictate that scientists discard the notion of wholly separate academic and industrial research activities in favor of more collaboration, according to Jean M.J. Frechet, Cornell professor of chemistry.

Academic and industrial collaborations can benefit both sides equally if management adopts an enlightened approach, said Frechet, who received the American Chemical Society Cooperative Research Award March 14 at the society's national meeting.

"Could a corporation remain healthy over a long period of time without any long-term research?" he asked in a presentation. "Would the ivory tower crumble if a blend of fundamental and mission-oriented research were carried out within its walls?"

A beneficiary of fruitful collaborations with IBM, Eastman Kodak Co. and Exxon Chemical Co., Frechet said the best collaborations are those that "begin with a handshake between scientists and a true desire to collaborate" rather than a legal framework. Nonetheless, he advocated that academic scientists establish a clear understanding of the relationship that preserves the ability to publish freely, guards intellectual property rights and sets both sides on equal footing.

Since 1979, Frechet has collaborated with C. Grant Willson, formerly of the IBM Almaden Research Center and now at the University of Texas, in the development of novel photoresists for microelectronic devices. The two researchers and Hiroshi Ito



Sharon Bennett/University Photography  
Professor Jean Frechet in his lab in Baker Laboratory next to a gel permeation chromatograph used to characterize polymers.

of IBM Almaden Research Center shared the ACS award for "breakthrough collaborative work" that today is widely used in the production of dynamic random access memory products, according to the ACS.

The production of computer chips—which are the heart of every personal computer—has relied on an acid-catalyzed process known as chemical amplification. The researchers developed a similar base-catalyzed process that is far less susceptible to

environmental contamination.

They have used the technique to produce chips with electrical-conducting lines spaced 0.5 microns (millionths of a meter) apart, equal to the highest-resolution commercial chips produced by other methods.

Frechet collaborated with David Williams at Kodak to produce novel polymers with nonlinear optical properties. These substances are useful for doubling the frequency of lasers, which changes the color of

the beam, or in amplifying power output.

"We needed physicists, and they had just the right ones," Frechet said.

Many of Frechet's students have spent weeks or months at Kodak and IBM on this and other projects, broadly directed toward "smart polymers" with useful industrial properties. In each case he has ensured that his students retained the right to publish all material from the collaborations.

Without such a guarantee, his students would not have the ability to publish their accomplishments in the scientific literature, which is crucial for their career development, he said.

"Our students have to be able to speak freely," he added. "We receive funding from our corporate collaborators, but it's unrestricted. We do what we want to do within a broad area of interest to both parties."

"I get collaborators who are top notch," he said. "In turn, my industrial partners find that it's exciting to talk to bright students with new ideas, and they get insight into problems they might not have time to pursue."

Collaborations have produced patents held by the university, by the industrial partner or by both parties. The outcome depends solely on who had the major role in discovery, he explained.

So-called pure and applied research are not useful terms, he suggested. "We all pursue research to discover new things," he said. "Sometimes the discoveries have fundamental value, sometimes practical value, sometimes both. We design industrially useful molecules based on the development of new fundamental principles. Our work blends the notions of pure and applied."

## President Rhodes continued from page 1

needed nor more valued," Weiss added.

A geologist by training, Rhodes also holds the faculty rank of professor of geology in the Department of Geological Sciences at Cornell.

Rhodes' tenure as Cornell president has seen significant growth in research and educational activities and pivotal changes in the role and public perception of American research universities.

Ranked second in funds allocated by the National Science Foundation for programs in academic science and engineering in 1992 and eighth nationally in total research and development expenditures, Cornell was termed a "world treasure" by the Middle States Association of Colleges and Schools Commission on Higher Education at its recent reaccreditation in 1992. The Middle States report also reported that the institution's past decade has been "a remarkable period of achievement."

Total research funding increased from \$88.2 million in 1977-78 to \$298 million today. A major program to renovate existing structures was initiated, and new teaching and research facilities were constructed for the National Center for Theory and Simulation in Science and Engineering, the New York State Center for Advanced Technology in Biotechnology and the Schools of Law and Hotel Administration. Specialized facilities included the Center for Theatre Arts, Snee Hall for the Geological Sciences, the Carl Kroch Library, Alberding Fieldhouse and the Veterinary Medical Center.

Despite a nearly 20 percent drop nationally in the annual number of high school graduates since 1977, freshman applications to Cornell increased from 14,542 in 1977 to 19,860 for the class entering in fall 1995. Cornell also has seen steady increases in the percentage of students from the top 10 percent of their high school classes and of students scoring above 600 on both verbal and math SAT's, in contrast to national trends. In the past 10 years, Cornell students have been awarded five Rhodes, four Marshall and five Truman scholarships.

Eight Cornell faculty and alumni were awarded Nobel Prizes during Rhodes' presidency. Former and current faculty members were Kenneth G. Wilson, physics, 1982; Roald Hoffmann, chemistry, 1981; Wole

Soyinka, literature, 1986; and Barbara McClintock, a Cornell alumna, medicine/physiology in 1983. Alumni were Sheldon Glashaw and Steven Weinberg, both Class of 1954, who shared the Nobel Prize in physics in 1979; Toni Morrison, who received her master's degree in 1955, the Nobel in literature in 1993; and Robert W. Fogel, Class of 1948, economics, 1993. Hoffmann still is on the faculty, as is Nobel Laureate Hans Bethe, professor emeritus.

In 1993, eight Cornell faculty members were awarded Guggenheim fellowships, the most awards granted to a single institution.

Also during Rhodes' tenure, members of minority groups as a percent of the student body have more than tripled, from 8 percent in 1977-78 to 25 percent of undergraduates

Rhodes has faced difficult challenges as well, such as cutbacks in federal and state funding in research and student aid, and efforts to hold down tuition costs (Cornell's tuition rose from \$8,900 in 1983 to \$18,170 in 1993). The university phased out its nursing school in New York City and the public administration component of the Johnson Graduate School of Management.

Installed as president in November 1977, Rhodes came to Cornell from the University of Michigan, where he was vice president for academic affairs (1974-77). He had joined the Michigan faculty as professor of geology in 1968; in 1971, he was named dean of the College of Literature, Science and the Arts, the largest of Michigan's 18 schools and colleges.

**'Courses do not give coherence; requirements do not lead to wisdom. . . . We can cultivate the spirit of liberal learning only through the selection and nurture of faculty who regard teaching as a moral activity.'**

— Frank Rhodes, at Harvard's 350th anniversary, Nov. 13, 1986

in 1992-93. New programs in ethnic studies, such as American Indian, Asian American and Hispanic American, as well as new teaching programs, like Cornell Abroad and Cornell-in-Washington, were instituted.

The number of women and minorities in the faculty increased greatly under Rhodes' leadership, from 130 women and 77 minorities in 1977 to 282 women and 140 minorities in 1992-93. Rhodes designated start-up research funds for new junior faculty that helped Cornell faculty win 11 Presidential Young Investigator Awards, first in the nation with the University of California-Berkeley and the University of Illinois-Urbana/Champaign.

Cornell in 1989 initiated one of the most ambitious fund-raising campaigns in the nation with a goal of \$1.25 billion; to date, more than \$1 billion has been raised. The university rose from eighth in the nation in voluntary support in 1977-78 to third in 1992-93, and ranks first in gifts from alumni and friends.

Born in Warwickshire, England, on Oct. 29, 1926, Rhodes is a naturalized U.S. citizen. He earned his bachelor, doctor of science and doctor of philosophy degrees from the University of Birmingham, England. An honorary member of Phi Beta Kappa, he holds honorary degrees from 24 institutions.

Rhodes is author of more than 70 major scientific articles and monographs, some 60 articles on education and five books, including *Evolution, Fossils: A Guide to Pre-Historic Life, Geology, The Evolution of Life and Language of the Earth*. He has been author, consultant and participant in several educational radio and television programs, including the British Broadcasting Corporation (BBC) television series *The Planet Earth* and the BBC radio series *Science, Philosophy and Religion*.

In 1987, President Ronald Reagan appointed Rhodes as a member of the National Science Board. President George Bush named him a member of the President's Education Policy Advisory Com-

mittee in 1989. In 1992, he was named to the 15-member Special Commission on the Future of the National Science Foundation. He is former chair of the board of trustees of the Carnegie Foundation for the Advancement of Teaching, former chair of the board of directors of the American Council on Education, former chair of the Association of American Universities and former chair of the advisory board of the Freedom Forum Media Studies Center at Columbia University.

Rhodes has received numerous awards. He was elected a Fellow of the American Academy of Arts and Sciences in 1989 and a member of the American Philosophical Society in 1991. In 1987, he received the Higher Education Leadership Award from the Commission on Independent Colleges and Universities, the Distinguished Fellowship of the Academy for Educational Development, and the Justin Morrill Award of the National Association of State Universities and Land Grant Colleges. He is a recipient of the Geological Society's Bigsby Medal and was appointed a Fulbright Distinguished Fellow in 1987.

Rhodes was chair of the 1987 National Commission on Minority Participation in Education and American Life that produced the report *One-Third of a Nation*. Honorary co-chairs were former presidents Gerald Ford and Jimmy Carter.

The next year, he was co-chair, with Donald E. Petersen, former chair of the Ford Motor Co., of the 1988 Business-Higher Education Forum Task Force on Human Capital that produced the report *American Potential: The Human Dimension*.

Rhodes is a member of the board of trustees of the Andrew W. Mellon Foundation and a member of the boards of directors of the Tompkins County Trust Co., the General Electric Co. and the National Broadcasting Corp. He is a member of the Business-Higher Education Forum, the Council on Foreign Relations Inc., and a council member of the International Executive Service Corps. He also is a member of a number of professional organizations and is a Fellow of the Geological Society.

Rhodes and his wife, the former Rosa Carlson of Iron Mountain, Mich., have four daughters. The couple resides in Ithaca.

# CALENDAR

from page 12

Kvapil, considered by international critics as the Czech Republic's most important pianist and finest exponent of Czech piano music, will give a free concert of music by the five most important Czech composers: Voreisek (*Sonata in B-flat Minor*), Dvorak (*Poetio Tone Pictures*), Janacek (*On Overgrown Path*), Martinu (*Three Czech Dances*), and Smetana (*Macbeth and Witches, Dreams, Three Czech Dances*).

Having played and recorded for 20 years, his knowledge and understanding of Czech music remains unrivaled. He has received critical acclaim worldwide by newspapers from Paris, Sheffield and Dublin, and from *The Christian Science Monitor*, *U.S. Guardian*, *The New York Times* and *San Francisco Chronicle*.

Kvapil has performed at major festivals and concert halls in Europe, the United States and Japan, as well as on the radio and television.



Radoslav Kvapil

## Bound for Glory

March 20 and 27: Albums from the studio. Bound for Glory can be heard Sundays from 8 to 11 p.m. on WVBR-FM, 93.5.

# religion

## Sage Chapel

There will be no service March 20 or 27.

## African-American

Sundays, 5:30 p.m., Robert Purcell Union.

## Baha'i Faith

Tuesdays, 8:15 a.m. prayers, Loft 3, Willard Straight Hall. Fridays, 7 p.m., speakers and open discussion, meet at the Balch Archway. Sunday morning dawn prayers. For details, call 253-2401.

## Catholic

Spring break Mass schedule: March 19-20: Saturday, 5 p.m., Sunday, 10 a.m. Weekend Masses: Saturday, 5 p.m.; Sunday, 9:30 a.m., 11 a.m. and 5 p.m., Anabel Taylor Auditorium. Daily Masses at 12:20 p.m. in Anabel Taylor Chapel. Sacrament of Reconciliation, Saturday, 3:30 p.m., G-22 Anabel Taylor Hall.

## Christian Science

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

## Episcopal (Anglican)

Sundays, worship and Eucharist, 9:30 a.m., Anabel Taylor Chapel.

## Friends (Quakers)

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

## Jewish

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

Reform: Fridays 6 p.m., chapel, Anabel Taylor Hall; Conservative/Egalitarian: Fridays, 6 p.m., Founders Room, and Saturdays 9:30 a.m., Founders Room, Anabel Taylor Hall; Orthodox: Friday, call 272-5810 for time, and Saturday, 9:15 a.m., Edwards Room, Anabel Taylor Hall.

## Korean Church

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

## Muslim

Friday Juma' prayer, 1:15 p.m., One World Room, Anabel Taylor Hall. Daily Zuhr, Asr, Maghreb and Isha' prayers at 218 Anabel Taylor Hall.

## Protestant Cooperative Ministry

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

## Sri Satya Sai Baba

Sundays, 10:30 a.m., 319 N. Tioga St. For details call 273-4261 or 533-7172.

## Zen Buddhist

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

# seminars

## Agricultural, Resource & Managerial Economics

"Measuring Conditional Damage and Benefit Functions for Groundwater Quality," Gregory Poe, March 17, 12:15 p.m., 401 Warren Hall.

## Astronomy & Space Sciences

"Astrophysical Paleontology: The Shapes of Planetary Nebulae and Historical Mass Loss," Bruce Balick, University of Washington, March 17, 4:30 p.m., 105 Space Sciences

## Biochemistry

"Mutations Affecting Cell Adhesion in Mice," Richard Hynes, Massachusetts Institute of Technology, March 18, 4 p.m., large conference room, Biotechnology Building.

## Chemistry

"Photoreactivity of Chlorine Dioxide in Gas Phase, Condensed Phase and the Atmosphere," Veronica Vaida, University of Colorado at Boulder, March 17, 4:40 p.m., 119 Baker.

## Fruit & Vegetable Science

"Use of Mulches and Pre- and Post-Plant Weed Control Strategies in Cucumbers," Erik Wilkins, M.S. candidate, March 17, 4 p.m., 404 Plant Science Building.

## Immunology

"Molecular Regulation and Function of the Lymphocyte Fc Receptor for IgE," Dan Conrad, Virginia Commonwealth University, March 18, 12:15 p.m., Lecture Hall 1, Veterinary Education Center.

## International Nutrition

"Nutrition Policy in Developed Countries," Nancy Milio, University of North Carolina at Chapel Hill, March 17, 12:40 p.m., 200 Savage Hall.

## Materials Science & Engineering

"Atomic Scale Studies of Interfacial Segregation," David Seidman, Northwestern University, March 17, 4:30 p.m., 140 Bard Hall.

"Metal Oxide Heterostructures," R. Ramesh, MTS, Bellcore, March 24, 4:30 p.m., 140 Bard.

## Operations Research & Industrial Engineering

"Modeling in the Semiconductor Industry," John Fowler, Sematech, March 17, 4:30 p.m., 155 Olin Hall.

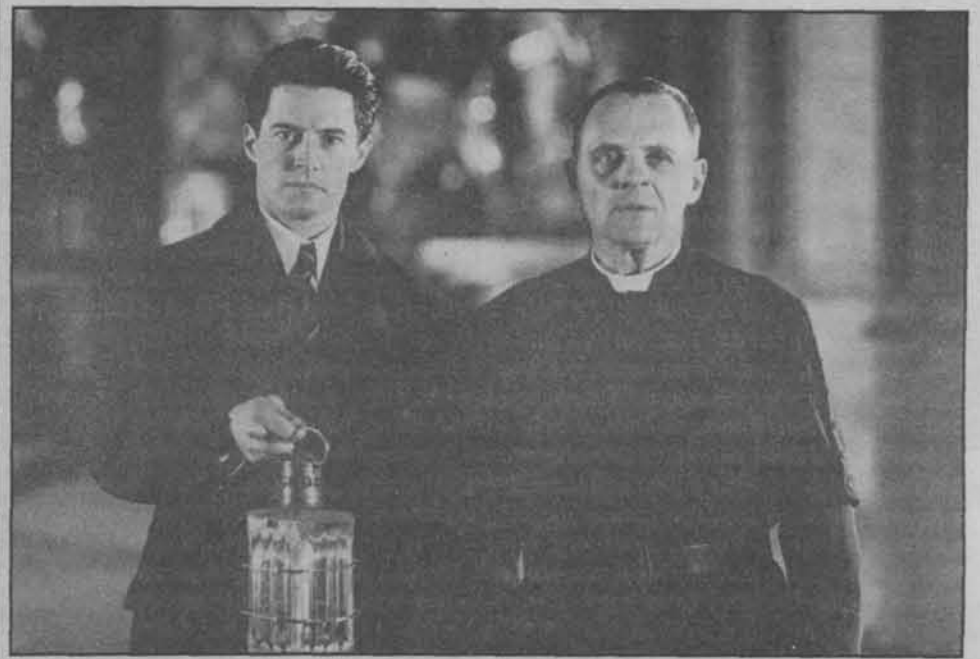
## Plant Biology

"Phosphoinositide Signaling in Plants," Rich Crain, University of Connecticut, March 18, 11:15 a.m., 404 Plant Science Building.

## Plant Pathology

"Application of Microinjection/Micromanipulation Techniques in Studying Cell Function of *Uromyces* Germings," Ary Correa, plant pathology, Geneva, March 17, 3 p.m., A133 Barton Laboratory, Geneva.

"Proteinase Inhibitors: Phytochemical Defenses Against Herbivorous Insects?" Roxanne Broadway, entomology, March 24, 3 p.m., A133 Barton Laboratory, Geneva.



Kyle MacLachlan, left, as Josef K. and Anthony Hopkins as The Priest in "The Trial," playing at Cornell Cinema March 17 and 19.

## Rural Sociology

"Earning a Livelihood in Northeast Households With Small Farms," Gil Gillespie, March 18, 3:30 p.m., 32 Warren Hall.

## Soil, Crop & Atmospheric Sciences

"Impact of Recent Political Changes on the Scientific Community in Slovakia," Oskar Markovic, Slovak Academy of Sciences, March 22, 3:30 p.m., 133 Emerson Hall.

## South Asia Program

"Women and Nationalism in India" (tentative title), Tanika Sarkar, University of Delhi, March 17, 4:30 p.m., G-08 Uris Hall.

## Southeast Asia Program

"The Changing of Image of Chiang Mai in the 20th Century," Ron Renard, Payap University, Thailand, March 17, 12:20 p.m., Kahin Center, 640 Stewart Ave.

## Textiles & Apparel

"The 21st Century Land Warrior," Carol Fitzgerald, Pentagon, March 17, 12:20 p.m., 317 Martha Van Rensselaer Hall.

## Toxicology

"Bioavailability and Toxic Chemicals: Role of Partitioning in the Biodegradation of Organic Compounds in Nonaqueous-phase Liquids," Jose Julio Ortega-Calvo, soil, crop & atmospheric sciences, March 18, 12:20 p.m., 135 Emerson Hall.

# symposiums

## Veterinary College Centennial

Alumni, faculty and friends of the College of Veterinary Medicine plan to combine celebration with continuing education March 19-22 at a dual purpose event, the Centennial Anniversary Celebration and 1994 Annual Conference for Veterinarians. "The Practice of Veterinary Medicine in the 21st Century" is the topic of a plenary session set for 2 p.m. Monday, March 21, in Alice Statler

# Trinity College president will examine Thatcher decade at Bartels Lecture

By Darryl Geddes

Sir John Burgh, president of Trinity College in Oxford, England, will deliver the Bartels Fellowship Lecture on Tuesday, March 29, at 4:30 p.m. in the Alumni Auditorium of Kennedy Hall. Burgh will discuss "The Thatcher Decade." President Frank H.T. Rhodes will make introductory remarks. The lecture is free and open to the public.

Prior to his appointment as Trinity president in 1987, Burgh was director-general of the British Council, the organization responsible for Britain's cultural and educational relations with other countries.

During the 1970s, Burgh served as a deputy and assistant undersecretary of state for various government departments. In addition, he was a member of the government think tank established in 1970 by Prime Minister Edward Heath.

Burgh has a special interest in the arts,

especially music.

He serves as chairman of the Associated Board of the Royal Schools of Music, Britain's premier music examination body. He also chairs the National Opera coordinating committee and is a member of the Board of the English Shakespeare Company.

During his four-day visit to Cornell — March 28 through 31 — Burgh, the Henry E. and Nancy Horton Bartels World Affairs Fellow, will meet with various student groups and speak to several classes. On March 31 he will tour the Center for Theatre Arts and discuss arts policy in Britain with students and faculty.

Burgh's visit to Cornell is sponsored by the Mario Einaudi Center for International Studies.

Past Bartels Fellows include the Dalai Lama of Tibet (1991); Pierre Salinger, ABC News correspondent (1987); and Charles Percy, former U.S. senator (1986).

Auditorium. The session is free and open to the public.

For further information, call Elizabeth Fontana at 253-3747.

# theater

## Risley Theatre

Don Nigro's "Seascape With Sharks and Dancer" is a story about coming to terms with love. This two-person play tells the story of a man and a woman thrown together on a deserted beach and their slow but inevitable acceptance of each other. Performances will be held March 17, 18, 31 and April 1 and 2 at 8 p.m. in Risley Theatre. Tickets are \$4, and reservations can be made by calling 255-9521.

# miscellany

## Christian Science Monitor

The *Christian Science Monitor* resource files will be in Mann Library March 17 from 10 a.m. to 4 p.m. with free up-to-the-minute articles on more than 150 topics to assist in research and study. Free current copies of the *Monitor* will be available.

# sports

(Home games in ALL CAPS)  
Records are as of Monday.

## Men's Baseball

March 20, at Virginia Wesleyan, 2 p.m.  
March 21, at Old Dominion, 3 p.m.  
March 22, at William & Mary, 2 p.m.  
March 23, at Virginia Commonwealth, 3 p.m.  
March 24, at William & Mary, 2 p.m.

## Men's Golf

March 18, at Rutgers

## Men's Lacrosse (0-1)

March 19, at Maryland, noon

## Women's Softball

March 19, at Mt. St. Mary's College (2), 1 p.m.  
March 20, at Mt. St. Mary's College (2), 1 p.m.  
March 21, at Md-Eastern Shore (2), 1 p.m.  
March 23, at George Mason (2), 2:30 p.m.

## Men's Tennis (1-0)

March 18, COLGATE, 3:30 P.M.  
March 21, at Baylor, 2:30 p.m.  
March 22, at Texas-Arlington, 1 p.m.  
March 23, at No. Texas State, 2 p.m.  
March 24, at Southern Methodist, 7 p.m.

## Women's Tennis (3-0)

March 18, at Lynn University  
March 19, at Barry  
March 20, at Florida Int.  
March 21, at Florida Atlantic  
March 22, at Palm Beach C.C.  
March 23, DePaul at Palm Beach C.C.  
March 24, at Broward

## CALENDAR

March 17  
through  
March 24

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

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

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

## dance

**Cornell International Folkdancers**

All events are open to the public and are free unless otherwise noted. Beginners are welcome, and no partner is needed. For information, call 387-6547.

March 20: No dancing due to spring break.

**CU Jitterbug Club**

Fee charged. Open to all ages. No partner needed. For information, call Bill at 273-0126 or Cindy at 277-5720.

- Intermediate West Coast Swing: Every Tuesday, through April 5, 7:30 p.m., 209 N. Aurora St.
- Beginner Lindy Hop: Five-week series through April 5, 8:30 p.m., 209 N. Aurora St.
- Beginner West Coast Swing: Six-week series through April 20, 7:30 p.m., Edwards Room, Anabel Taylor Hall
- Beginner Jitterbug - Review Class, Sunday, March 20, 7:30 p.m., CSMA Annex, 330 E. State St., above T.G. Miller's. Free.
- Intermediate Jitterbug 5-week series starts March 27, 7:30 p.m., CSMA Annex, \$35.
- Beginner West Coast Swing - Review Class, Sunday, March 20, 8:30 p.m., CSMA Annex. Free.
- Intermediate West Coast Swing 5-week series starts March 27, 7:30 p.m., 209 N. Aurora St. \$35.

**Israeli Folkdancing**

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

## exhibits

**Johnson Art Museum**

The Herbert F. Johnson Museum of Art, on the corner of University and Central avenues, is open Tuesday through Sunday from 10 a.m. to 5 p.m. and Wednesdays to 8 p.m. Admission is free. Telephone: 255-6464.

- "Kandinsky's 'Small Pleasures,'" on loan from the Guggenheim Museum and supplemented by Kandinsky works on paper from the museum's permanent collection, on view through March 20.
- "Etched in Memory," on view through March 20, is an historical examination of the development of intaglio printmaking that spans five centuries and a variety of techniques, including engraving, etching, drypoint, mezzotint and aquatint.
- Cornell Council on the Arts Show, through March 27. Selected works in a variety of media by CCPA grant recipients from 1990-93.
- "Earth Tones: One Hundred Years of Landscape Photographs," featuring 40 striking photographs that trace the history of landscape photog-

raphy from the late 19th century to the present day, is on view through April 10.

• "Our Century on Paper Part II: Contemporary Works 1950-1993," on display through April 10, is the second in a two-part series that presents exemplary modern and contemporary drawings and prints culled mainly from the museum's permanent collection.

• "Hidden Dimensions: Photographs by Thomas Eisner," through April 24. Originally organized by the National Academy of Sciences, this show features striking close-up color images of leaves and highly magnified black-and-white photos of insects.

• Box Lunch Tours: Every Thursday from noon to 1 p.m., a member of the museum staff will lead a discussion on a particular aspect of art history as exemplified in the museum's collection. After the tour, lunch may be enjoyed in the sixth-floor conference room. On March 17, Leslie Burgevin will lead a talk on "Face to Face: The Art of the Portrait." Burgevin will talk on "The Art of Creating: European Art" on March 31.

• Artist Lecture Series: On Sunday, March 20, from 2 to 4 p.m., Minna Resnick, a maker of prints and drawings, will speak.

**Plantations**

"Cymbidiums and Other Spring-blooming Orchids," through April 8, 8 a.m. to 4 p.m., A.D. White House Solarium.

**Willard Straight Hall Art Gallery**

"Toys for Guns," an exhibit of photographs and toys with an audio accompaniment by fine arts major Brett Schwartz, through April 1.

## films

Films listed are sponsored by Cornell Cinema unless otherwise noted and are open to the public. All films are \$4.50 (\$4 for students), except for Tuesday night Cinema Off-Center (\$2) and Sunday matinees (\$3.50). Films are held in Willard Straight Theatre except where noted.

**Thursday, 3/17**

"The Trial" (1993), directed by David Jones, with Kyle MacLachlan, Anthony Hopkins and Jason Robards, 7:20 p.m.

"Flesh and Bone" (1993), directed by Steve Kloves, with Dennis Quaid, Meg Ryan and James Caan, 10 p.m.

**Friday, 3/18**

"Flight of the Innocent" (1993), directed by Carlo Carlei, with Manuel Colao, Francesca Neri and Jacques Perrin, 7:15 p.m.

"Flesh and Bone," 9:35 p.m.

**Saturday, 3/19**

"The Trial," 7:15 p.m.

"Crush" (1993), directed by Alison Maclean, with Marcia Gay Harden, William Zappa and Donogh Rees, 9:50 p.m.

**Sunday, 3/20**

"Crush," 8 p.m.

**Monday, 3/21**

"Persona" (1967), directed by Ingmar Bergman, with Liv Ullmann and Bibi Andersson, 7 p.m.

**Tuesday, 3/22**

"Flesh and Bone," 8 p.m.

**Wednesday, 3/23**

"Flight of the Innocent," 8 p.m.

**Thursday, 3/24**

"Flesh and Bone," 8 p.m.

## graduate bulletin

• **May Degree:** All requirements for a May degree must be completed by May 20, including submitting the dissertation/thesis to the Graduate School. Professional master's candidates should check with their field regarding specific deadlines.

• **Olin Lecture:** Edward Said will deliver the Spencer T. and Ann W. Olin Foundation Lecture on Thursday, March 31, 7:30 p.m., Bailey Hall. Admission is free, but tickets are required. Tickets will be available at the Willard Straight ticket office; the Information and Referral Center, Day Hall; the Graduate School information desk; and at the door. A reception for all graduate students will follow the lecture and will be held in the Biotechnology Building, first floor conference room.

• **Pre-enrollment** for fall 1994 courses takes place Wednesday, March 30, through Wednesday, April 13, at Sage Graduate Center. Forms are available at graduate field offices and Sage Graduate Center.



Steve J. Sherman

**Murray Perahia**

## Pianist Murray Perahia to perform at Bailey Hall on Saturday, April 2

Pianist Murray Perahia returns to Bailey Hall to present the last performance of the 1993-94 Cornell Concert Series on Saturday, April 2, at 8:15 p.m. His program will include works of Beethoven, Brahms and Chopin.

Murray Perahia gained international recognition as a performer with a rare musical sensitivity, one whose playing often brings new insights to the listener. He regularly performs with all the major orchestras in this country and abroad, and is heard as a recitalist in all major music centers of the world. His recordings are released exclusively on the Sony Classical label.

Among his more than 40 recordings is the complete set of Mozart concertos, in which he directs the English Chamber Orchestra from the keyboard, a landmark project for which he has won more than 10 major recording awards. He also has completed recordings of all the Beethoven concertos with the Amsterdam Concertgebouw Orchestra under the baton of Bernard Haitink; the

Mendelssohn concertos with Sir Neville Marriner and the Academy of St. Martin in the Fields; and the Chopin concertos with Zubin Mehta and the Israel Philharmonic. His most recent recordings include Schubert's "Winterreise" with baritone Dietrich Fisher-Dieskau.

During the 1993-94 season he will perform the complete Beethoven concertos in Berlin, with the Berlin Philharmonic and in Ferrara, Italy, with the Chamber Orchestra of Europe, both conducted by Claudio Abbado.

This season's North American recital appearances include Vancouver, San Francisco, Los Angeles, Chicago, Toronto, Ithaca and Carnegie Hall in New York City.

Tickets at \$18.50 to \$30 for students and \$22 to \$35 for the general public are available at the Lincoln Hall ticket office Monday through Friday between 9 a.m. and 1 p.m. Tickets also will be on sale before the performance at the Bailey Hall box office, which opens at 7:30 p.m.

• **Income Tax Seminars for International Students:** A representative from the Internal Revenue Service will conduct a seminar on Tuesday, April 5, 1:30 to 4 p.m., Anabel Taylor Hall, Auditorium, 2nd floor. If you have additional questions, contact IRS, toll-free, 1-800-829-1040.

## lectures

**Operations Research & Industrial Engineering**

D.R. Fulkerson Lecture Series: Martin Grottschel of the Konrad-Zuse-Zentrum für Informationstechnik-Berlin and the Technische Universität-Berlin will deliver the 15th annual Fulkerson Lecture Series. His topic will be "Developments in Polyhedral Combinatorics." The schedule is: "Combinatorial Optimization Techniques in Computer Design and Manufacturing," March 17,

3 p.m., 1120 Snee Hall; and "Design of Survivable Communication Networks," March 18, 11 a.m., 456 Theory Center.

**Society for the Humanities**

"Plasticity, Paternity, Perversity: Huston's *Falcon* and Freud's," Lee Edelman, Tufts University, March 17, 4:30 p.m., Guerlac Room, A.D. White House.

## music

**Music Department**

Czech pianist Radoslav Kvapil will perform music of his native country on Thursday, March 17, at 8:15 p.m. in Barnes Hall.

Continued on page 11