


# Cornell CHRONICLE

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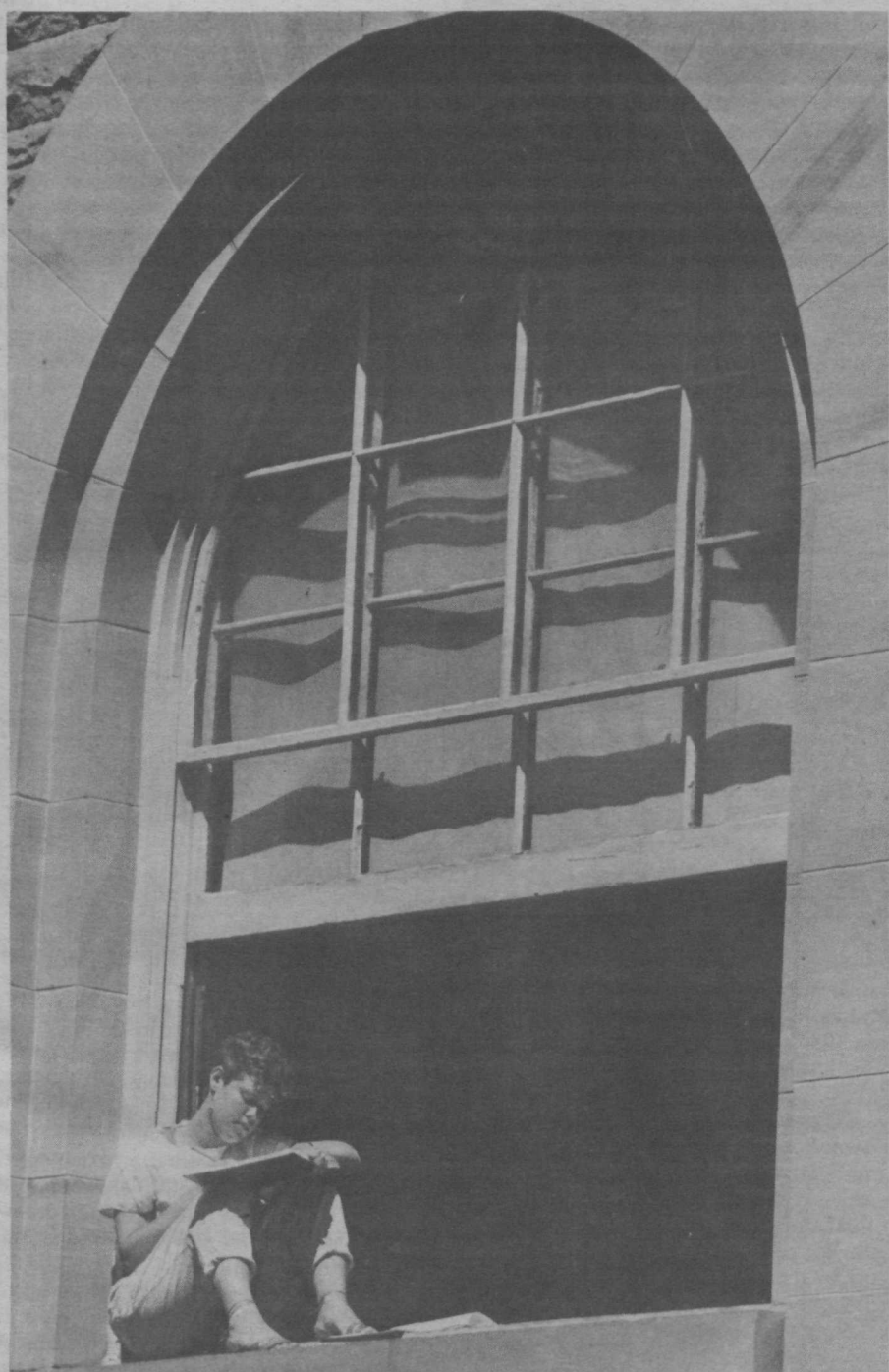
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Claude Loebl

Pamela Jean Barron, a freshman in the College of Arts and Sciences, studying in the sunshine in a window of Goldwin Smith Hall last week — when it was still sunny.

## Educational Initiatives' first projects selected

Seminars on Islamic and Judaic cultures to be taught in the International Living Center; a course investigating color and light and their relationship to psychology, art history, interior design, architecture and illumination engineering; and an overhaul of Chemistry 207, the introductory course for non-chemistry majors, are among the 27 programs that will receive full or partial funding under the first phase of the President's Fund for Educational Initiatives, Vice Provost Barry Adams announced last week.

Those proposals, by Professors Ross Brann and David S. Powers, Near Eastern Studies; Professor Donald Greenberg, director of the Computer Graphics program; and chemistry Professor Jon C. Clardy, will join other faculty-sponsored, experimental programs designed to enhance undergraduate education.

A proposal by English Professors Laura Brown and Molly Hite, for example, will develop a visiting lecture series on pedagogy and sex roles; Dean Geoffrey Chester of the College of Arts and Sciences will guide a training program for international teaching assistants who need to improve their written and spoken English; and Professor Philip Liu of Environmental and Civil Engineering and Visiting English Professor Steven Youra will develop an upper-division writing course in the College of Engineering.

### Five-year program

Established with a gift from anonymous donors, the President's Fund will provide \$1 million a year for five years for such initiatives. Half of the money will be committed during the first round to proposals selected from those submitted by March 31. Another \$500,000 will be awarded to fund proposals selected from entries submitted by Aug. 31. All proposals funded this year will begin implementation during the 1987-88 academic year.

Nearly 100 proposals requesting a total of \$4.5 million were received during the first phase. Ten will receive full funding; 17 others will receive partial funding.

Adams said he was "delighted" at the response to the President's Fund. The

proposals were "extremely thoughtful and shared a widespread and well-grounded interest in improving undergraduate education," he said.

Under the terms set by President Frank H.T. Rhodes, awards can be made for a maximum of \$75,000 each and can provide funding for from one to three years. Each proposal must have the written approval of the appropriate department chair or center director and the deans of the colleges involved.

To ensure a lasting contribution, each multi-year award is made with the stipulation that the college, department or center pick up one-third of the cost of the program in the second year, two-thirds in the third year and the full cost thereafter.

### Inter-disciplinary links

To encourage creative experimentation, Rhodes established several guidelines for the fund: It should encourage linkages between disciplines, particularly between professional and liberal education; it should support universitywide initiatives for curriculum development and enrichment; it should improve the quality of introductory courses, especially those for non-majors, and improve counseling of undergraduate students.

Further, the fund is intended to support faculty members and teaching assistants who wish to improve their teaching skills; to encourage faculty-student interaction in residence units and enhance multicultural understanding; to encourage cooperative styles of teaching and to develop new methods of evaluating teaching and learning.

According to Adams, a special attempt is being made to break down the barriers between the seven undergraduate colleges by giving priority to proposals that not only are interdepartmental but cross-collegiate in scope.

Several of the winning first-round proposals also share a high-tech orientation, seeking new educational uses of computer and video technologies. Yet Adams noted

*Continued on page 11*

## Campus prepares for year-end ritual; Cuomo to give Convocation address

Gov. Mario M. Cuomo will speak to the university's approximately 5,400 degree candidates and their families during the 1987 Convocation, beginning at 12:45 p.m. on May 30.

Cuomo repeatedly has said he will not run for the 1988 Democratic presidential nomination. But when asked Monday during a visit to Iowa if he was ruling out the possibility of entering any presidential primaries, he responded, "No, I'm not," according to The New York Times. Cuomo was in Iowa to deliver the commencement address at Grinnell College.

Prior to the formal weekend activities, soon-to-be graduates will have a chance to forget about exams and have some fun during Senior Week. Canoe trips, winery tours, horseback riding and a number of dance parties are planned throughout the week.

Cuomo's speech will lead a weekend of events, culminating on May 31 with the 119th Commencement ceremony. Convocation also will feature a speech by Senior Class President Lori Ives, presentation of the class gift and a performance by the Hangovers, a campus singing group.

Mobility-impaired guests are asked to call Kris Corda at 255-5217 for arrangements.

Commencement events will begin with a baccalaureate service sponsored by Cornell United Religious Works at 9:30 a.m. in Bailey Hall. The service will feature Leonard Fein, editor of Moment magazine.

Commencement exercises will be held at Schoellkopf Field beginning at noon; more than 23,000 guests are expected to attend. In traditional fashion, President Frank H.T. Rhodes will deliver the commencement address. Music for the ceremony will be provided by the Cornell Chime-masters, the Wind Ensemble and the Glee Club and Chorus.

Guests may enter the stadium beginning at 9 a.m. and are requested to be seated by 11 a.m. Degree candidates, academic deans, student marshals and banner bearers will assemble on the Arts Quad at 10:30 a.m. and proceed to the stadium at 11 a.m. Arrangements for mobility-impaired guests can be made by calling Vickie Goss at 255-9541.

In case of severe weather, the Commencement ceremony

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Gov. Mario Cuomo



## Notable

John E. Hopcroft, professor of computer science, Peter Katzenstein, professor of government, and Walter LaFeber, professor of history, were among 88 scholars, scientists, public figures and artists recently elected to the American Academy of Arts and Sciences.

The Academy was founded in 1780 by John Adams and other leaders of the American Revolution. Its membership of approximately 2,300 conducts studies and publishes reports on national and international importance. Among its recent projects have been studies on the changing goals and structure of the American business corporation, international negotiation, collaboration between university and industry, public policy in the arts and weapons in space.

Jerrold Meinwald, Goldwin Smith Professor of Chemistry, has been elected a member of the American Philosophical Society. He was one of 23 new members elected this spring to the society, which is the oldest learned society in the United States.

## Spray-painting suspects due in city court

Four students charged in connection with a spray-painting spree on campus last month are scheduled to appear in Ithaca City Court on May 22.

Each faces a charge of criminal mischief for allegedly painting pro-divestment slogans on Malott Hall at the Johnson Graduate School of Management late at night on April 28. That same night, red paint was sprayed in 72 restrooms in 16 buildings across campus.

The four originally were to be charged under the Campus Code of Conduct and referred to the campus judicial administrator, but criminal charges were filed because the damage exceeded \$250, according to Lt. William G. Boice of the Department of Public Safety.

The four — Gordon S. Edgar, 19; Katharine E. Johnston, 23; Jonathan B. Kramnick, 19; and Stacey M. Ricci, 20 — were arraigned in Ithaca City Court on May 13.

One of the slogans painted on the south wall of Malott Hall said "Johnson Wax Kills" and signs posted on restroom walls said "Johnson Wax puts the shine in apartheid." Both are references to the company owned by Cornell Trustee Samuel C. Johnson.

## Cornell CHRONICLE

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Carole Stone

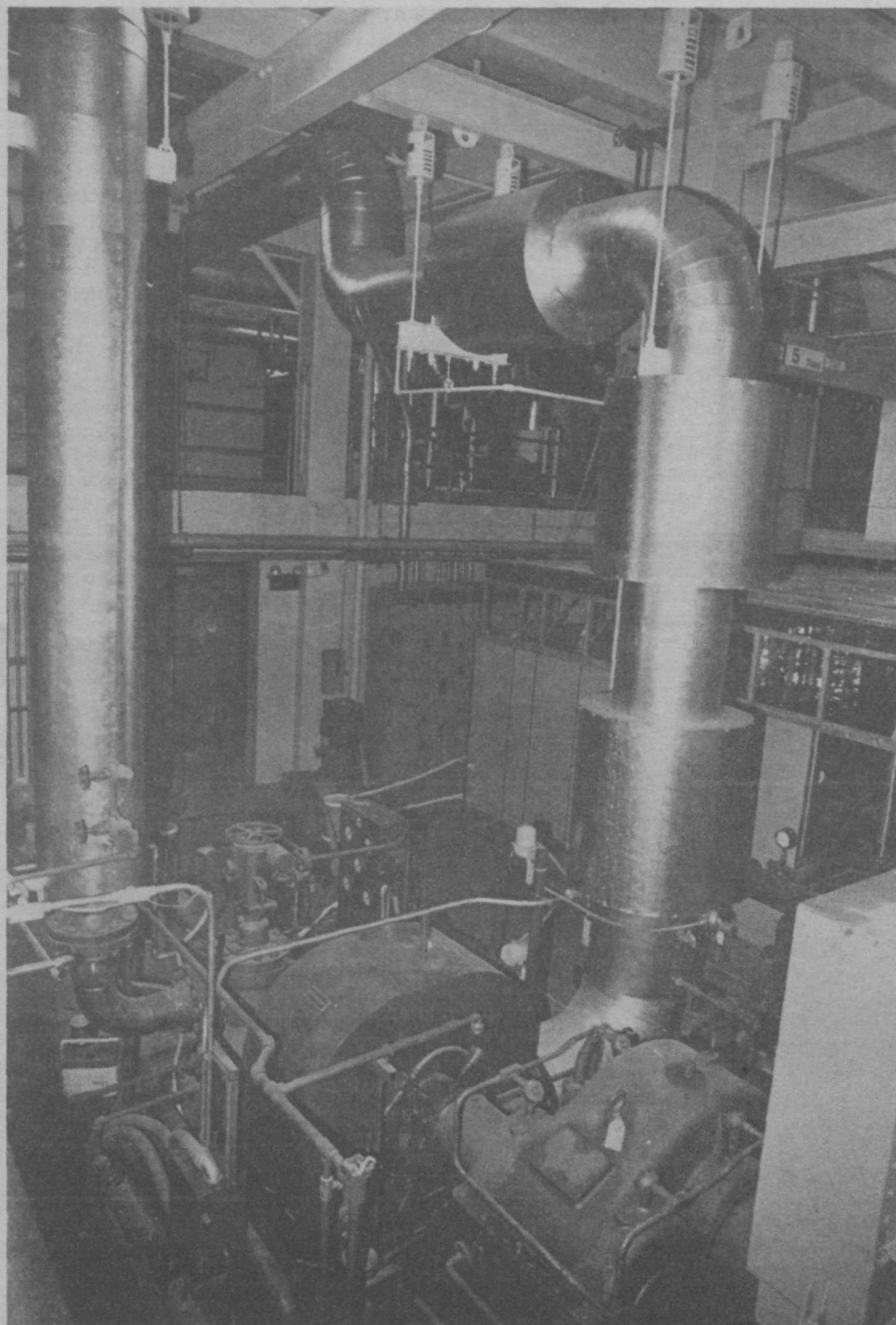
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It is the policy of Cornell University to support actively equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap. The university is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity.



The 1.8-megawatt turbine generator that is part of Cornell's new cogeneration system. The pipe at left brings high-pressure, high-temperature steam from the boiler, and the pipe at right carries exhaust steam to the campus steam system.

## New steam system to generate power for Cornell

A new cogeneration plant with a 7.6-million-watt (megawatt) generation capacity has been brought on-line, producing about 11 percent of the university's power.

The Cornell community can see the new system at an open house on June 5 from 3 to 5 p.m. at the Humphreys Service Building.

Basically, cogeneration is a technique of using the energy from fuel more efficiently. First, the high-temperature steam from fuel-fired boilers generates electricity. Then, the lower-energy exhaust steam is fed into Cornell's 25-mile network of steam pipes for space and hot water heating and other purposes.

According to Utilities Director Ed Hartz, the \$5.4 million project should pay for itself within 10 years. It will save the university \$500,000 in utility costs in fiscal 1987-88, for example. Planning for the system was aided by a grant from the New York State Energy Research Development Authority. Construction was financed by Cornell and by a \$300,000 energy conservation grant from the U.S. Department of Energy.

Feasibility studies for the project were begun in 1982 by Cornell's director of engineering and facilities, Henry E. Doney, and

construction, supervised by Hartz, began in March 1986.

"This has been a remarkably successful project from the very beginning," said Cornell's vice president for facilities and business operations, Robert Matyas. "Thanks to the excellent work by our planners and engineers, we were able to obtain grants to help fund the project and to bring it in on budget. We particularly appreciated the support by the administration and the board of trustees, who actively encouraged undertaking this challenge."

The Cornell cogeneration system consists of two high-pressure steam turbine generators, one capable of generating 5.8 megawatts of power and one 1.8-megawatt unit. Steam from Cornell's coal-fired boilers enters the larger turbine at 550 degrees Fahrenheit and 400 pounds per square inch, and exits at 325 degrees and 75 pounds per square inch.

The entire steam production and cogeneration plant is controlled by a state-of-the-art computer control system that allows operators to fine-tune the system for best efficiency as fuel costs, electricity prices and energy demand change.

— Dennis Meredith

## Briefs

■ **Steam shutdowns set for early June:** The annual campus-wide steam shutdowns have been scheduled from 5 a.m., June 2 through 5 p.m., June 4. The shutdowns are necessary for maintenance work on the steam distribution system and repairs to the Central Heating Plant. If an office or department anticipates problems due to this shutdown, a representative may contact the Customer Service Center at 255-5322.

■ **Summer hours for bus services:** The East Ithaca Transit summer schedule begins May 26. The 6 p.m. run from Day Hall to Eastern Heights will be suspended for the summer. The last run of the day will leave Day Hall at 5:10 p.m. The rest of the schedule remains the same.

Campus bus service for the summer months will be as follows: The AB Local, B-Day Hall and Northeast Transit Route 2 will remain the same as during the academic year; the West Campus route will be discontinued until the fall; the evening A-Lot express bus and morning A-Lot Morrison route will continue through the summer.

Blue Light Bus service will be suspended for the summer after May 22. The Blue Light Escort Service has been discontinued for the summer, as of May 12.

Ithaca Transit's Route 2A will operate Friday and Saturday nights during the summer beginning May 22. Route 2A provides evening service until 1:17 a.m., between Cornell, downtown Ithaca and Ithaca College.

## Officials taught how to train for work hazards

Representatives of local and municipal governments and their employees' unions attended a conference on educating workers about hazardous materials May 19 in Owego.

The conference was sponsored by the School of Industrial and Labor Relations, the DC 37 Education Fund of the American Federation of State, County and Municipal Employees and the City of New York Mayor's Office of Operations.

It provided information on how political jurisdictions can meet requirements of the state's Right to Know Law by telling employees about the existence of any hazardous material they work with and how to handle such material safely.

Speakers scheduled to attend included State Assistant Attorney General Wade Eaton, Prof. James Platner, a toxicologist and director of the Industrial and Labor Relations School's Chemical Hazard Information Program and Nellie Brown, coordinator of the program.

David Michaels, director of the occupational health program in the Montefiore Medical Center's Department of Epidemiology and Social Medicine and Prof. Stephen Zoloth and Assistant Prof. Jack Caravanos of Hunter College's School of Health Sciences were scheduled to conduct workshops.

— Barry Gross

## Barton Blotter: Tools, radios stolen

Nearly \$1,000 in tools and two CB radios worth \$1,600 were reported stolen from the Center for the Performing Arts' construction site, according to the morning reports of the Department of Public Safety for May 8 through May 17.

Seventeen thefts covering \$6,235 in cash and valuables were reported on campus. These included a burglary at Helen Newman Bowling Alley sometime between midnight and 8:30 a.m. on May 10; \$513 in cash was reported taken.

Other reported thefts included a \$310 camera; a telephone, cassette recorder and tapes worth \$230; a \$430 sewing machine; and a \$400 typewriter.

Seven persons were referred to the judicial administrator, two in separate cases of petit larceny, another person for reckless endangerment and four for assault stemming from the same incident.

Computerized copies of the most current daily report may be called up on CUINFO under the title SAFETY.

## Obituaries

### W. Lambert Brittain

W. Lambert Brittain, professor of human development and family studies in the College of Human Ecology, died April 22 at Tompkins Community Hospital after a long illness. He was 64.

Brittain was a member of the human development and family studies faculty since 1952. He was known for coordinating the College of Human Ecology's Saturday art classes for children, which often formed the basis for new studies of children and

creativity.

He is survived by his father, George Stephenson Brittain; his wife, Harriet Brittain, of Ithaca; two daughters, Constance Bouchard, of Wooster, Ohio, and Ann Brittain, of Miami, Fla.; three sons, David Brittain, of Syracuse, Bruce Brittain, of Ithaca, and Douglas Brittain, of Detroit, Mich.; two granddaughters; and a brother.

There will be no memorial service and no calling hours. The family requests a period of privacy.



# Four faculty named Liberty Hyde Bailey professors

Four members of the faculty in the College of Agriculture and Life Sciences have been named Liberty Hyde Bailey professors, effective July 1.

They are Dale E. Bauman, professor of animal science; Rosario Provvidenti, professor of plant pathology at the New York State Agricultural Experiment Station at Geneva; Daniel G. Sisler, professor of agricultural economics; and Peter L. Steponkus, professor of agronomy.

These appointments bring to 10 the number of Liberty Hyde Bailey professors. The professorships honor distinguished faculty in the College of Agriculture and Life Sciences who have national and international reputations in agriculture and related sciences.

The professorship was established in 1972 in honor of Liberty Hyde Bailey, who was a professor of horticulture from 1888 to 1913 and dean of the College of Agriculture from

1903 until his retirement in 1913. He died in 1954 at the age of 96.

Recognized internationally, Bailey was a teacher, scientist, explorer, administrator, public servant, author, editor and more. He was a pioneer in transforming horticulture from a craft to a science. He wrote 65 books, compiled three encyclopedias and edited scores of other books. Bailey Hortorium and Bailey Hall on campus are named in his honor.

## Bauman

Professor Bauman has gained international recognition during the past several years for his pioneering work in the use of bovine growth hormone. His work on the effect of growth hormone on the production efficiency of dairy animals represents a major breakthrough in dairy science and is expected to have a profound impact on the dairy industry here and abroad.

A member of the Cornell faculty since 1978, Bauman has won several awards for his research accomplishments, including the prestigious 1985 Alexander von Humboldt Award for making the "most significant contribution to American agriculture during the previous five years." In 1986, he was awarded a Superior Service Award from the U.S. Department of Agriculture.

## Provvidenti

Professor Provvidenti is an international authority on viral diseases of vegetables and their sources of resistance. He has contributed significantly to the development of resistant cultivars of several vegetable crops. A member of the Cornell faculty since 1954, he is the second Geneva station scientist honored with a Bailey professorship.

Through the years, Provvidenti has been active in international agriculture. Because of his pioneering research on viral diseases

in Chinese cabbage, he was an invited speaker at the first International Symposium on Chinese Cabbage held in Japan in 1980.

Since 1984, he has been technical adviser to the Tianjin Academy of Agricultural Sciences in China. In 1985, at the invitation of the Council of Agriculture of the Republic of China, Provvidenti participated in the first International Seminar on Virus Diseases of Horticultural Crops in the Tropics, held in Taiwan.

## Sisler

Professor Sisler focuses his research on assessment of technology and policies to boost food production in developing countries. He studies international trade and marketing, domestic agricultural policy and its implications and the impact of agricultural production and rural employment generation on the nutritional status of households in Africa and Asia. He has traveled to many parts of the world including Nepal, Pakistan, Bangladesh, Iran, India, Kenya, Tanzania, Botswana, Indonesia, Thailand, the Philippines, Mexico and Malawi.

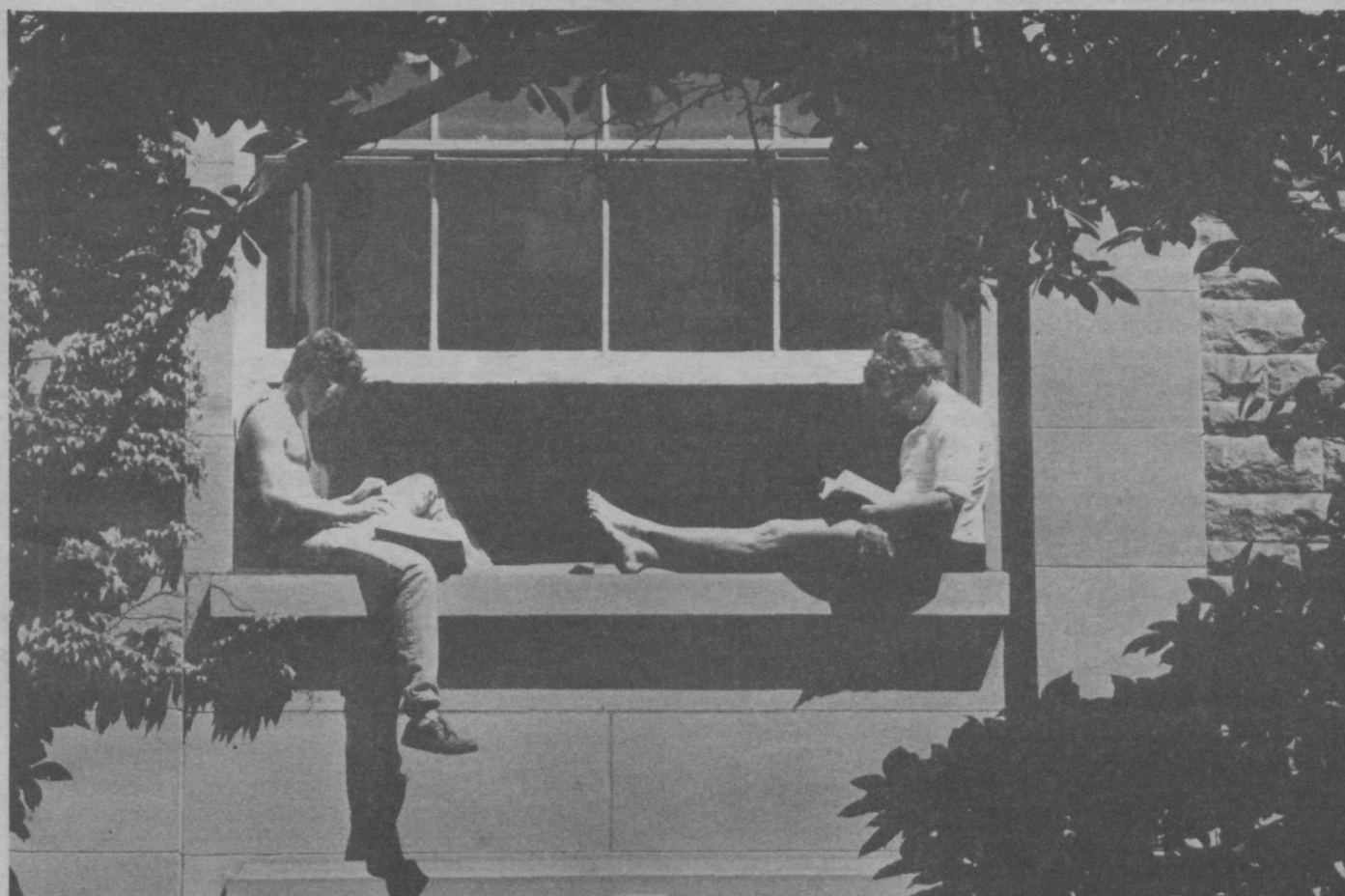
Sisler is widely recognized as an outstanding teacher. He has received many teaching awards including the Distinguished Educator Award from the Council for the Advancement and Support of Education in 1985, the State University of New York Chancellor's Award for Excellence in Teaching in 1975 and the 1964 Professor of Merit Award from the College of Agriculture and Life Sciences. He twice won the Distinguished Undergraduate Teaching Award from the American Agricultural Economics Association, first in 1973 and again in 1978. He joined Cornell in 1962.

## Steponkus

Professor Steponkus is recognized internationally as an authority on the cellular and molecular aspects of freeze injury and cold acclimation. He focuses his research on elucidation of freeze-induced lesions in the plasma membrane and the physical and chemical stresses responsible for injury.

Steponkus' work ultimately will lead to the development of increased plant resistance to freeze injury through either traditional breeding methods or genetic engineering and of the improved protocol for cryopreservation of plant and animal cells, tissues and organs. He serves on the Editorial Board of the journal "Cryobiology" and is a member of the Board of Governors of the Society for Cryobiology. He joined the Cornell faculty in 1968.

— Yong H. Kim



The windows of Goldwin Smith Hall proved a popular place to study last week.

Claude Levett

# Employees rate Cornell more highly in survey than in 1982

Results of the 1986 "Employee Attitude Survey" indicate general satisfaction with working conditions, but dissatisfaction with rewards given for outstanding performance, carrying unsatisfactory employees on the payroll and a perceived lack of understanding by top administrators of staff needs and concerns.

The survey, filled out by 1,769 of the university's more than 5,300 full-time, non-academic employees reports satisfaction with work, working hour flexibility, job security, benefits and the overall atmosphere of the campus.

A summary of the results of the survey, as prepared by SRI International of Menlo Park, Calif., is reprinted on pages 5-7.

The 1986 survey compares favorably with a similar study conducted in 1982, according to Susan Russell of SRI International's Survey Research Program, which conducted this year's survey and evaluated the results of the survey four years ago. The 1982 survey was conducted by the Office of Human Resources.

Russell compared 25 items that were identical in both surveys and found "significantly more positive attitudes" on 15 of those questions. "Improvement in 15 areas out of 25 is a good sign," she said, adding, "In fact, the situation seems to be much better now."

There was no change on six of those items and less positive attitudes on four, she said.

Employees rated the university significantly better on the availability of information about staff training programs, perception of whether supervisors are knowledgeable about Cornell policies and procedures, satisfaction with career progress, satisfaction with the quality of supervision

and a feeling of being part of a highly regarded institution, Russell said.

There was a significant drop in the number who reported having received an annual performance evaluation, she added.

Senior Vice President William G. Herbst said: "Overall, I'm somewhat encouraged by the progress we've made since 1982. I am disappointed that some people feel senior administrators don't care about them. There were very few major disappointments [in the survey] except for this."

"We do care — and we have made a huge investment of time and resources to support the needs of our employees. I really am not sure whether there is a real problem out there or whether it's a matter of communication. The record of recent years is a good one, but it's clear that we've failed to communicate effectively," he said.

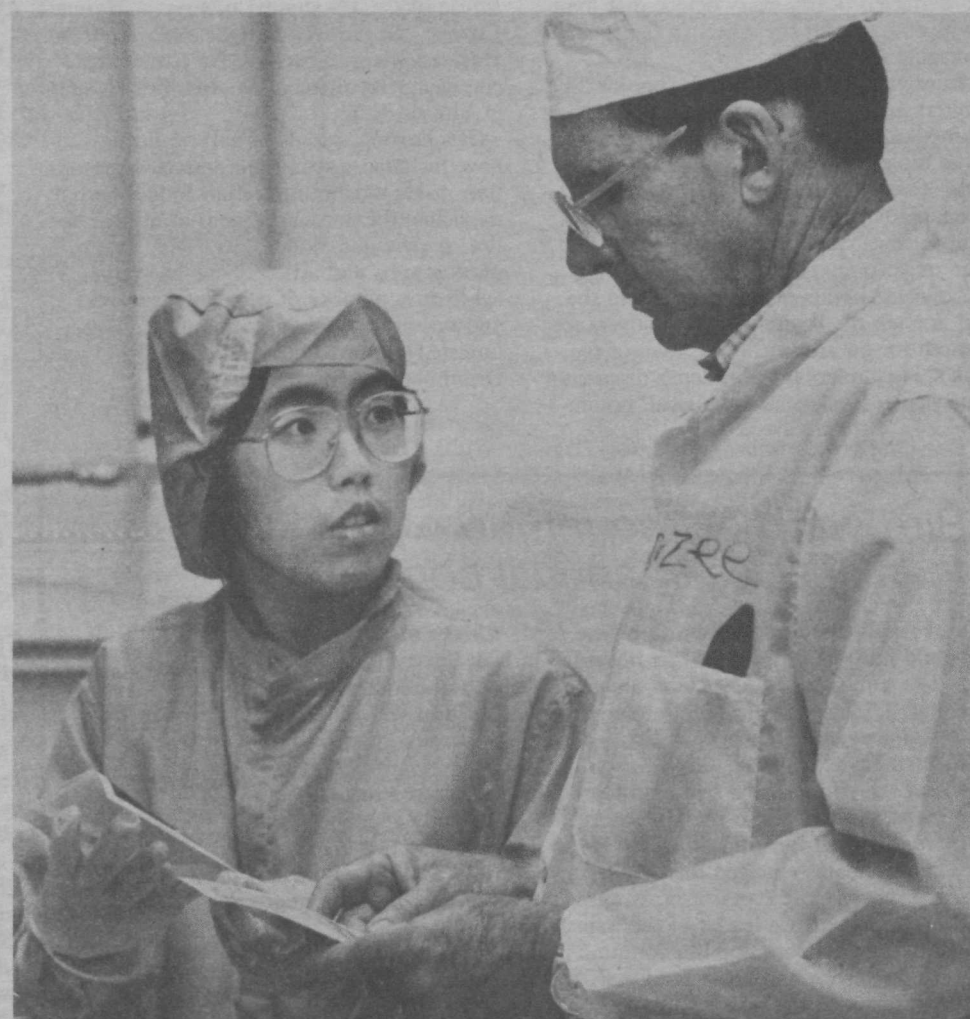
The Office of Human Resources commissioned the survey. Its director, Lee Snyder, said: "The SRI report identified a number of important issues to work on during the next several years. Many of the issues identified are ones we already were beginning to address in the Human Relations Agenda."

"Having the results of the SRI survey will help the university establish priorities and will give our employees a clear voice in determining the direction of those future programs they feel should be implemented," Snyder continued.

Dean Robert E. Doherty of the School of Industrial and Labor Relations and chairman of the Human Relations Task Force, said he was "pleasantly surprised" to learn of the resentment employees feel toward fellow workers they perceive are not pulling their weight.

"It's pleasant to find that the Puritan

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AT WORK AT CORNELL: Nellie Whetten, a photo lithography specialist at the National Nanofabrication Facility, looks at a sample of an infra-red mesh filter with Gerald Smotherman, an aerospace engineer with LTV Corp.

Claude Levett



# Presidential Scholars and their mentors to be honored

Continuing a tradition begun four years ago, the university will honor 34 Presidential Scholars selected from among this year's graduating seniors for their outstanding scholastic achievement.

These students, nominated by the deans of their schools and colleges for achievement, "qualities of intellectual curiosity, energetic leadership, and . . . potential for contributing to the betterment of society," will be joined by the Cornell faculty members who "made the most significant contribution to their education."

President Frank H.T. Rhodes, with Provost Robert Barker and the deans of the undergraduate units, will formally recognize these students for their accomplishments at a luncheon ceremony in the Herbert F. Johnson Museum of Art on May 27.

And, although they will not be present, the high school educators who inspired these scholars will also share the honors; tributes written by the Presidential Scholars will appear in the program of the convocation, which will be sent to the teachers.

The 1987 Presidential Scholars and the Cornell mentors they selected are:

From the College of Agriculture and Life Sciences: Paul R. Avery, who named Robert H. Foote, professor of animal science; Lisa M. Gangarose, who named Elizabeth B. Keller, professor of biochemistry; Ira D. Gelb, who named Daniel G. Sisler, professor of agricultural economics; Irene M. Hegeman, who named Robert H. Foote, professor of animal science; Bart R. Johnson, who named Peter L. Marks, associate professor of ecology and systematics; Kriste E. Lyon, who named Douglas A. Paine, associate professor of agronomy; Pamela S. Marten, who named William D.

Youngs, professor of natural resources; Suzanne Ortiz, who named Pamela Stepp, lecturer in communication; and Laura J. VanPutte, who named Gary Dunny, associate professor of veterinary microbiology.

From the College of Architecture, Art, and Planning: Charles W. Alexander, who named Val Warke, associate professor of architecture; Andrew Cimatti, who named W. Standley Taft, assistant professor of fine arts; and Misa T. Roquejoffre, who named James E. Turner, associate professor of Africana studies and research.

From the College of Arts and Sciences: Daniel E. Barrish, who named Maria G. S. Swenson, lecturer in modern languages and linguistics; Edward M. Blumenthal, who named Bruce Ganem, professor of chemistry; Karen M. Lado, who named Charles F. Aquadro, assistant professor of genetics and development; John F. Mitchell, who named Jon C. Clardy, professor of chemistry; Francesmary Modugno, who named Robert L. Constable, professor of computer science; Janet K. Rosenthal, who named Thomas D. Fox, associate professor of genetics and development; Laurie R. Rubenstein, who named Walter F. LaFeber, professor of American history; Douglas B. Rutzen, who named E. Wood Kelley, associate professor of government; and Morgan Chia-Wen Sze, who named Lydia Fakundiny, senior lecturer in English.

From the College of Engineering: Geoffrey C. Achilles, who named Raymond G. Thorpe, associate professor of chemical engineering; Peter E. DelVecchio, who named John Belina, assistant dean of admissions and undergraduate affairs of the College of Engineering; Mark D. Doyle, who named Mark S. Nelkin, professor of applied engineering physics; Walter H. Har-

tung, who named Hasan S. Padamsee, senior research associate in nuclear studies; Terry J. Linsey, who named James S. Thorp, professor of electrical engineering; and Susan M. Lord, who named Michael O. Thompson, assistant professor of materials science and engineering.

From the School of Hotel Administration: Michelle S. Russo, who named James J. Eyster, professor of hotel administration; and Saskia Schutte, who named A. Neal Geller, professor of hotel administration.

From the College of Human Ecology:

Vincent J. Curran, who named William Trochim, associate professor of human service studies; Allison B. Greenhut, who named E. Scott Maynes, professor of consumer economics and housing; and Shannon Murphy, who named Marjorie M. Devine, professor of nutritional sciences.

From the School of Industrial and Labor Relations: Lisa A. Burns, who named Risa Lieberwitz, assistant professor of industrial and labor relations; and David F. Menz, who named George W. Brooks, professor emeritus of industrial and labor relations.

## New book on natural history written for novices, experts

How can certain moths fly at temperatures below freezing? How do Canada geese find their way back home each spring? How can kangaroo rats survive in the desert without ever drinking water? Why are some caterpillars hairy? What did North America look like 500 million years ago?

Answers to these and many other questions that intrigue the novice as well as the devoted naturalist can be found in a new book, "The Naturalist's Year: 24 Outdoor Explorations," by Scott Camazine, a Cornell naturalist.

The book, which was designed as a guide for readers who are naturally curious, takes them through a series of investigations into nature. It reveals how "nature has designed and perfected nearly every device that man has invented, from the wheel to the rocket," Camazine says.

Among topics covered in the book's 24 chapters are a warm-blooded plant of the swamps called skunk cabbage, the mating of the mole salamanders, migration of birds, honeybee swarms, aquatic insects, herbal medicine, life in the desert, how animals wage chemical warfare, edible and toxic mushrooms, fossils and stargazing.

Camazine points out that a walk in the field is often the beginning of an adventure, a search for an answer. Thus, each of the book's 24 chapters is an in-depth discussion of particular biological, zoological, botani-

cal, geological or astronomical phenomena that can be easily observed almost anywhere in the United States.

"All organisms have four major concerns: nourishment, protection from environmental extremes, defense and reproduction," he writes. "The variety, complexity and beauty of nature are a result of the nearly infinite number of solutions to these problems."

"When we look at an organism in the field, we are observing its response to these concerns, its adaptations for survival. By studying adaptations, we will find that organisms have become adept engineers, physicists and chemists."

The author is a visiting fellow doing research on honeybees in the Department of Entomology. He studied biology at Harvard College and received a medical degree from Harvard Medical School. He practices emergency medicine at St. Joseph's Hospital in Elmira, N.Y.

His lifelong studies of natural history have included research on animal locomotion, toxic mushrooms, Zuni Indian herbal medicine, the nervous system of moths, beetles, spiders and "killer" bees. His nature photographs and articles have been published in a number of popular magazines and scientific journals, including *Conservationist*, *Discover*, *Omni*, *Science World* and *Orion Nature Quarterly*.

— Yong H. Kim



Claude Levett

Raymond G. Thorpe, professor of chemical engineering, chats with Geoffrey Achilles, a senior and one of this year's 27 Presidential Scholars. For the fourth year in a row, Thorpe has been named by a Presidential Scholar as the teacher who most influenced his or her undergraduate career.

## For the fourth year in a row, Scholar names Thorpe

The Presidential Scholars Program was started four years ago to recognize outstanding graduating seniors and the teachers who influenced them most. In each of these four years, one Presidential Scholar or another has named Raymond G. Thorpe, professor of chemical engineering, as his or her mentor.

No other Cornell professor has been named four years in a row, which puts Thorpe in a category by himself, said Barry Adams, vice provost for undergraduate education.

The Cornell Society of Engineers and Tau Beta Pi twice awarded Thorpe their Excellence in Teaching Award, once in 1973-4 and again in 1982-3.

Also in 1982, Thorpe was designated Master Teacher by the faculty of the School of Chemical Engineering to represent the school at the Center for Improvements of Undergraduate Education.

And this year, Cornell has nominated Thorpe and one other professor as candidates for the national Teacher of the Year Award given by the Council for Advancement and Support of Education, associated with the Carnegie Foundation for the Advancement of Teaching.

"Student admiration for [Thorpe's] high standards coupled with his sympathy and understanding come through in unsolicited

testimonials all the time," Ferdinand Rodriguez, professor of chemical engineering, wrote in support of the nomination of his colleague for the CASE award. "Graduation day is usually the most obvious time since the seniors crowd around him in order to introduce him to their parents."

"His sense of humor often is the key to help a student put problems in a reasonable frame of reference . . . In the classroom, the hallmark of his teaching has been his thorough preparation coupled with a splendidly organized presentation," Rodriguez continued, also noting that Thorpe documents and files the number and type of difficulties students have with certain material so he can anticipate their questions.

Michael Shuler, acting director of the School of Chemical Engineering, described Thorpe as a "dedicated classroom teacher" and a "superb lecturer." But, he added, "More importantly, he has served as unofficial adviser — a confidant — for almost all of the chemical engineering students."

Shuler added, "Perhaps one story illustrates Ray's nature better than any other. The College of Engineering's 'Excellence in Teaching Award' carries a monetary award. Ray gave his first award — \$1,000 — to a student whom he knew was in financial need . . . Ray has dedicated his energy and

Continued on page 8

## Bird-watchers count more pledges than species in annual competition

If the World Series of Birding gave prizes for the most money raised, Cornell would have won the event last Saturday in New Jersey.

The Laboratory Sapsuckers, the team from the Laboratory of Ornithology, counted 166 species in the 24-hour marathon of bird watching, which was won by a New Jersey team that found 205 species in the woods, swamps and shores of the Garden State.

But the effort by the five-man Cornell team garnered more than \$22,000 in contributions and pledges to the laboratory's research and education programs. That was more than half the amount raised by all 27 teams together.

"Other teams changed their route this year and went to whole new parts of the state" where more types of birds were found during the spring migration, explained Rick Bonney, team leader of the Sapsuckers.

Among the "common uncommon" birds sighted by the Cornell team were a Wilson's phalarope and an Iceland gull. "Impossible misses" they should have seen but didn't included the least flycatcher.

"I came home," Bonney said, "and saw four least flycatchers in my backyard."

— Roger Segelken



# The 1986 Employee Attitude Survey

The following is a summary of the results of the 1986 Employee Attitude Survey prepared by Susan Higley Russell and Mary Postma Hancock of SRI International in Menlo Park, Calif.

## Overview

As occurs in all organizations, working at Cornell has both satisfying and unsatisfying elements, and some groups of the staff tend to be more satisfied than others.

Among the issues with which staff are likely to be dissatisfied are the parking situation, the statutory dental plan, the length of time unsatisfactory employees are carried on the payroll, the rewards Cornell gives (or doesn't give) for superior performance, and the top administration's perceived lack of understanding of the needs and concerns of the staff.

Staff also are likely to believe that many faculty think of the support staff as "second class citizens."

Issues on which staff are not very satisfied include their opportunity for advancement, the extent to which red tape and regulations hamper job performance, the job Cornell does rewarding long service, and the effectiveness with which supervisors deal with poor performers. Groups of staff who are especially likely to be dissatisfied are service/maintenance workers and minorities.

On the positive side, staff are moderately satisfied with (among other things) their benefits, Cornell as a good place to work, their working relationships, their work load, performance feedback and evaluation, their career progress up to now at Cornell, and their opportunity to take training programs and university courses.

They are very satisfied with the kind of work they do, the flexibility of their work hours, their job security, the friendliness and cooperation of their co-workers, and the overall atmosphere and physical appearance of the campus. Managerial/professional staff stand out as being especially likely to have positive attitudes. Clerical workers and women also are relatively likely to have positive attitudes.

On most of the issues that were covered in both the 1982 survey and this one, the current ratings indicate more favorable attitudes than were expressed in 1982. These changes, and the numerous dimensions of working at Cornell on which the staff are currently satisfied, provide an excellent base on which further improvements in some of the more negatively viewed areas can be built.

In the winter of 1982-83, Cornell University surveyed its nonacademic staff regarding their attitudes toward various aspects of working at the University and contracted with SRI International to analyze and report the survey results. This past fall (1986), Cornell contracted with SRI to conduct a second employee survey and analyze and report the results.

For the 1986 survey, about 75 Cornell staff members, representing a wide variety of interests and backgrounds, provided input to the questionnaire design through participation in discussion groups about important University issues or through review or pretesting of the questionnaire.

SRI mailed the questionnaire to a statistically random sample of 2,000 nonacademic employees. In addition, we surveyed all minorities and all staff in several small administrative units in order to provide statistically reliable data for these groups. Completed or largely completed questionnaires were returned by 76 percent of the participating staff (1,769 individuals).

On most of the survey items, respondents were asked to give their answers on 6-point scales that ranged either from "very dissatisfied" to "very satisfied" or from "strongly disagree" to "strongly agree." To help interpret the responses, the mean (average) rating was calculated by computer for each item. The low value on the scales is 1, the midpoint is 3.5, and the high value is 6. A high mean rating always indicates a positive (satisfied) attitude, even on negatively worded items.

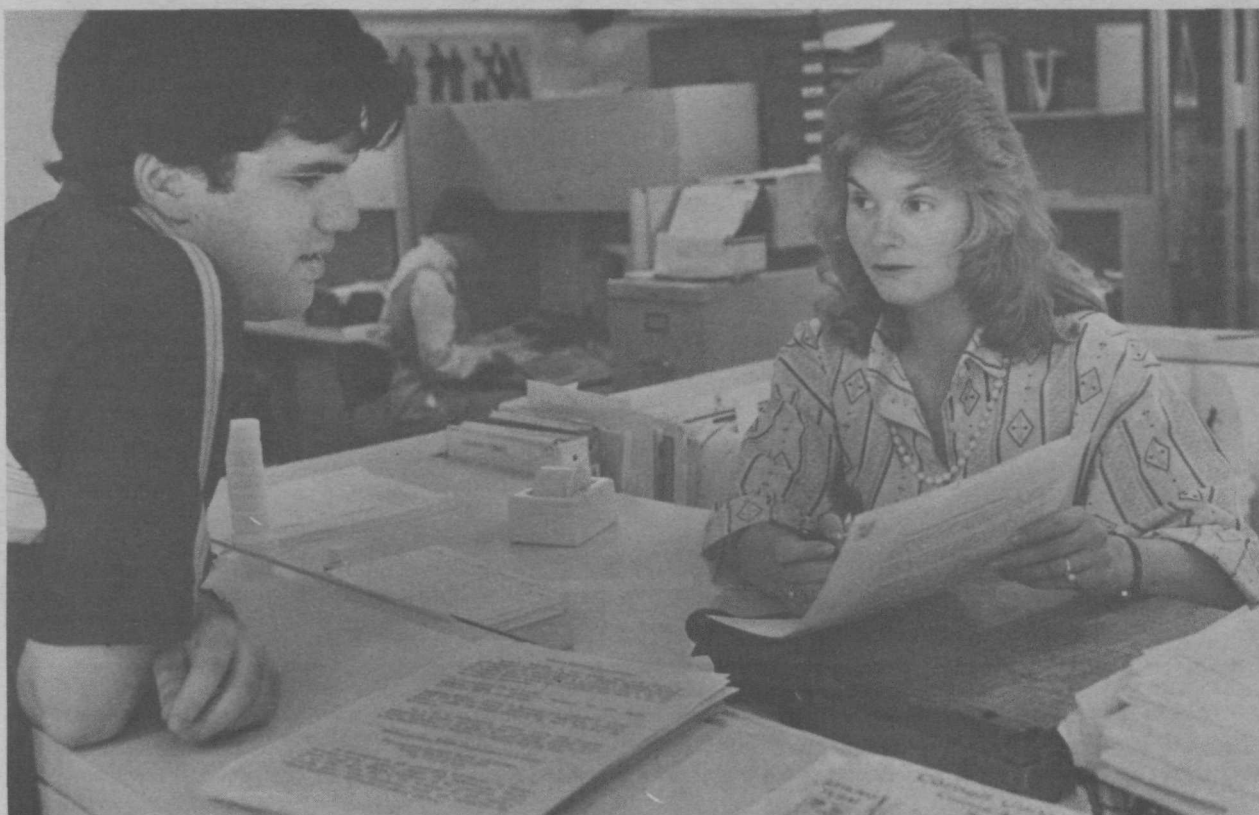
In discussing the results, we often have used terms such as "very positive" or "moderately satisfied" to describe different patterns of answers. The table that follows describes how we have used these various terms. These phrases are not meant to indicate any judgment on our part as to whether the responses are "good" or reflect an "acceptable" level of satisfaction. Such judgments must be made by the reader.

### Terms used to describe mean ratings

Term	Mean Rating
Very positive/satisfied	4.9 to 6.0
Moderately positive/satisfied	4.2 to 4.8
Somewhat positive/satisfied	3.6 to 4.1
Not very positive/satisfied	3.3 to 3.5
Negative/dissatisfied	2.5 to 3.2
Very negative/dissatisfied	less than 2.5

This summary describes the survey results for the staff as a whole and the difference by sex, ethnicity, and type of work. In addition, the 1986 survey data were compared with the 1982 data for all items that were common to the two surveys. (For the 1982-86 comparisons, service/maintenance staff were not included since the UAW chose not to participate in the 1982 survey.)

We found that respondent characteristics differ in frequency and strength of their relationships to the various attitudes and behaviors covered in the survey. For instance, there are relatively few large differences between men's and women's attitudes; where there are differences, women are



**AT WORK AT CORNELL:** Lisa Schutt of the College of Arts and Sciences' Records and Scheduling Office helps junior Lee Goldberg with a scheduling problem.

likely to have slightly more positive attitudes than the men. In contrast, there are many sizable attitudinal differences between minorities and nonminorities. Minorities almost invariably have less positive attitudes than nonminorities.

The type of work done also is related to one's attitudes about Cornell. Service/maintenance staff are by far the most likely to have negative attitudes, whereas managerial/staff are the most likely to have positive attitudes.

To assess differences among the various subgroups and between the 1982 and current surveys, we performed statistical tests to be sure that the differences could not have happened by chance. For those differences that were determined to be statistically reliable, we used the following descriptors:

### Terms used to describe statistically reliable group differences

Term	Mean Differences	Percentage Differences
Slightly more/less	0.1 - 0.2	Less than 11 points
Moderately more/less	0.3	11 - 19
Considerably more/less	0.4 - 0.5	20 - 29
Far more/less	More than 0.5	30 or more

## Profile of Cornell staff

- Almost all (96 percent) Cornell nonacademic staff are nonminorities; 58 percent are women.
- 42 of the staff earn \$20,000 or more annually.
- Slightly over half (56 percent) are under age 40, and 58 percent have worked at Cornell for 6 years or less.
- The largest occupational group are clerical and managerial/professional staff, each with about a third of the staff. A fifth of the staff have service/maintenance jobs, and 13 percent have technical jobs.

The profile of survey respondents closely parallels that of the survey population. Men are slightly underrepresented in the survey, comprising 39 percent of the respondents and 42 percent of the population. Similarly, service/maintenance staff comprise 17 percent of the respondents, compared with 20 percent of the population, whereas managerial/professional staff comprise 37 percent of the respondents and 34 percent of the population. These differences are too small to have any serious biasing effect on the results.

There are some strong interrelationships among the various respondent characteristics. For example, almost all clerical staff (92 percent) are women, whereas relatively few of the service/maintenance staff (30 percent) are women. Also, about half of the managerial/professional staff earn over \$25,000, compared with less than 15 percent of the other groups.

## General attitudes toward working at Cornell

Staff tend to have moderately positive attitudes about working at Cornell, generally. For example, about two-thirds mostly or strongly agree that they would recommend Cornell as a good place to work, and about half mostly or strongly agree that they receive great satisfaction from being part of a highly regarded academic institution.

Relative to the 1982 survey, staff currently have slightly more positive attitudes about Cornell as a place to work and moderately more positive attitudes about being part of a highly regarded institution. Managerial/professional staff have consistently high ratings on these issues relative to other staff.

## Management and communication

Most of the items concerning Cornell's management and communication to the staff received somewhat or not every positive ratings. Staff agree somewhat that Cornell is a well-managed university and that it does a good job communicating information to the staff. But they are more likely to agree than disagree that red tape and regulations hamper job performance, and they tend to disagree that once a Cornell policy is established it will be enforced.

There are few sizable differences between minorities and nonminorities or between men and women on these issues. Among the occupational groups, service/maintenance workers quite consistently have the most negative attitudes here; no group is consistently high.

The single item on these issues that also appeared in the 1982 survey was whether Cornell is well managed; current attitudes tend to be very slightly more positive than they were in 1982.

## Intergroup relationships at Cornell

Many staff had no idea how to rate the overall treatment of handicapped or minority staff at Cornell. Those who gave ratings indicated that they are moderately satisfied with the treatment of these two groups as well as the treatment of female staff. Interestingly, women are only slightly less satisfied than men with the treatment of female staff, but minorities are far less satisfied than nonminorities with the treatment of minority staff.

Staff agree somewhat that interdepartmental cooperation is good, and this item shows a slight improvement since 1982. Staff perception of the administration's concern about the staff's welfare also shows a slight improvement since 1982, but attitudes on this item still are not very positive. Staff also seem to see Cornell as a "classist" organization -- they tend to believe that both managers and faculty (especially the latter) see support staff as "second class citizens."

Men and women have few appreciable differences on these issues, but minorities quite consistently have less positive attitudes here than do nonminorities. Among the occupational groups, managerial/professional staff tend to have the most positive attitudes, and service/maintenance staff tend to have the least positive attitudes.

## Work groups

Across all the various respondent groups, the friendliness and cooperation of co-workers is one of the most positive elements of working at Cornell.

Co-workers' competence and group working relationships are areas of moderate satisfaction. Staff tend to agree somewhat that work group morale is high, that departmental communication is good, and that understaffing is not a serious problem. However, most also feel that people in their work group feel isolated from the rest of the university.

Men and women have quite similar attitudes on these issues, as do minorities and nonminorities. Among the type of work groups, managers/professionals tend to have the most positive attitudes here.

## Aspects of the job

The staff as a whole tend to be very satisfied with the flexibility of their work hours, the kind of work they do, and the adequacy of the training they have had to do their jobs.

They are moderately satisfied with their work load, their participation in decision-making, and how well their skills and abilities are used. Nonminorities and managers/professionals tend to have relatively positive attitudes on these



# The 1986 Employee Attitude Survey



**AT WORK AT CORNELL:** Steve Chichester gives the grass a trimming near Sibley Hall.

issues; minorities and service/maintenance staff tend to have relatively negative attitudes.

In contrast to their favorable attitudes about other aspects of their jobs, staff are as likely to agree as disagree that the amount of stress they have on the job is a serious problem. Job stress is a particular problem to managerial/professional staff.

## Supervision

In general, staff tend to have more positive attitudes about their supervisors now than they did in 1982. Overall satisfaction with supervision increased moderately. Currently, staff have somewhat positive attitudes about most aspects of the supervision they receive. Managers/professionals tend to be the most satisfied on these dimensions, while service/maintenance staff are the least satisfied.

Contrary to popular thought, staff whose supervisors are faculty members are slightly more satisfied with their supervision than are those whose supervisors are staff members.

Ratings of one's supervisor's knowledge of Cornell policies and procedures increased considerably from 1982 to 1986. Current ratings are moderately positive, although supervisors who are faculty members receive considerably lower ratings on this dimension than do supervisors who are staff members. Technical staff tended to give relatively low ratings here; correspondingly, supervisors who are technical staff themselves feel that they need more training in this area.

Supervisors themselves have moderately positive attitudes about the amount of authority they have and the adequacy of the human relations training they have had. They agree somewhat that they have had sufficient training in Cornell policies and procedures and that their work group has adequate resources to achieve its goals. Minority supervisors are far more likely than nonminority supervisors to feel that they have had enough human relations training.

## Performance appraisals

About two-thirds of the staff reported that they have received a written performance appraisal in the last 12 months. In the 1982 survey, three-fourths said that they received yearly written performance appraisals, so the proportion appears to have dropped somewhat.

Among occupational groups, the rate is highest for clerical and technical staff (about 75 percent) and lowest for managers/professionals (54 percent). Overall, staff are moderately satisfied with their performance appraisals and the performance feedback they receive, but supervisors tend to agree only somewhat that their department's performance appraisal method permits them to evaluate their staff effectively.

## Job classification

Staff are not very satisfied with the job classification system, and only 35 percent (the same as in 1982) believe that their job is accurately classified. Moreover, most feel that they do not receive adequate information about the pay and classification system. Managers/professionals are slightly more likely than other occupational groups to have positive attitudes on these issues.

## Personal career development

Staff — especially nonminorities and nontechnical staff — tend to be very satisfied with their job security. They are moderately satisfied with their career progress up to now at Cornell, reflecting a considerable increase over the 1982 ratings.

However, staff in both surveys indicated that they are not very satisfied with their opportunity for advancement at Cornell. Minorities are far less satisfied than nonminorities with their career progress and considerably less satisfied with their advancement opportunities. Among the occupa-

tional groups, service/maintenance staff are relatively dissatisfied, and managerial/professional staff are relatively satisfied.

Staff tend to be moderately satisfied with their opportunities to enroll in training programs and courses and with the information they receive about these opportunities. They are far more likely now than they were in 1982 to feel that they receive adequate information about staff training programs.

Slightly over half have participated in staff development activities in the past 12 months. Groups that have relatively high ratings on training program issues are nonminorities, women, and managers/professionals. Technical staff have relatively low ratings here.

## Staff development and personnel policies

Corresponding to the high level of satisfaction with job security, staff agree moderately that it is difficult for a Cornell supervisor to fire an employee without good reason, although minorities are far less likely to agree than nonminorities. Other staff development policies fare less well:

- Staff agree somewhat that qualified staff are promoted before outsiders are hired. Women and nonminorities are most likely to agree with this item; service/maintenance workers are particularly unlikely to agree.
- Staff are not very likely to feel that the University does a good job promoting competent people or rewarding long service. Correspondingly, supervisors tend to feel that salary levels are inadequate for long-service staff.
- Staff tend to believe that Cornell does not do a good job rewarding superior performance. Service/maintenance staff stand out as having especially negative attitudes on this and the preceding two issues. Moreover, about half the supervisors feel that they have very little or no flexibility in distributing salary increase dollars to reward superior performance.

- Staff are as likely to agree as disagree that too much weight is given to academic credentials rather than to experience in assessing job applicants. Most service/maintenance and clerical staff agree with this statement.

- There is substantial consensus that unsatisfactory staff are carried on the payroll too long. Interestingly, minorities are considerably less likely to agree with this item than nonminorities.

Among the three-fourths of the staff who could rate the job transfer procedure, most are somewhat satisfied with it. This marks a moderate increase since 1982. Groups that are relatively satisfied with the procedure are clerical and managerial/professional staff. Service/maintenance staff are relatively dissatisfied.

Almost all staff believe that Cornell should provide various kinds of staff training programs. There are few differences among the respondent groups on this issue.

## Salary

Staff are somewhat satisfied with their salary. Similarly, they agree somewhat that their increases are determined fairly and depend at least in part on how good a job is being done. Service/maintenance staff tend to have much more negative attitudes on these issues than do others; minorities also tend to have relatively negative attitudes.

A substantial majority (77 percent) of the staff and of each of the various respondent groups — including service/staff — feel that pay increases should be based in part on job performance and in part on an across-the-board increase.

A third of the staff have no idea how their salary compares with salaries paid for similar work at Cornell, but those who have an opinion are much more likely to think that their salary is relatively low than that it is relatively high. There are no large differences in this perception across the various respondent groups. This is an interesting finding in that the perception cannot be accurate, since, statistically, only half the staff can be paid on the low half of the salary curve.

Only slightly over half the staff felt they could rate how their salary compares with salaries paid for similar work by other Ithaca area employers. As with the internal salary comparisons, those who did provide a rating are far more likely to feel that their salary is relatively low than that it is relatively high. Clerical workers and women are relatively likely to have favorable perceptions.

## Benefits

Overall, staff are moderately satisfied with their benefits and moderately likely to feel that they receive adequate information about them and have a good understanding of them. (Rated understanding shows a moderate increase from the 1982 survey.) Almost no one thinks Cornell's benefits are even slightly worse than those provided by other Ithaca area employers; this perception is unchanged since 1982. There generally are only small differences among attitudes of the respondent groups, except that service/maintenance staff tend to be less satisfied than others, and technical staff tend to feel less well informed than others.

With one exception (the statutory dental plan), the staff who could rate the adequacy of individual benefits indicated that they are mostly or very satisfied with all of the benefits. (Statutory staff are very dissatisfied with their dental plan.) Service/maintenance staff stand out as being quite consistently less likely than others to feel that their benefits are adequate; also, men and minorities tended to give slightly lower ratings than women and non-minorities.

Despite the moderate level of overall understanding indicated by the staff, sizable percentages had no idea how to rate the adequacy of various individual benefits, including the Employee Assistance Program (EAP), the tax-deferred plan, disability, and employee tuition aid.



**AT WORK AT CORNELL:** Marilyn Stevens, Margery Clauson, Corky Teeter, Michele Crane, Lisa Schutt and Sally O'Hanlon of the College of Arts and Sciences' Records and Scheduling Office.



## Personnel services

Staff were asked to rate the quality of nine different services provided by University Personnel Services (UPS) in the last 12 months. Providing information about or enrollment in courses and training programs, providing information about benefits, and Training and Development Office courses were rated the most highly; about three-fourths of those who could rate them feel that they are good or excellent.

One other service — new staff member orientation — was rated as good or excellent by more than half the raters. Two services — assisting new job applicants and providing information about job classification — were rated as good or excellent by only 30 percent and 25 percent, respectively, of the raters.

In general, women and nonminorities tended to give relatively positive ratings, whereas service/maintenance staff tended to give relatively low ratings. The largest differences are on ratings of Training and Development Office courses.

## Perceived usefulness of problem-solving and grievance resources

Cornell's resources for helping to solve work-related problems and grievances include one's supervisor and department head, the personnel officer for one's department, the EAP, UPS, the Office of Equal Opportunity (OEO), and the Ombudsman's Office. Survey respondents were asked to rate the usefulness of each of these resources that they had used.

Supervisors are by far the most common problem-solving resource; about three-fourths of the staff reported using them for this purpose. Of these, slightly over half found the supervisor to be quite or very useful. The largest subgroup differences are in the occupational categories — service/maintenance staff tend to find their supervisor less useful for problem-solving than do other kinds of staff.

Far fewer staff have used the other resources and, with one exception, with less positive results. The exception is the EAP. Of the 20 percent of the staff who reported having used it, about two-thirds think that it was quite or very useful. Women and nonminorities were far more likely than men and minorities to rate the EAP highly.

Departmental personnel officers, UPS, and department heads have each been used as problem-solving resources by about a third of the staff. Roughly 40 percent of their users found them to be quite or very useful. At the bottom of the list are the OEO and Ombudsman's Office; 11 percent and 14 percent of the staff, respectively, reported using them, and about a third of their users found them to be quite or very useful.

## Problem-solving and grievance mechanisms

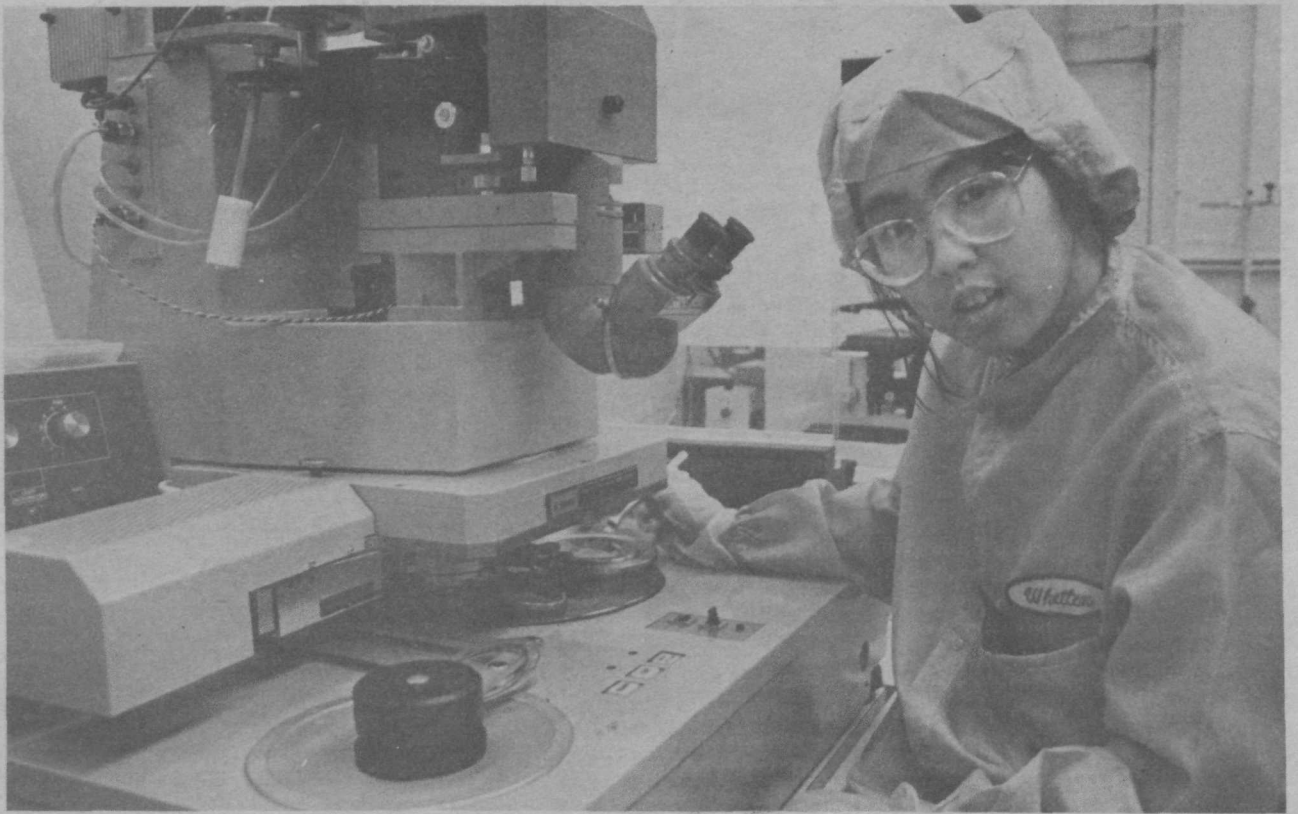
The two-thirds or more of the staff who have opinions about Cornell's problem-solving and grievance mechanisms generally have somewhat positive attitudes about them.

Issues covered in the survey included whether Cornell makes an honest attempt to be responsive to employee complaints, satisfaction with the procedures available for resolving staff complaints, and the fairness of Cornell's procedure for handling employee concerns. (On the last issue, ratings showed a slight improvement over the 1982 ratings.) Staff also are more likely to agree than disagree that they probably would be labeled a "troublemaker" if they used any of Cornell's problem-solving resources.

Minorities have far more negative attitudes on these issues than do nonminorities. Conversely, managers/professionals tend to have relatively positive attitudes.

## Understanding of Cornell programs and offices

Survey respondents were asked to rate how well they feel they understand what the EAP, OEO, Ombudsman's Office, Employee Assembly, and University Assembly do. The largest percentage, 54 percent, feel they understand what the EAP does; 40 percent feel they understand what



**AT WORK AT CORNELL:** Nellie Whetten uses an optical lithography system for producing computer chips at the National Nanofabrication Facility.

the OEO and Ombudsman's Office do; only 17 percent and 12 percent, respectively, feel they understand what the two assemblies do. There are very few sizable differences among the respondent groups on these items. The largest difference is among occupational groups' ratings of the Ombudsman's Office. Most of the managerial/professional staff feel they understand what it does, whereas most of the service/maintenance staff do not.

## Facilities and services

Staff are moderately likely to feel that Cornell provides them with many cultural and recreational opportunities. Nonminorities and managers/professionals are especially likely to have positive attitudes on this issue, while service/maintenance staff have relatively negative attitudes.

Eighty percent of the staff rated the Cornell bus system, and they are moderately satisfied with it. Women, however, are considerably less satisfied with it than men.

Staff are somewhat satisfied with the availability of eating facilities and indoor "brown-bag" lunch areas. Again, women tend to be less satisfied than men.

The Cornell telephone system also receives somewhat satisfied ratings, and once again women give lower ratings than men. Interestingly, this is one of the very few items that minorities rated more highly than did nonminorities. Among the occupational groups, it is (not surprisingly) the clerical and managerial/professional staff who are relatively dissatisfied with the system and the less frequent users — service/maintenance and technical staff — who are relatively satisfied.

Parking is well-known to be a sore spot among the staff, and the survey bears this out. Only 22 percent of the staff are mostly or very satisfied with the availability of parking, whereas 45 percent are mostly or very dissatisfied (32 percent are very dissatisfied). Parking fees, among the 70 percent of the staff who indicated that they pay them, are even less popular. Only 8 percent are mostly or very satisfied with them, compared with 68 percent who are mostly or very dissatisfied (55 percent are very dissatisfied).

## Physical environment and equipment

Not surprisingly, staff in all respondent groups are very satisfied with the overall atmosphere and physical appearance of the campus, and they are moderately likely to agree

that they receive great satisfaction from working on such a beautiful campus. In contrast, staff tend to be only somewhat satisfied with the quality of their work area. (Nevertheless, satisfaction on this dimension has increased slightly since 1982.) Clerical staff are the least likely to be satisfied on this dimension.

Personal safety against theft or attack indoors and outdoors at Cornell receives moderately satisfied ratings, although, predictably, women are far less satisfied than men with their safety outdoors; they also are moderately less satisfied with their safety indoors.

Staff are moderately satisfied with the quality of equipment they use. Highest ratings were given by managerial/professional and clerical staff and lowest by service/maintenance and technical staff.

## Local publications

Of the various local publications, by far the most frequently read is the Cornell Chronicle — 85 percent of the staff have read at least two of the last four issues. About half have read at least two of the last four issues of the Ithaca Journal, Networking, and Contact, and about a third have read at least two of the last four issues of Grapevine, the Cornell Daily Sun and the Ithaca Times. Only 6 percent have read at least two of the last four issues of the Syracuse Post Standard, and 70 percent never read it. Since 1982, readership of the Cornell Chronicle and Networking has shown a large increase, and readership of Contact has increased moderately.

Women and nonminorities tend to be the most frequent readers, and service/maintenance staff tend to be the least frequent, with some exceptions. Minorities are considerably more likely than nonminorities to read the Cornell Daily Sun; among occupational groups, managers/professionals are far more likely than others to read it, and technical staff are the least likely. Readership of the Syracuse Post Standard is relatively high among men and service/maintenance workers.

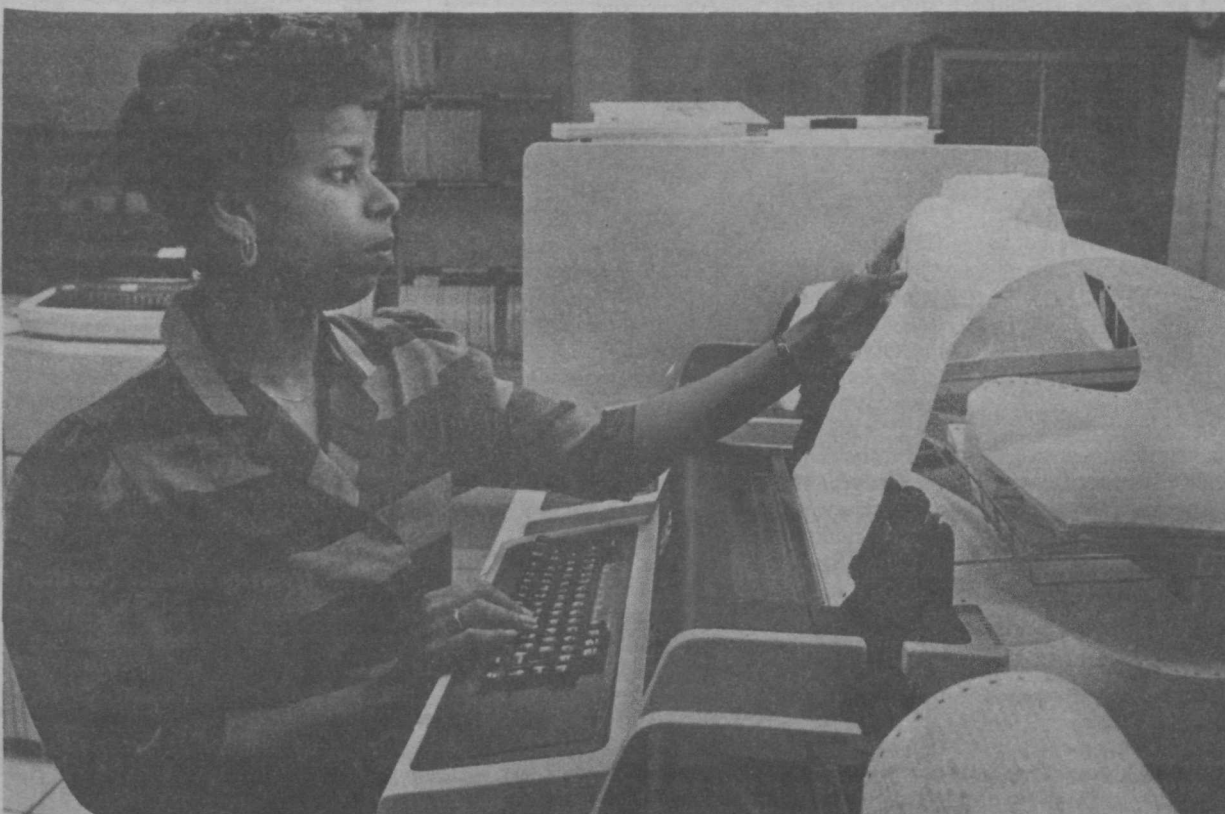
All the Cornell papers are perceived by 80 percent or more of those who read at least one of the last four issues to be quite or very useful in providing information about Cornell. (Respondent groups' usefulness ratings tend to parallel frequency of readership ratings.) Of the non-Cornell papers, the Ithaca Journal receives the highest ratings, with 54 percent of its readers considering it to be quite or very useful in providing information about Cornell. The comparable percentages for the Ithaca Times, Grapevine, and the Syracuse Post Standard are 41 percent, 40 percent, and 23 percent, respectively.

## Local radio stations

Almost three-fourths of the staff listen to local radio stations for news or community information at least once a day. Service/maintenance staff are the most frequent listeners. WHCU and WTKO are the most popular stations, each listened to by slightly over a third of the staff; WHCU is the most popular among technical and managerial/professional staff, and WTKO is the most popular among service/maintenance and clerical staff. Sixty percent of those who listen to the radio find it to be quite or very useful in providing information about Cornell. There are no sizable differences in perceived usefulness among respondent groups.

## Feelings about the survey

About half of the staff feel that the survey is likely to do at least some good (up from about a third in 1982). Forty percent don't think much will come of it, and 7 percent think it's probably a waste of time and money.



**AT WORK AT CORNELL:** Regina Wharton, executive staff assistant in computer services at the Johnson Graduate School of Management, checks for system status messages on a Digital LA34 printer.

Photos by Claude Levett





A saber is presented to Cynthia A. Roberts, second from left, the 1987 winner of the R. Bruce Hart Award for the outstanding graduating cadet in Army ROTC. Taking part in the ceremony are Dr. Robert and Annabel Hart, who established the award in memory of their son, and Lt. Col. Clarence R. Buchwald Jr., professor of military science, in the newly dedicated Hart Memorial Library, also a gift from the Hart family.

Claude Levett

## R. Bruce Hart now part of tradition he loved

R. Bruce Hart, a 1984 Cornell graduate who was among the 248 servicemen killed in a plane crash Dec. 12, 1985, at Gander, Newfoundland, has become part of the Cornell tradition he deeply loved.

During a ceremony on May 14, a military library and conference room in Barton Hall, headquarters for the university's ROTC units, was "dedicated in the memory of the Cadet Tri Service Brigade Commander, 1983-84, an outstanding soldier who gave his life in the preservation of peace."

A first lieutenant with the Army's 101st Airborne Division, Hart was killed in the crash with his unit, which was returning from duty with a multinational peace-keeping force in the Sinai Desert.

During the dedication ceremony, Hart's father, Dr. Robert Hart, said the happiest years of his son's life were those as a student, a brother of Alpha Delta Phi and a ROTC cadet at Cornell.

He added that he never quite understood

his son's love of the physical rigors of military training since he thought of him as "more cerebral."

His son's response, Robert Hart said, was that "it tests both my weaknesses and my strengths, and I have come to know myself."

Bruce Hart's mother, Annabel Hart, observed during a reception following the ceremony that her son, a history major, "deeply loved Cornell and its traditions." She said the family had lived in many different places — Bruce Hart was born in Jamaica — but that he had become deeply attached to Cornell.

The family now lives in West Palm Beach, Fla., where Robert Hart has a medical practice.

The Harts provided the funds for the extensive refurbishing of the Hart Memorial Library and an endowment for its maintenance. They also established the R. Bruce Hart Award, which includes a cash prize and a saber presented annually to an out-

standing graduating Army ROTC cadet.

Mrs. Hart said she was pleased to note that the first two recipients are women — Laura Danzi last year, and Cynthia A. Roberts, a senior in the College of Arts and Sciences, this year.

During the ceremony, history professor Daniel A. Baugh said that he remembered Bruce Hart as a student of "great intelligence" with a particular love for military history and a personal style that meant he sat "modestly in the back row."

It was the back row that suddenly produced a great many answers during class discussions, "hardly the norm," Baugh said.

"It is altogether fitting that he shall be remembered by the establishment of this military-history library, because the way of studying history that Bruce aspired to — the best way — requires not a set of textbooks, or even lectures, but a library and discussion," the professor explained.

— Martin B. Stiles

## Rangell to play four sonatas by Beethoven

Pianist Andrew Rangell, who is currently performing all 32 of Beethoven's sonatas in a seven-concert series in various cities in the eastern United States, will play four of Beethoven's sonatas at Barnes Hall auditorium on May 28.

The concert, which concludes the Music Department's spring semester concert series, will be Rangell's third visit to Cornell. He gave performances of Beethoven sonatas in February and in October 1986.

At this concert, Rangell will play Sonata 1 in F Minor, Op. 2; Sonata 2 in B-Flat Major, Op. 22; Andante and Rondo of Sonata in G Minor, Op. 49; and Sonata 32 in C Minor, Op. 111. The concert will begin at 8:15 p.m.

The pianist is currently taking time off from teaching to perform Beethoven's sonatas. He has played the entire cycle in a series of concerts at Harvard's Sanders Theatre. And the 92nd Street Y in New York City has recently invited him to play the sonatas in the course of several concerts.

A graduate of the Julliard School of Music, Rangell was a finalist in the Naumberg and Peabody-Mason competitions. He made his New York debut at Carnegie Hall as winner of the Malraux Award of the Concert Artists Guild.

He was the principal piano instructor and resident artist at Dartmouth College from 1977-1985. In the fall of 1985, before he started his Beethoven series, he completed a series of Bach programs at Boston's Gardner Museum.

The May 28 concert is made possible in part by the City of Syracuse, the County of Onondaga, the Chase Companies, the New York State Council of the Arts, the Department of Music at Cornell and private benefactors.

— Cheryl Kaplan

### Graduate bulletin

The next regular meeting of the Graduate Faculty will be May 29 at 4 p.m. in the General Committee Room of the Graduate School. The meeting will be held to approve the list for May degrees.

#### Summer Graduate Registration

forms are available at the Graduate School Information desk. Those who wish to use campus facilities during the summer, are off-campus but require credit for summer study or are receiving student aid during the summer, must register. Registration must be done in person at the Graduate School. Student ID is required for validation of the SGR form.

**Fulbright grants** support graduate study or research abroad in academic fields or for professional training in the creative and performing arts. Applications may be obtained from the dean's office, 100 Sage Graduate Center.

### Thorpe Continued from page 4

life to students. He is truly an outstanding, totally dedicated teacher."

In recommending Thorpe for the CASE Award, Adams noted that Thorpe's students remember him "not simply with fondness but with something approaching devotion many years after they have left Cornell."

Rodney E. Thompson, who now works in Eastman Kodak Co.'s Research Laboratories, said: "Professor Thorpe taught my first chemical engineering course, which

covered mass and energy balances, and he made this basic material fascinating. I was sure I had chosen the best possible major after this course because chemical engineering had come alive for me, and Professor Thorpe deserves the credit."

He recalled: "Professor Thorpe did not use another author's text for this course, but prepared written handouts for the entire course." Inspired by Thorpe, Thompson pursued a Ph.D. at Berkeley and chose as his dissertation topic and life's work the

study of separation process.

George W. Roberts, another former student, wrote: "Of all the faculty members that I encountered during nine years of undergraduate and graduate study, and during three years later as a chemical engineering faculty members, Ray Thorpe had a unique ability to present the fundamentals of chemical engineering in a fashion that was both intellectually challenging and directly relevant to a professional practice."

— Carole Stone

### Employee Attitude Survey Continued from page 5

ethic is alive, but it's also unpleasant if it means that we as administrators are not as watchful as we should be. There's a feeling that the university may be too tolerant an employer. We're probably less well run in that sense than industry but probably not worse than other universities."

Another interesting finding of the survey, according to Doherty, is that "many thought they were not sufficiently appreciated by the people they report to."

The SRI report states that, on the whole, staff are likely to believe faculty think of the support staff as "second class citizens."

"Unfortunately, the survey can't distinguish between perception and reality," said Herbster. "We don't know, for instance, whether staff are reporting that they feel themselves treated as second-class citizens or whether they feel others are being treated this way. This is an issue we really want to understand better."

Doherty said, "There's such a big juxtaposition here in terms of income, status and privilege, and I don't know how you can

avoid that. It's inherent in a system like this. "It's impossible for some people not to resent that they appear to work a lot more hours for a lot less money."

This is an area that requires a lot more thinking, Snyder admitted. "We have to work with the faculty to be sure they understand the implications of the report."

On the whole, the SRI report states, minorities and those in service/maintenance jobs are more dissatisfied than average with their employment, and managerial/professional staff are especially positive in their attitudes. The report showed little variance between the responses of men and women.

The university employs about 1,500 faculty members and a full-time non-academic staff including approximately 1,750 clerical workers, including secretaries; 1,050 service/maintenance workers, including food service workers, custodians and grounds keepers; 700 technicians; and 1,850 professional and managerial workers, according to the Office of Human Resources.

Some 230 non-academic employees, or 4 percent of the total, are members of minority groups, and 58 percent of the non-academic workforce is female. (230 minority staff members were asked to participate in the survey, and 136 responded.)

The one area in which the university fared poorly in comparison to 1982, was in the number of employees who reported they had received performance evaluations within the last year.

"A review of the entire evaluation procedure, including the wording of the evaluation form itself, will be made," Herbster said.

Cornell's results are not significantly different from similar institutions SRI has surveyed during the past five years, according to Russell.

Cornell is "right in the middle" — better on some questions and worse on others — on 27 questions common to surveys conducted at Stanford University in 1982, the University of Pennsylvania in 1983 and Johns Hopkins University in 1985, she said.

Only questions that were identical were used in the comparison.

Cornell employees' attitudes are relatively higher on job security, salary, feeling that abilities and skills are being well used, benefits information, the adequacy of the retirement plan, and the feeling that salary compares favorably with what is available elsewhere in the area.

And employees' attitudes are relatively lower on the adequacy of vacation time, satisfaction from being part of a highly regarded institution, quality of supervision, work satisfaction, how well the university is managed, work being hampered by rules and red tape, parking, and whether the top administration is concerned about the well-being of staff.

A copy of the complete report will be available in university libraries, the Office of the Ombudsman, 116 Stimson Hall, and the Office of Human Resources, 130 Day Hall, for anyone who would like to read it.



# CALENDAR

All items for the 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 must be received 10 days prior to publication and must include the name and telephone number of a person who can be called if there are questions.

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

## DANCE

### Musical Dance Revue

"That's Dancin' and Disney Magic," a musical dance revue featuring dancers of all ages, will be performed on May 22 and 23 at 7:30 p.m. by the Ithaca Dance Academy. Sponsored by the Cornell Recreation Club. Tickets will be available at the door or by calling the Ithaca Academy of Dance, 273-0521.

### Cornell Folkdancers

Instruction and requests, North Room, Willard Straight Hall, May 24, 7:30 p.m.

### Cornell Scottish Country Dancers

Monday evenings, 8-10 p.m., 213 S. Geneva St. Beginners and experienced dancers welcome. For more information call 257-6017 or 272-6229.

### Israeli Folkdancing

Thursday evenings, 8:30 p.m. Anabel Taylor Hall Auditorium.

## EXHIBITS

### Johnson Art Museum

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

**New York State Printmakers:** As part of the New York State Artists Series, the works of six printmakers living and working in New York State will be displayed through July 5. The artists whose works will be shown are: J. Catherine Bebout, Nancy Friese, Charles Heasley, Alleyne Howell, Judy Natal and William Schade.

**Watercolors by Kenneth Evett:** Watercolors inspired by Evett's travels to Europe, the Mediterranean, the Maine coast and the American West will be featured until June 28. Evett is an emeriti professor in the Department of Art.

**Gallery Reopened:** The George and Mary Rockwell Galleries of Asian Art on the fifth floor are now open to the public with the exceptions of a few galleries that are still being renovated.

### Whittaker Seminar Room

**Botanical drawings and watercolors** by Carl Whittaker, in the R.H. Whittaker Seminar Room, Corson Hall, Monday through Thursday 8 a.m.-4:30 p.m.; Fridays 8 a.m.-4 p.m. Call 255-6583 for exact times.

## FILMS

Unless otherwise noted, films are sponsored by Cornell Cinema. An (\*) indicates that \$2.50 admission is charged.

### Friday, 5/22

"Come and See" (1985), directed by Elem Klimov, with Aleksei Kravchenko and Olga Mironova, 7:15 p.m., Uris Hall.\*

"Something Wild" (1986), directed by Jonathan Demme, with Jeff Daniels, Melanie Griffiths, and Ray Liotta, 10:15 p.m., Uris Hall.\*

### Saturday, 5/23

"Come and See," 9:45 p.m., Uris Hall.\*

"Something Wild," 7:15 p.m., Uris Hall.\*

### Sunday, 5/24

"Rock N' Roll High School" (1979), directed by Allan Arkush with P.J. Soles and Vincent Van Patten, 8 p.m., Uris Hall. Co-sponsored with the Senior Week Committee.\*

### Monday, 5/25

"Risky Business" (1983), directed by Paul Brickman, with Tom Cruise and Rebecca DeMornay, 8 p.m., Uris Hall. Co-sponsored with the Senior Week Committee.\*

"Batman" (1967), directed by Leslie Martinson, with Adam West, Burt Ward and Lee Meriwether, midnight, Uris Hall. Co-sponsored with the Senior Week Committee.\*

### Tuesday, 5/26

"The Freshman" (1925), directed by Fred Newmeyer, with Harold Lloyd. Shown with "Horse Feathers" (1932), directed by Norman Z. McLeod, with the Marx Brothers, 8 p.m., Uris Hall. Co-sponsored with the Senior Week Committee.\*

### Wednesday, 5/27

"The Sure Thing" (1985), directed by Rob Reiner with John Cuzack, Daphne Zuniga and Anthony Edwards, 8 p.m. and 10 p.m., Uris Hall. Co-sponsored with the Senior Week Committee.\*

### Thursday, 5/28

"The Graduate" (1967), directed by Mike Nichols, with Dustin Hoffman, Anne Bancroft and Katherine Ross, 7:30 and 10:15 p.m., Statler Hall. Co-sponsored with the Senior Week Committee.

## MUSIC

### Bound for Glory

Records from the Studio, May 24, Commons Coffeehouse, Anabel Taylor Hall.

### Music Department

**Carl Blake**, fortepiano, works by Haydn, Dusik, Beethoven and Schubert, May 22, 8:15 p.m., Barnes Hall Auditorium.

**Andrew Rangell**, pianist, works by Beethoven, May 28, 8:15 p.m., Barnes Hall Auditorium.

## RELIGION

### Sage Chapel

There will be no service on May 24.

### Catholic

Mass: May 23 at 5 p.m. and May 24 at 10 a.m., Anabel Taylor Auditorium.



Charles Harrington

### Christian Science

Testimony Meeting: Every Thursday, 7 p.m. in the Anabel Taylor Founders Room.

### Episcopal (Anglican)

Every Sunday, 9:30 a.m., Anabel Taylor Chapel.

### Friends (Quakers)

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

### Jewish

Morning Minyan: Young Israel House, 106 West Avenue. Call 272-5810.

Conservative/Egalitarian Services: Friday 5:30 p.m., Saturday 9:45 a.m., Anabel Taylor Founders Room.

Orthodox Shabbat Services: Friday evenings, Young Israel House, 106 West Avenue. Call 272-5810. Saturday, 9:15 a.m., Anabel Taylor Edwards Room.

Reform Services: Friday evenings 5:30 p.m., Anabel Taylor Chapel.

### Korean Church

Every Sunday, 3 p.m. Anabel Taylor Chapel.

### Muslim

Sunday through Thursday, 1 p.m., 218 Anabel Taylor Hall. Friday 1 p.m. Anabel Taylor Edwards Room.

### Protestant

Protestant Cooperative Ministry: Every Sunday, 11:15 a.m., Anabel Taylor Chapel.

### Zen Buddhism

Zazen meditation: every Thursday 5:10 p.m., Anabel Taylor Chapel. Beginner's instruction every Tuesday 6:30 p.m., at Ithaca Zen Center, 312 Auburn Street. For more information call 277-4364.

## SEMINARS

### Biochemistry

"Retroviruses Can Create Processed Pseudogenes," Maxine Linial, Hutchinson Cancer Center, Seattle, May 25, 12:20 p.m., 125 Riley Robb Hall.

"Characterization of the MCM 1 Gene Product: A Protein Involved in Plasmid Maintenance That is Necessary for Mating of Mat Cells," Steve Passmore, Section of Biochemistry, Molecular and Cell Biology, May 26, 12:20 p.m., 125 Riley Robb Hall.

### Microbiology

"Carotenoid Biosynthesis in Photosynthesis Bacteria and Plants," Pablo Scolnik, Cold Spring Harbor Laboratory, Cold Spring Harbor, N.Y., May 28, 4:30 p.m., 124 Stocking Hall.

### Neurobiology and Behavior

"The Effects of the Vasopressin Fragment AVP-(4-9) on Memory Retrieval in Rats," Brijit M. Bertsche; "Origins of the Dimorphic Brain," Christine I. Gould; "A Study of Contrast Acuity and Spatial Localization in Amb-

lyopia," Joanne Krebushevski; "Partial Ablation of the Superior Colliculus in Neonatal Hamsters Does Not Change Soma Area of Area 17 Corticotectal Neurons in the Adult," Sarah E. Mendell, honors students, Neurobiology and Behavior, May 28, 12:30 p.m., Morison Seminar Room, Corson/Mudd Hall.

## MISC

### Icelandic Symposium

An Icelandic Symposium will be held here Sept. 10 and 11. The two-day event, coordinated by P.M. Mitchell, curator of the Fiske Icelandic Collection, will feature lectures by Cornell and visiting scholars and distinguished visitors including Ingvi Ingvarsson, ambassador of Iceland and Finnogi Guthmundsson, national librarian of Iceland.

The Fiske Icelandic Collection, a part of Cornell University libraries, is considered to be the finest collection of its kind in the United States and one of the three greatest Icelandic collections in the world.

For more information about the Icelandic symposium, contact P.M. Mitchell at 255-6462.

### Fuertes Observatory

Fuertes Observatory, located on the hill behind Helen Newman Hall, will be open to the public every clear Friday night this spring from 8 p.m. until midnight. Call the observatory at 255-3557 after 8 p.m. on clear Fridays for more information.

### Art Gallery

Willard Straight Hall Art Gallery is now taking applications for gallery showings during the '87 - '88 academic year. Applications may be picked up at the Willard Straight Potshop. For more information, call 255-5170.

### Call for Musicians

Willard Straight Hall is looking for musicians and vocalists to perform during the 1987 Sunset Concert Series. Concerts will be held on the Willard Straight Terrace from 5-7 p.m. on Fridays during the summer semester. Musicians are welcome to submit a tape of their work and their photo to: Sunset Concert Series, Willard Straight Hall.

### Perceptual Skills in Drawing Workshop

A five-day intensive workshop on perceptual skills in drawing, presented in cooperation with the Educational Applications of Brain Hemisphere Research Center at California State University and designed by Betty Edwards, art professor and author of "Drawing on the Right Side of the Brain" and "Drawing on the Artist Within," will be sponsored by the Johnson Museum July 8-14.

Linda-Jo Russell, a teaching associate of Edwards, will lead the program. Applications for the workshop are available by calling the Johnson Museum's education department at 255-6464. Application deadline is June 1 and a non-refundable pre-registration fee of \$35 is required. The total cost of the workshop is \$255.

### CUSLAR

Committee on U.S./Latin American Relations meets at 5 p.m. on Mondays in the Commons Coffee House. For more information call 255-7293.



# Job Opportunities

May 21, 1987  
Number 17  
University Personnel Services  
Cornell University  
160 Day Hall  
Ithaca, New York 14853-2801

In compliance with the Immigration Reform and Control Act of 1986, Cornell University is now required to check the identity and employment eligibility of all new hires.

Effective June 1, 1987, if you accept a position, you must show documents on or before your first day of work, that indicate your identity and employment eligibility; for example, a state issued driver's license and a birth certificate. For more information, contact Staffing Services, 255-5226.

-Employment and employee transfer applications forms are available at both Staffing Services locations-160 Day Hall and East Hill Plaza.

-Requests for referral and/or cover letters are not accepted unless specified in the ad.

-Cornell University is an Affirmative Action/Equal Opportunity Employer.

-This listing is also available on CUINFO, Cornell's computerized info service.

## Administrative and Professional

Minimum salaries listed are for recruitment purposes only.

**APPLICATIONS PROGRAMMER III** (PT184) Program of Computer Graphics  
Maintain computer graphic software & database. Provide system level & graphics software development & research support for advanced image synthesis.

Req.: BS or MS in Computer Science/Graphics. Several yrs. exp. in applications programming. Knowl. of interactive computer graphics, solid modeling & database software. VMS, UNIX, FORTRAN & C essential. Good interpersonal skills. Send cover letter & resume to Judith Pulkinen by 6/12.

**SR. RESEARCH SUPPORT SPECIALIST** (PT185) Program of Computer Graphics

Provide highly specialized systems support to advanced graphics program. Maintain & install graphics software & hardware. Consult with faculty & students.

Req.: BS or equiv. with related computer courses. 3-5 yrs. exp. with VAX/VMS, DecNet, Ethernet, VaxCluster essential. Knowl. of current computer graphics technol. nec. Working knowl. of UNIX system desir. Send cover letter & resume to Judith Pulkinen by 6/12.

**TECHNICAL CONSULTANT I** (PT187) Law School

Offer frontline computer consulting support for students & faculty in coord. with Office of Computer Support, Law Library & Legal Aid Clinic. Supervise, staff & coord. Audio Visual Svcs.

Req.: BA or equiv. Some knowl. of PC's, DOS & Wordperfect. Exp. with A-V equip. Exc. interpersonal skills. Send cover letter & resume to Judith Pulkinen by 6/5.

**ADVISOR TO FRATERNITIES & SORORITIES** (PA1811) Dean of Students

Serve as advisor to Fraternities & Soror., Greek Councils & Chapter officers to provide leadership dev. & program planning. Act as liaison with Nat'l. officers, alumni & local officials.

Req.: BS/BA req.; MS pref. Undergrad. membership in fraternity/sorority helpful but not req. Good comm. (oral & written) skills; confidentiality nec. Send cover letter & resume to Cynthia Smithbower by 6/5.

**EXEC. STAFF ASSISTANT I** (PC186) CU Council/Public Affairs

Assist Asst. Exec. Dir. in planning, coordinating & implementing activities/events for this key alumni leadership group.

Req.: BS or equiv. exp. in Public Affrs. highly desir. Strong org., comm. & interpersonal skills. Requires overtime during peak periods. Some travel. Able to set priorities & work in complex, active envr. Send cover letter & resume to Esther Smith by 5/27.

**BUDGET ANALYST I** (PC189) Vet. Financial Services

Assist Dir. in admin. of budgetary process in accord. with GAAP standards & statutory regulations. Provide financial coord. & trng. of dept. personnel in financial matters. Develop & prepare analyses, reports & trng. opportunities related to college financial processes.

Req.: BA in acctg. or related field, pref. Min. 2 or more yrs. heavy acctg. or audit respons. pref. in Statutory univ. setting. Demonstrable familiarity with IBM PC compatible computers & Lotus 1-2-3 with rel. exp. in centralized acctg. envr. & telecommunications. Send cover letter & resume to Esther Smith by 6/5.

**ADMISSIONS COUNSELOR** (PA157) Arts & Sciences Admissions-repost

Provide leadership & coordination in reg'l. recruiting & selection, assist Sr. Assoc. Dir. in Arts Ambassador & on-campus activities.

Req.: BA in liberal arts. Some admissions exp. & knowl. of admissions marketing. Exc. comm. skills. Good analytical & interpersonal skills. Send cover letter & resume to Cynthia Smithbower by 5/29.

**ASST. DIRECTOR** (PA158) Arts & Sciences Admissions-repost

Provide leadership & coordination in reg'l. recruiting & selection, Minority Admissions & faculty participation in group conferences.

Req.: BA in liberal arts; advanced degree pref. 3 yrs. admissions, teaching or advising at a liberal arts college. Knowl. of admissions marketing & electronic admissions systems. Exc. analytical, interpersonal, & comm. skills. Fluency in Spanish pref. but not req. Send cover letter & resume to Cynthia Smithbower by 5/29.

**EXTENSION SUPPORT AIDE** (P168) Human Service Studies

Design & conduct training programs for Coop. Extension audiences on non-directive counseling techniques; write & assemble video training package & guide, write & organize pamphlets & resource file, conduct in-service training for agents & selected Human Service personnel. Evaluate impact of training & materials. 9 month position.

Req.: MS in ed., human dev., human srvc., or equiv. Exp. in training/teaching role, or related exp. in related subject area nec. Written comm. ability necessary; some knowl. of video equip. & techniques desir. Send cover letter & resume to Cynthia Smithbower by 5/29.

**TEACHING SUPPORT SPECIALIST** (PT176) ILR-Econ. & Social Statistics

Assist in intro. statistics; supervise teaching assistants; assist students; schedule class & seminar rooms & computer labs. 10 month position.

Req.: BS in stats. or equiv., MS pref. Exc. org., interper. & comm. skills necessary. Send cover letter & resume to Judi Pulkinen by 5/29.

**APPLICATIONS PROGRAMMER / ANALYST I** (PT171) Computer Services

Install & maintain batch & interactive programs. Write production procedures & JCL. Interface with production clerks.

Req.: BA or equiv. with computer related courses. Knowl. of applications for interactive admin. systems & data base concepts desir. Exp. with machine architecture, programming languages (PL/1, NATURAL, COBOL) & system utility programs necessary. Send cover letter & resume to Judi Pulkinen by 5/29.

**COLLEGE REGISTRAR** (P1122) Dean's Office, Arts & Sciences (Hiring Range II)-repost

Resp. for creating & maintaining academic records of all undergrads. in College of Arts & Sciences, including all grades, credit, progress toward degree & certification for degree. Also resp. for creating & maintaining file of all courses taught in the College & for scheduling students from whole Univ. into all courses taught in College. Work with all depts. in College, with Univ. registrar & with registrars in other colleges. Supv. staff of 5 regular employees & provide Dean of College with enrollment & course registration reports.

Req.: Bachelor's or equiv. exp. Exp. in creating, organizing, manipulating & maintaining large & complex sets of data, pref. on computers. Send cover letter & resume to Cynthia Smithbower ASAP.

**COORDINATOR FOR DISABLED & VIETNAM ERA VETERANS** (P135) Office of Equal Opportunity-repost

Act as University's 503, 504 Coordinator & implement the program as prescribed in the 504 Self-Evaluation Plan & University Affirmative Action Plan. Work with disabled students, faculty & staff to identify reasonable accommodations required in housing, dining, transportation, classrooms, etc. Provide financial, career & personal counseling.

Req.: BA or equiv. exp. Knowl. of Sections 503 & 504 of the 1973 Rehabilitation Act with Section 402 of the Vietnam Era Veterans' Readjustment Act of 1972. Prev. exp. with students in higher ed. Counseling exp. req. Ed. or exp. in dealing with a wide range of disabilities & special accommodations. Exp. in dealing with disabled adults & their issues, especially young disabled adults. Demonstrated excellence in organizational abilities, written & oral comm. Send cover letter & resume to Cynthia Smithbower. Preference will be given to those applications received on or before 5/29.

**MANAGING EDITOR** (PC165) Hotel Administration

Supv. & coord. production of high-quality busn. journal & related publications. Copyediting manuscripts for style & substance; write articles; proofread; production scheduling (incl. coord. efforts with staff members, freelancers, & vendors).

Req.: BA pref. in English, & 2 yrs. hands-on editing or mgmts. of prints publications. Strong command of language. Familiar with editorial style & printing specifications. Exp. with page layout & design. Able to work with WP & page-layout software. Understanding of busn. writing & hospitality industry. Send cover letter, resume & writing sample to Esther Smith by 5-28.

**ADMINISTRATIVE SUPERVISOR** (PA164) Clinical Sciences

Handle delegated administrative matters in Medicine section, maintain financial acctg. system, provide appropriate & timely reports, & prepare financial analyses & projections for long range planning. Develop & maintain computer-based data mgmt. system.

Req.: BS in busn. admin. with concentration in acctg. Exp. in acctg. & with micro-computer systems for data analysis essential. Exp. with federal grants/contracts admin. Familiar with Lotus 1-2-3 & Rbase System V desir. Send cover letter & resume to Cynthia Smithbower by 5-29.

**ASST. DIR., STATE PROGRAMS HEOP-EOP** (PA428) State Programs Office-repost

Assist in providing programmatic accountability to Univ. & State Programs Office. for HEOP-EOP programs. Aid in development & comm. to Univ. officials for new proposals, program structure & changes affecting mgmt. & continuation of program. Recruit students in coord. with for Univ. Admissions Office. & individual colleges.

Req.: MS or equiv. pref. in student personnel admin., higher ed. admin., social science or other rel. field. Some exp. in student personnel svcs. or counseling. Send cover letter & resume to Cynthia Smithbower by 5/29.

**ASST. DIRECTOR** (PA417) Career Center-repost

Coord. career planning & placement activities for minority students; develop cooperative relationship with employers, college placement offices, college minority offices, & student organizations; provide career placement & advising for minority & majority students; coordinate Career Ctr. program publicity; coordinate new non-profit sector employment program.

Req.: BA; MA or equiv. pref. in counseling, student personnel, ed. or rel. areas. Career counseling skills; understanding of minority career development needs; 2 yrs. exp. in higher ed., counseling, or career planning & placement. Send cover letter & resume to Cynthia Smithbower.

**DIRECTOR, FINANCE & ADMINISTRATION** (PA026) Summer Session-repost

Reporting to associate dean, responsible for managing financial & business operations of an academic division.

Req.: BS or equiv., MBA pref. 3-5 yrs. mgmt. exp. in fiscal control, administration & supervision in university setting. Extensive knowl. of CU. Able to develop microcomputer applications. Exc. org., oral & written comm. skills. Send cover letter & resume to Cynthia Smithbower by 5-29.

**ADMISSIONS COUNSELOR** (P151) Undergraduate Admissions

Responsibilities involve activities related to visitors (hosting) & Student Volunteers (Ambassadors). Coord. Group Admissions Conferences & Group Visitation Programs, travel to do school visits; primary liaison with student Ambassadors.

Req.: BA Exc. public speaking, interper., & org. skills; exc. writing skills; exp. as undergrad working in admissions rel. position, such as admissions asst., tour guide, or intern pref. Some weekend & evening work; some travel. Send cover letter & resume to Cynthia Smithbower by 5-29.

**MANAGER, DIRECT MAIL** (PC153) University Press

Responsible for planning & carrying out seasonal direct mail campaigns for 150 books/yr. Draw up proposals; conduct list research; order lists; write copy; oversee work of designers, typesetters, printers & mailing houses; keep acctg. & records; analyze returns, assist with prep., editing, & proofreading of 2 seasonal catalogs/yr. & with dust jackets, press releases & sales letters.

Req.: BA or equiv. Min. 3 yrs. in publishing pref. Writing exp. nec. Exp. in marketing desir. Send cover letter, resume & writing samples to Esther Smith.

**SR. TECHNICAL CONSULTANT** (PT4712) Computer Svcs., Academic Computing-repost

Provide high-level statistical computing support svcs. through teaching, consulting, & evaluating software. Support related research computing applications, including stats. graphics & database systems.

Req.: MS or equiv. in stats. or related discipline. 3-5 yrs. exp. as stats. computing consultant; in-depth knowl. of mainframe & micro-computer stats. software. Submit cover letter & resume to Judi Pulkinen by 5-29.

**STAFF WRITER II** (PC148) University Development

Development communications seeks 3rd staff writer responsible for a variety of communications that foster mutually rewarding relationships between Cornell & corporations, foundations & alumni—leading to increased confidence in & financial support of Cornell.

Req.: BA in English, Journalism, Marketing or Comm. Arts or equiv. Able to do original writing as well as re-writing, ghostwriting & editing. Exp. in newswriting, advertising, public relations, fund raising or higher ed. helpful. Position becomes available this summer, but freelance assignments in interim may be arranged. Apply by 6/9 in writing to Gil Ott, Dir., Dev. Operation, 726 University Ave. Enclose 3 or more, fiction or non-fiction, writing samples. For further information contact Sandi Gurowitz, Dir., Dev. Communications, 255-9699.

## Clerical

**REGULAR EMPLOYEES** Submit an employee transfer application, resume & cover letter. Career counseling interviews are available by appt. **EXTERNAL APPLICANTS** Submit an employment application & resume. Interviews are conducted Wed. from 1-6pm at Staffing Services, East Hill Plaza by appt. Contact Esther Smith (255-6878) or Lauren Worsell (255-7044).

**ADMINISTRATIVE AIDE**, GR22 (C181) Geological Sciences

Provide admin. assist. for bus. mgr. Maintain dept. acctg.; prepare payroll, appts., proposal info. & budgets. Other duties as assigned.

Req.: AAS in acctg. or ext. exp. with CU Endowed Acctg. & Payroll systems. Exp. with IBM-PC using Wordperfect & Lotus 1-2-3 software programs. Lt. typing. Minimum Biweekly Salary: \$539.94

**ACCOUNTS ASST.**, GR20 (C1810) Unions & Activities-CAC

Maintain acctg.; reconcile ledgers; advise & train students; attend mtgs.; oversee sec.'s & W.S. students. Other duties as assigned.

Req.: AAS or equiv. Strong bookkeeping skills. Knowl. of endowed acctg. system. Supervisory & admin. skills. Able to oversee students working under tight deadlines. Familiar with Lotus, PC-XT desir. Med. typing. Minimum Biweekly Salary: \$482.33

**ACCOUNTS ASST.**, GR19 (C182) Bursar

Review & prepare data for input into Stud. Fin. System for updating & billing. Maintain bursar data files; distribute reports, fiche & vouchers; assist internal & ext. depts. with data input.

Req.: AAS or equiv. Offc. exp. Strong interper., comm. & org. skills. Exp. with PC's & data analysis. Lt. typing. Minimum Biweekly Salary: \$457.09

**SR. RECORDS ASST.**, GR18 (C186) Technical Svcs.-Univ Library

Responsible for variety of processing tasks incl. searching books, catalog maintenance & assisting Librarian with problem solving. Train, supv., & help hire students; work at circ. & reserve desks about 2 hrs./wk. & reference desk about 1 hr./wk.

Req.: 2 yrs. of college or equiv. exp. Attention to detail & aptitude for tech. service procedures. Able to work well with others. Good org. skills. Previous library exp. Familiar with use of computers desir. Lt. typing. Minimum Biweekly Salary: \$431.43

**SR. CIRCULATION RESERVE ASST.**, GR18 (C187) Univ. Libraries-JGSM

In charge of class reserves function; share circ. desk functions incl. stack supv., records mgmt. & work with student staff; assist with tech. processing projects as needed. 10 month position: Aug.-May.

Req.: 2 yrs. college or equiv. or 3-4 yrs. work exp. Strong comm./public service skills. Knowl. of WP & "PC File" or other data base mgmt. system helpful. Lt. typing. Minimum Biweekly Salary: \$431.43

**SR. CIRCULATION RESERVE ASST.**, GR18 (C188) Univ. Libraries-JGSM

Resp. for operation of Circ./Reserve Desk; supervise stacks & other public areas; supervise students assigned to Circ./Reserve & stack Maintenance functions. Academic Yr.: Tues.-Sat.; Intersession & Summer: M-F.

Req.: 2 yrs. college or equiv. work exp. Moderate computing skills helpful. Strong comm., interper. & org. skills. Strong human/public relations skills. Attention to detail. Able to work independ. as well as with a group. Lt. typing. Minimum Biweekly Salary: \$431.43

**SECRETARY**, GR18 (C185) Computer Science

Provide sec. & org. support for sr. faculty member, a large research project (res. assoc.'s, scientific visitors, programming support staff) & other faculty. Involves ext. interaction with gov't. agencies & industry.

Req.: H.S. dip. or equiv. plus college coursework. Tech. typing. Good org. skills. Work exp. in univ. environ. Med. typing. Minimum Biweekly Salary: \$431.43

**OFFICE ASST.**, GR18 (C1813) Vet. Med. Teaching Hospital

Front desk reception in Small Animal Clinic. Gather patient history & client info. Operate computer terminal for medical records function; handle discharge of patients & cashiering. Other duties as assigned. Some Sat. & holidays req.

Req.: H.S. dip. or equiv., some college or med. background desir. Knowl. of med. term. a plus. Must demonstrate strong org., interper., & comm. skills. Able to work independ. in active, complex environ. Lt. typing. Minimum Biweekly Salary: \$431.43

**SECRETARY**, GR18 (C1811) School of Hotel Admin.

Provide WP & editorial support for several faculty. Type & proof class materials, corresp., proposals, etc.; provide other sec. support incl. answer phones, copy, file, etc.

Req.: AAS with equiv. exp. &/or trng. WP skills pref. with WANG PC. Able to organize work priorities to meet deadlines under min. supervision. Strong comm. & written skills. Exc. spelling, grammar & proofreading skills. Heavy typing. Minimum Biweekly Salary: \$431.43

**SECRETARY**, GR18 (C1814) University Development

Provide sec. & org. support to Asst. Dir. of Cornell Fund. Organize mailings; prepare corresp. & reports; compile gift figures; arrange travel; schedule appts.

Req.: H.S. dip. or equiv. Sec. school desir. Good org., interper. & comm. (written & oral) skills. Able to work independ. Good proofreading skills. Knowl. of CU helpful. Med. typing. Minimum Biweekly Salary: \$431.43

**SENIOR SALES ASST.**, GR21 (C1616, C1617) Statler Hotel

Resp. for marketing, planning & follow-up of conferences, meetings, seminars, banquets & private parties, held at Statler Hotel. Coord. clients needs with hotel staff.

Req.: BS in Hotel Admin. desir. Pref. will be given to candidates with sales exp. Background in hospitality industry req. Working knowl. of computer/WP equip. Exc. oral & written comm. skills. Med. typing. Send cover letter & resume to Esther Smith. Minimum Biweekly Salary: \$512.32

**RESEARCH AIDE**, GR21 (C157) Neurobiology & Behavior

Provide admin. support to professor & research group. Assist in prep. of research grants & reports; type & proofread scientific papers; serve as liaison with on- & off-campus contacts in arranging meetings, workshops, lectures; coord. travel; handle daily corresp.; maintain files; order supplies; other duties as assigned.

Req.: BS or equiv. Scientific background helpful, particularly in Biology. Min. 3-5 yrs. sec. exp. Heavy typing. WP exp. req. Exc. org. & comm. (written & oral) skills. Able to work independ. Minimum Biweekly Salary: \$512.32

**EDITORIAL ASST.**, GR21 (C154) CRSR

Primary resp. as editorial asst. for monthly journal, ICARUS, the major scientific publication in planetary studies; provide clerical assistance; scientific typing. Other duties as assigned. 1 yr. appt.

Req.: AAS or equiv. Exc. command of English, style & grammar. Able to keep exc. records. Some knowl. of astronomy & mechanics of journal production helpful. WP skills essential. Minimum Biweekly Salary: \$512.32

**ACCOUNTS COORDINATOR**, GR24 (C1514) Restricted Fund Accounting

Monitor biannual activities of restricted acctg. Prepare & submit billings to sponsors; monitor receivables; correspond with sponsor & CU community; defend acctg. system to auditors.

Req.: BS in acctg., busn. or related field. Strong acctg. background. Familiarity with CU acctg. system pref. Exp. with IBM-PC (symphony) pref. Exc. comm. skills needed. Minimum Biweekly Salary: \$607.21

**RESEARCH AIDE**, GR20 (C131) Classics

Operate Kurzweil optical scanner, converting printed texts into computer files, for CU Center for the Computerization of Greek-Inscriptions. Scanning texts in Greek & Latin & Classical texts for similar projects at other institutions; organize copies of material scanned; correspond with & provide tech. consultation svcs. to other institutions; train others to use scanner. Until 8-88.

Req.: BA in Classics, humanities, history, or rel. field desir. Prof. in Ancient Greek req. WP exp. Some knowl. of Latin helpful. Exc. org. & interper. skills necessary. Send cover letter, resume or call in confidence to Esther Smith (607-255-6878).

Minimum Biweekly Salary: \$482.33

## General Service

**REGULAR EMPLOYEES** Submit an employee transfer application to Staffing Services, East Hill Plaza. **EXTERNAL APPLICANTS:** Employment applications are available at Staffing Services, East Hill Plaza 9-noon, Mon.-Thurs.

**NUTRITION AIDES**, GR17 (G182, G187, G188 & G189) New York City Coop. Extension Program-4 positions

Work with low income families & children to acquire knowl. & skills for improving nutritional quality of their diets. Teach mothers & youth essentials of nutrition & increase their knowl. & skills in selecting & using foods.

Req.: H.S. dip. or equiv. req. 3 wk. req. training course prior to employment. Able to read & write & do simple arithmetic. Knowl. of New York City communities.

Minimum Biweekly Salary: \$409.53

**MAINTENANCE MECHANIC**, SO22 (G186) Animal Science, Harford, NY-Statutory

Provide repair & maintenance to existing bldgs. incl. alterations to walls, floors & ceilings; install doors, windows & locks. Resp. for maint., blueprint recording, maint. to other systems (plumbing & electricity). M-F, 8 a.m.-4:30 p.m.; 24 hr. emergency call back.

Req.: H.S. dip. or equiv. 3-5 yrs. exp. in bldg. maintenance with carpentry emphasis. Able to read blueprints. Working knowl. of structural tech., load stresses & bldg. codes. Good org. skills; able to work independ. Minimum hourly rate: \$7.07

**COOK**, SO22 (G184) Dining Services-Endowed

Prepare & present full variety of foods incl. soups, sauces, casseroles, meats & vegetables through own efforts & through supervision of staff. Shift subject to change.

Req.: H.S. dip. or equiv. 3-5 yrs. exp. in preparing full range of entrees; knowl. of food cooking processes (grilling, frying, roasting, steaming) in an institutional envr. pref. Working knowl. of use & maintenance of charbroilers, steam jacket kettles, pressure steamers, ovens, slicers, mixers, choppers & various hand tools. Supervisory skills desir. Minimum hourly rate: \$7.07

**BAKER**, SO22 (G185) Dining Services-Endowed

Plan, coordinate & prepare full line of baked goods incl. rolls, breads, cakes, cookies & pastries through own efforts & through supervision of bakery staff. Shift subject to change.

Req.: H.S. dip. or equiv. 3-5 yrs. exp. preparing from scratch a variety of baked goods in institutional envr. Working knowl. of use & maintenance of mixers, dough sheeters, cookie machine, steam jacket kettles, rack oven, proofing cabinet, buffalo chopper, meat slicer & scales. Supervisory skills desir. Minimum hourly rate: \$7.07

**DRAFTER**, GR19 (G461) Facilities Engineering-repost

Respon. for drafting & updating floor plans & space related data. Update ink on mylar drawings & floorplans on file for campus facilities. Create new floor plans, as needed, using construction drawings. Calculate, collect & verify filed info.

Req.: AAS in arch. or const. technology. 2 yrs. drafting exp. pref. Minimum Biweekly Salary: \$457.09

## Technical

**REGULAR EMPLOYEES:** Submit an employee transfer application, resume & cover letter. **EXTERNAL APPLICANTS:** Submit an employment application, resume, & a list of laboratory techniques/equipment, or computer languages/hardware with which you are familiar. Submit a cover letter for each position for which you apply, (specify title, dept. & job number) to Judi Pulkinen, 160 Day Hall. Interviews are conducted the first Thursday of each month from 1:30-4:30 p.m. at Staffing Services, East Hill Plaza. The following backgrounds are highly desired: biochem., chem., microbio., elect., physics, lic. animal health tech. No appt. is necessary; however a brief wait may be required.

**TECHNICIAN**, GR21 (T184) Biochemistry-Molecular & Cell Biology

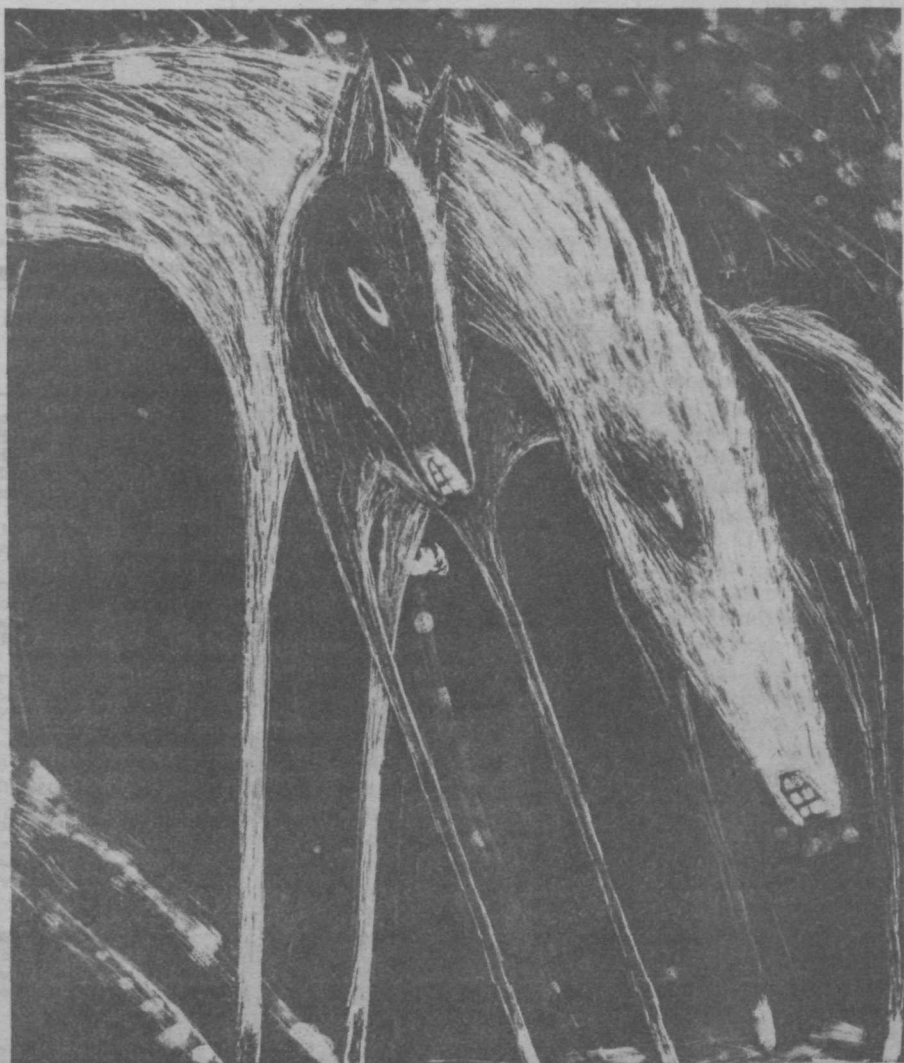
Provide tech. & admin. support for large research project on expression of genes. Assist in isolating & analyzing DNA & enzymes.

Req.: BS/BA in biol. sci. Exp. in gene expression, cloning techniques & lab. admin. procedures, pref. Send cover letter & resume to Judi Pulkinen by 6/3.

Minimum Biweekly Salary: \$512.32

**TECHNICIAN**, GR21 (T186) Genetics & Development





'Nightwatch,' by Catherine Bebout, a lithograph on display at the Johnson Museum of Art as part of the exhibition, 'New York State Artists VII: Prints and Related Work.' Other artists included in the show are Nancy Friese, Charles Heasley, Alleyne Howell, Judy Natal and William Schade.

## Plant physiologist edits book on central role of hormones

A new book edited by a Cornell plant physiologist details the central role played by plant hormones in controlling how plants reproduce, grow and develop. The compendium will be used as a basic reference source by research scientists in the field.

"While metabolism provides the power and building blocks for plant life, it is the hormones that regulate the speed of growth of the individual parts and integrate them to produce the form that we recognize as a plant," Peter J. Davies points out in the book he edited, "Plant Hormones and Their Role in Plant Growth and Development."

"In addition, hormones play a governing role in the process of reproduction," he added.

The book is a major scholarly work on the subject and the principal monograph in this field, according to Davies, who is one of the nation's leading authorities on plant hormones.

He is a professor of plant physiology in the Section of Plant Biology of the Division of Biological Sciences, a joint unit of the College of Agriculture and Life Sciences and the College of Arts and Sciences.

The book describes how plant hormones are synthesized and metabolized, how they are measured, and the roles the hormones play in regulating plant growth and development. It consists of 34 scientific articles written by a number of experts in the field representing the latest knowledge on the roles of plant hormones in plant growth and development.

In addition to editing the volume, Davies wrote two articles discussing the nature, occurrence, functions, transport, concentration and sensitivity of plant hormones.

Three other Cornell scientists, Elmer E. Ewing and Pamela M. Ludford, both in the Department of Vegetable Crops, and Loyd E. Powell in the Department of Pomology, also are among the contributors.

### Educational Initiatives *Continued from page 1*

that most of the funds are going not for hardware but for personnel costs, to relieve professors of other duties and to pay for teaching assistants.

Most, in fact, are innovative not because of the circuitry involved, but because they draw fresh ideas from a variety of sources to address educational concerns not met in the traditional structure of the university.

The remaining first-round winners are:

- An experimental course in natural resources and environmental policies to be taught during the January intersession in Washington, D.C. (Richard J. McNeil, Natural Resources).

- A general education course in evolution (Will Provine, History of Science, et al).

- A new introductory economics course for non-majors (Kenneth Burdett, Economics).

- A course on Korean literature sponsored by the Asian Studies Department (Brett de Bary, Asian Studies).

- Preparation of a common learning course on controversial social issues (Michael E. Gold, Industrial and Labor Relations).

- A proposal to incorporate theories of learning into Nutritional Sciences 115 (Marjorie Devine, Nutritional Sciences, et al).

- Development of an academic program devoted to the study of Hispanic people in the United States (Irma Almirall-Padamsee, Office of Minority Educational Affairs, et al).

- Development of an academic program that will examine the Asian-American experience (Lee C. Lee, Human Development and Family Studies, et al).

- Modification of the existing course on law and medicine (Larry I. Palmer, Law).

- Development of a guaranteed admissions curriculum for preveterinary students

(Gordon Campbell).

- An introductory interdisciplinary course on African life and culture (Locksley Edmonson, Africana Studies).

- An experimental model in residential interdisciplinary learning in Clara Dickson Hall (Bruce Wilkins, Natural Resources, et al).

- A program of visiting lectures on minority issues (Henry L. Gates, English, and Anthony Appiah, Philosophy).

- Development of structures to encourage commitment to the housing and feeding of the poor (James Eyster, Financial Management, Hotel).

- A program to train teaching assistants for Biology 105-106 and to develop video cassette materials for the course (Elois Loew, Biology).

- A program to fund specialists and produce a newsletter for the improvement of teaching (David Taylor-Way, Office of Instructional Support).

- Two programs to integrate instruction in the use of new technologies in library research (Joan Ormondroyd and Yoram Szekely, Library).

- A program to expose Arts and Science students to successful practitioners in a variety of professions (Lynn Abel, associate dean, and Bonnie Buettner, assistant dean, Arts and Sciences).

- Funding for a conference and printed guide to help undergraduates choose courses outside their colleges (Abel).

- Establishment of a computer network between the Learning Skills Center staff and instructors and college advisers (William Collins, LSC).

- Installation of video projectors in Bailey Hall and Uris Auditorium (James Maas, Psychology).

— Dennis Williams

### Convocation *Continued from page 1*

will be divided into two abbreviated indoor ceremonies held at Barton Hall. Admission to the indoor ceremony will be by ticket only. Four tickets have been distributed to each candidate.

The first ceremony, for the College of Architecture, Art and Planning; College of Engineering; School of Hotel Administration; College of Human Ecology; the Graduate School; School of Industrial and Labor Relations; Johnson Graduate School of Management; and College of Veterinary Medicine, will be held at noon. The second ceremony, for the Colleges of Agriculture and Life Sciences and Arts and Sciences, will be held at 2 p.m.

A rehearsal will be held for Commencement ushers on May 26 at Schoellkopf Field beginning at 3 p.m.

The Law School Final Convocation will be held on May 24, in Bailey Hall at 3 p.m., with Dean Peter Martin presiding. Rhodes will address the convocation. Ernest F. Roberts, the Edwin H. Woodruff Professor of Law, will be the faculty speaker.

There will be a reception for the 197 J.D. and L.L.M. graduates and their families in the Myron Taylor courtyard immediately following the ceremony.

The Johnson Graduate School of Management will hold its graduation ceremony on May 31 in Bailey Hall at 2 p.m. Two Ph.Ds and 278 MBAs will be awarded, including a record 62 graduates from 21 foreign countries.

The College of Veterinary Medicine will hold a hooding ceremony on May 30 at 7 p.m. in Statler Auditorium. Seventy-eight graduates will receive Doctor of Veterinary Medicine Degrees at Commencement on May 31. Friends and family will gather after the graduation ceremony for a reception at the Veterinary College.

The Cornell University Medical College will award degrees to 100 graduates during its 90th Commencement Ceremony on May 28. The guest speaker will be civil rights leader Vernon E. Jordan Jr., former executive director of the United Negro College Fund and former president of the National Urban League.

— James A. Mazza

## Job Opportunities (continued)

Req.: BS or equiv. exp. with basic lab. equip. Familiar with dairy chem. & microbiol. Some exp. with computer useful. Send cover letter & resume to Judi Pulkinen by 6/5.

Minimum Biweekly Salary: \$457.09

**TECHNICIAN, GR20 (T171) Chemistry**  
Maintain lab equip. (HPLCs, vacuum pumps, lyophilizer, etc.). Perform HPLC & column chromatography, take routine NMR spectra, purify reagents & supv. general lab maint. & lab safety.

Req.: AAS pref. 2 semesters of gen. & organic chem. & lab exp. Analytical lab exp. incl. HPLC (min. 2 yrs. exp.). Send cover letter & resume to Judi Pulkinen by 5/29.

Minimum Biweekly Salary: \$482.33

**TECHNICIAN, GR21 (T103) Avian & Aquatic Animal Medicine-repost**  
Assist in development & maint. of hybridoma cultures for producing monoclonal antibodies. Conduct ELISA & serological tests. Prepare & maintain cell cultures. Develop diagnostic procedures for poultry & fish pathogens.

Req.: BS in bio. sci. Formal trng. in microbio.; tissue culture trng. exp. pref. Knowl. of hybridoma techniques. Send cover letter & resume to Judi Pulkinen by 6/5.

Minimum Biweekly Salary: \$512.32

**NETWORK OPERATOR, GR23 (T421) Theory Center**

Identify, diagnose & initiate appropriate corrective action for network problems rel. to major high-speed networks supported & monitored by Center. Assist users with access problems.

Req.: AAS or equiv. 2-3 yrs. rel exp. with general understanding of computer networks. Exp. with UNIX & C desir. Exp. troubleshooting or repairing equip. helpful. Good org. &

comm. skills. Ability to work indepnd. Send cover letter & resume to Judith Pulkinen by 6/5.

**TECHNICIAN, GR19 (T161) Animal Science**  
Perform radioimmunoassays & assays for plasma metabolites & enzymes; histological & histochemical evaluation of skeletal muscles; computer assisted data acquisition & summary. Assist with animal care & experimentation; maintain clean & orderly lab.

Req.: BS in Animal Sci., Biolog. Sci. or Biochem.; coursework in physiol., histol., or cell physio. helpful. Biochemical assay exp. req., animal exp. helpful. Send cover letter & resume to Judi Pulkinen by 5/19.

Minimum Biweekly Salary: \$457.09

### Part-Time

**SR. NIGHT SPVR., GR20 (C189) Circulation/Reserve-Uri Library**

Oversee operation of Circ./Reserve desk & responsible for bldg. during eve. hrs. Supervise work of students; assist with routine desk duties as needed; make regular rounds of bldg.; answer questions & handle problems. Academic yr.: 5-midnight; intersession & summer TBA. 25 hrs./wk.

Req.: H.S. ed. or equiv. Some college background helpful. Able to work with a variety of people as a supv. in a high pressure public setting. Lt. typing.

Minimum Biweekly Salary: \$482.33

**CRT OPERATOR, GR18 (C175) Veterinary Pathology**

Provide clerical support for Surgical Pathology & Necropsy Service off. Data entry on computer; process reports; retrieval; respond to in person & telephone requests. Mon., Tues., & Wed. 8 a.m.-5 p.m.

Req.: AAS in med. sec. or equiv. Min. 2 yrs. in med. sec. off. pref.; med. terminology. Accurate & med. to high speed data entry on computer (as measured by typing skill). Proven ability to act as team member in working with both public & staff. Med. typing.

Minimum full-time equivalent: \$431.43

**SYSTEMS PROGRAMMER II (PT174, PT173) Engineering College**

Install, modify, maintain & develop system software & utilities. Manage, diagnose & maintain a graphics workstation network. Recommend & specify new hardware, software. Consult with staff & users on programming; set & enforce programming standards. Train & supv. student staff. 20 hrs. per wk., flexible.

Req.: BS in comp. sci. or equiv. 2 yrs. exp. in systems programming & systems mgmt., familiar with VAX/VMS, FORTRAN, C, graphics programming, networking. Either UNIX, VAX/VMS, MS/DOS exp. a plus. Exc. comm. skills. Send cover letter & resume to Judi Pulkinen by 5/29.

**ADMINISTRATIVE AIDE, GR20 (C0615) Chemistry**

Resp. for WP in dept. Word Processing Facility. Use IBM PC & Mac & Micom 3000; train staff members in use of machines & various software; keep records of Facility svcs.; prepare monthly billing; arrange for overflow workload staffing. P-t, M-F, 9 a.m.-1 p.m.

Req.: AAS or equiv. Heavy typing. Min. 3 yrs. exp. in WP using chemical, physics or math terms. Use of WordPerfect, Mac Write & LaTeX desir. Demonstrated exp. in prioritizing.

Minimum full-time equivalent: \$482.33

### Temporary

Experienced & skilled individuals specifically interested in temporary clerical/secretarial work can contact Lauren Worsell (255-7044).

**SUMMER FIELD WORKER (G1810) Plant Pathology**

Assist in maint. of experimental plots including machine planting of potatoes, handweeding, rototilling & tractor harrowing. Set up & maintain irrigation system. Apply fungicides (opportunity to obtain Pesticide Applicator Certificate). Record daily weather data. 6/1/87-9/1/87.

Req.: Exp. in operation of farm equip.; able to lift 100 lbs. Contact Bridget McMaster, 329 Plant Science Building (255-3188).

Minimum hourly rate: \$3.50 negotiable.

**COMPUTER PROGRAMMER (T185) Agric. Engineering, SBEEP**

Write computer programs for Small Business Energy Efficiency Program.

Req.: Coursework in PC program applications & programming. Exp. with computer programming & PC software applications. Send cover letter & resume to Judi Pulkinen by 6/5.

**SECRETARY (C184) Human Development & Family Studies**

Provide sec. support to program & admin. staff of Family Life Devel. Ctr. Maintain symposia registration, input format & revise manuscripts on computer-based wp system. Provide phone coverage & other clerical duties as assigned. Full-time until 8/31/87.

Req.: H.S. dip. or equiv. sec. school desir.

Sec. off. exp. Exc. command of grammar & spelling. Strong comm. skills (oral & written). Macintosh exp. highly desir. Able to work indepnd. in complex, active enviro. Please call Lauri Worsell at 255-7044.

**TECHNICIAN (T135) Entomology**

Rear insect colonies; handle pesticide solutions supv. students; assist in insecticide bioassays dishwashing; growing plants & other duties. Req.: BS or advanced undergrad. standing & a least 1 semester of organ. chem. Good org. & comm. skills. Pay: \$4.75 per hr. dep. on exp. Contact Rick Roush at 255-8773 or Jeff Scott at 255-7340 by 5/27.

**SUMMER CUSTODIANS (G128) Residence Life**

Provide general care & maint. of res. halls & grounds in immediate vicinity of assigned area May-Aug.; 39 hrs. per wk.

Req.: Able to operate a variety of heavy power equip., lift 50 lbs. & climb an 8 foot ladder. Basic reading & writing skills. Pay: \$3.50/hr., room provided, cash bonus based on srvc. Apply a Staffing Services, East Hill Plaza; Mon.-Thurs. 9 a.m.-12 noon or call 273-1179.

### Academic

**VET. INFORMATION SVCS. LIBRARIAN**

(A181) Flower Veterinary Library  
Submit cover letter, resume & list of 3 references to: Carolyn Pyhtila, Personnel Director, 201-C Olin Library, Cornell University Libraries, Ithaca, NY 14853-5301.



# SPORTS

Cornell overtook a five-goal deficit to defeat Adelphi 14-12 in the quarterfinals of the NCAA Lacrosse Championships Sunday.

The Panthers of Adelphi, who had knocked off Army in the first round of the quarterfinals, jumped out to a 10-5 lead in the early moments of the third period. But two scores from senior midfielder Bob Cummings and junior attackman Tim Goldstein, and one from senior Todd Francis, knotted the score at 10-10 with 11 minutes to play.

Adelphi answered with two goals within a minute, but Cornell came up with tallies from senior midfielder Paul Kuehner and sophomore attackman Tim McDevitt.

Junior attackman John Wurzbarger got the eventual game-winner, as he took a feed from sophomore attackman Steve Meyer and scored to put the Red in front 13-12. Junior midfielder Joe Lizzio added an insurance goal with less than three minutes to play, and Cornell advanced to the NCAA semifinals.

Goldstein, who had a part in each of the Red's first 10 goals, ended the day with five goals and five assists, while Meyer had 2-3.

Sophomore goaltender Paul Schimoler recorded 18 saves in net for Cornell, which outshot Adelphi 51-44. Goldstein continues to lead Cornell in scoring with 23 goals and 62 assists for 85 points. He needs just four assists to break the all-time Cornell seasonal record for assists. Meyer is second on the scoring chart with 34-13-47, while Wurzbarger is third at 31-0-31. Schimoler has a .717 save percentage.

The squad now travels to Rutgers for the NCAA semifinals on May 23 where they will face Syracuse in a 4 p.m. contest. The Red defeated Syracuse on April 11 at the Carrier Dome by a 19-6 count. Goldstein had 0-9 in that game and Meyer added 7-2. It will be the 72nd meeting between the two teams with the Orangemen holding a 40-30-1 advantage in the series. The winner will meet the winner of the Maryland-Johns Hopkins semifinal on May 25 at noon in the NCAA championship game.

## Baseball

The diamondmen had their best week of the season, winning three of four games to finish their 1987 schedule at 17-27 overall, 6-10 in the EIBL.

On Wednesday, the team defeated Ithaca College 11-4 and then lost the second game 6-5, as the Bombers successfully defended the Mayor's Trophy. In the first contest, senior left-hander Rich Desa hurled a four-hitter, striking out 12 and walking three. He

finished the season with a 2-5 record.

Sophomore third baseman Mike Milmo was 2x2 with three RBI and sophomore designated hitter Joe Catone was 3x5 with two RBI. In the second game, the Red allied for four runs in the bottom of the seventh and had the tying run at second base when the Bombers recorded the final out. Senior first baseman Mark Smith was 1x2 with two RBI.

On the final day of the season, Cornell took a doubleheader from Hobart, 5-4 in 10 innings and 9-4. In the opener, sophomore rightfielder Mike Thomas led off the bottom of the 10th with a triple and the following batter, sophomore leftfielder Joe Toscano, hit the next pitch to left field to score Thomas with the winning run. Toscano was 3x5 with a double and Smith 2x5. Junior right-hander John O'Connor pitched 1 1/3 innings of relief to win his seventh game in 12 decisions.

In the nightcap, the Red recorded 17 hits, with sophomore second baseman Scott Kenney hitting three doubles in four at bats and freshman shortstop Tom Montagnino going 3x4. Junior centerfielder Eric Olson had a triple and a single in four at bats for three RBI, and sophomore leftfielder Paul Kisslinger was 3x3 with one RBI. Sophomore right-hander Dan Picciano pitched 3 1/3 innings of middle relief to make his record 3-3. Junior left-hander Chet Osadchey picked up the save, the team's first of the season.

## Crew

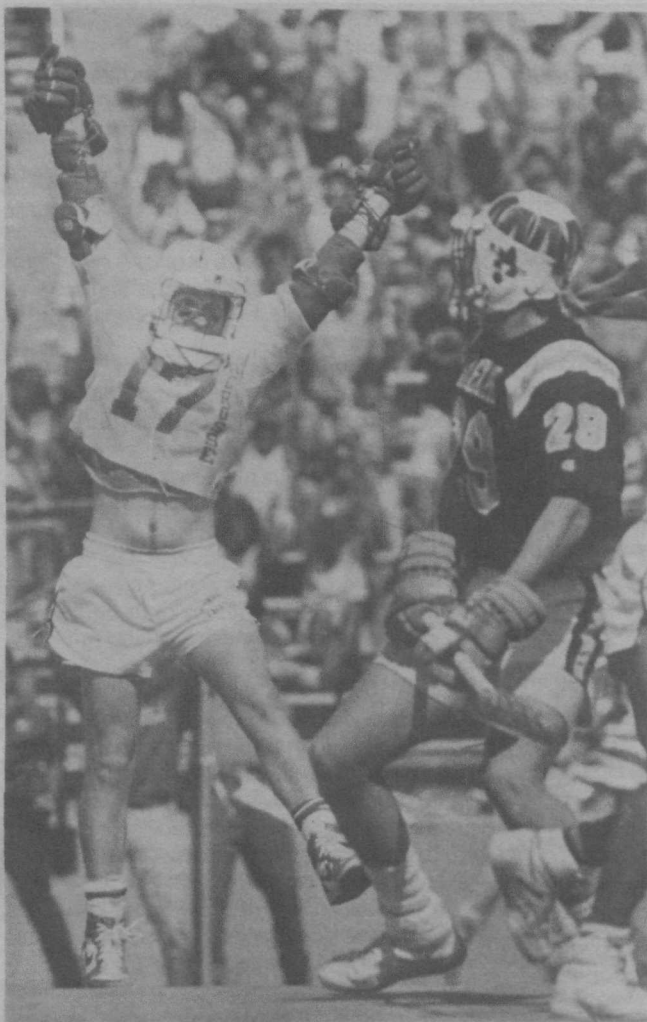
The women's crew finished third in the petite finals at the Eastern Sprints last weekend. The varsity shell fell victim to an early crab in its morning heat to drop down to the petite bracket. The Red crossed the line at 6:59.54 in the finals, 9.44 seconds behind UNH's winning time. The junior varsity shell took fifth place in the grand finals with a 6:49.12 finish, 8.22 seconds off the winning mark. The first novice boat also placed in the grand finals, with a fourth-place time of 6:54.17. Yale won that race in 6:46.1.

The women, now 4-4 on the season, have a few weeks off before they travel to Sacramento, Calif. for the Nationals on May 30-31.

## Track

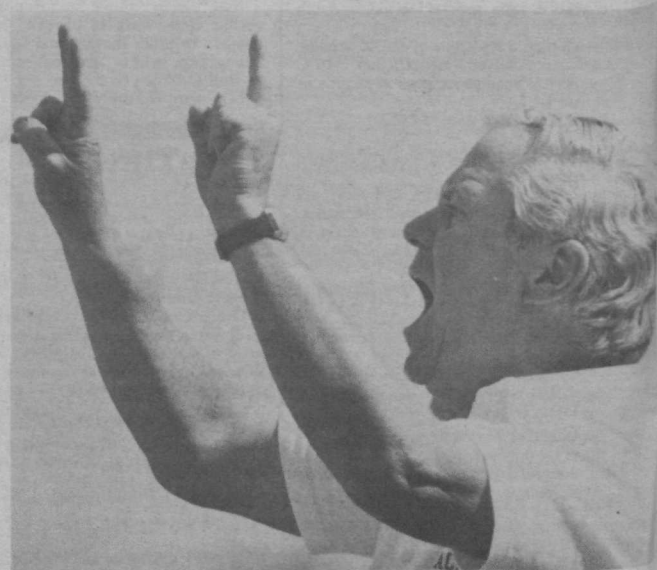
The women tracksters ended the season with ECAC Championships at George Mason University last weekend. Freshman Judy Gitzi earned All-East recognition in the shot put. Her throw of 13.86 meters was good for fifth place. She also threw 51.66 in the hammer throw and 39.20 in the discus, but failed to make the finals in either event. Sophomore Beth Allis also competed in the discus, throwing 37.56 in the trials.

— Marcy Dubroff



Scenes from last Sunday's lacrosse game against Adelphi at Schoellkopf Field. Cornell won the contest 14-12 to advance to the semi-finals of the NCAA Lacrosse championships. The Red will travel to Rutgers for a May 23 game against Syracuse. And the winner of that contest will play the winner of the Maryland-Johns Hopkins semi-final on May 25.

Photos by Claude Levett





# Networking

A Cornell Newsletter Published by Employees for Employees

Networking Volume 8, Number 5

Thursday, May 21, 1987

## Report: Brown Bag Lunch on Child Care I

by Theresa Vander Horn

According to the Bureau of Labor Statistics, 42% of the national work force is female and 80% of these women are of child bearing age. 90% of those women will bear children. 60% of working men have working wives. In 1984, 46% of mothers with infants and toddlers worked outside the home -- and the number has increased since then. The Department of Labor estimates that by the end of the decade, 75% of women with children under six years of age will be in the work force. In Tompkins County there are 5,000 children under the age of five, 2,500 of whom require some child care. The Day Care Council has placement listings for only about half that number. Of the five major day care centers in Tompkins County, four are presently losing their directors; two are losing both the director and assistant director.

The Brown Bag Lunch on the topic of Child Care at Cornell, held on April 22, was successful, drawing over 60 audience members. The speakers were: Judy Kolva (the Infant Center), Betty Falcao (Day Care Council of Tompkins County), Gerry Thomas (Office of Human Resources at Cornell), Sue West (Cornell Nursery), and Cindy Telage (Subcommittee on Family Services), former Provost Keith Kennedy was present.

It quickly became apparent that the information needed was voluminous. It seems clear that Cornell is already making an effort to assist with the child care needs of its community, but it is equally clear that the need has accelerated beyond the present solutions. Cornell presently supports child care in a number of ways: Select Benefits (which in Betty's words: 'primarily assists those with family income over \$24,000 per year'), flextime, University leave of absence, facilities and service to the Infant Center,



grants (of around \$20,000) to the Day Care Council, rent free facility to MVR nursery and disability for child birth. Below are highlights of the panel discussion.

Betty Falcao is the employee support for child care consultant at the Day Care and Child Development Council of Tompkins County which provides perhaps the most comprehensive body of information on options, as well as statistics, in the Cornell community. Betty noted that as student support decreases, spouses find it increasingly necessary to work, therefore finding child care a necessity. Child care provisions are necessary for expansion and recruitment in the area. She suggested that institutions set a goal of meeting a certain percent of their employee need.

Cindy Telage of the Subcommittee on Family Services of the Advisory Council on the Status of Women reported that child care has been the focus of the Subcommittee's attention. The Subcommittee has recently made a strong recommendation to Joan Egner, associate provost, that a task force be formed to address the critical need for child care. The task force, she says, could disseminate up-to-date information on child care options and make strong recommendations to the administration to establish policies and investigate options such as: extended sick time, parental leave, flextime, workshops, on-site day care, subsidies, cafeteria style benefits and many other choices. She also reminded the audience that April is the month of the young child.

Gerry Thomas of the Office of Human Resources reported on the results of the SRI Employee Attitude Survey as it pertains to child care concerns (full summary report is to be published in a supplement to the Chronicle). He reported that 77% indicated no need for child care services; 9% were interested in infant care, 13% in preschool care, 10% in after-school care. He also noted that the response from minority respondents was somewhat different in its distribution and emphasis (i.e. only 67% indicated no need for child care), while responses for men and women were similar. He indicated that technical employees appear to have a higher need than other categories of employees.

Mr. Thomas also reported on a survey taken of other institutions, including other Ivy League universities. He report that response to child care demands are spotty at best. He says that Cornell is a "level two" provider -- providing utilities, facilities, and services.

Judy Kolva, director of the Infant Center gave a very touching presentation. She reports that while Cornell provides facilities, utilities, maintenance services, life safety training and start-up funds in 1984, the fees (on a sliding scale of \$75-\$100 per week) are too high for many needy families, and that these fees are going to go up (\$85-\$108). If such support was not provided by Cornell, she estimates the fees would be between \$120-\$185 per child, per week. The majority of the Infant Center clients are faculty, as students and staff find the fees prohibitive. These fees are not high because the workers are paid well. Child care is a labor intensive service, and must adhere to

Continued on Page 4

## The Commencement Office is looking for a few good ushers

Over 300 have volunteered; 50 more needed for May 31 ceremony

If you have thought about sending in your coupon to volunteer to usher for the 1987 commencement and haven't, now is the time to do it. The Commencement Office will be sending out letters of assignment this week and a rehearsal for ushers will take place on Tuesday, May 26 at 3:00pm at Schoellkopf Field.

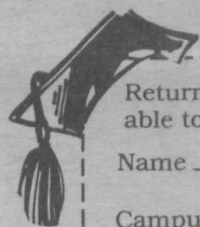
Commencement is the single largest University event - a very important day for more than 5000 graduates and 23,000 guests to the campus. Being an usher has very special rewards, because you have the opportunity to share the experience with participants.

On commencement day, ushers are asked to check in between 8:30am and 9:30am and should be at their assigned posts by 10:00am. Volunteers are provided with doughnuts, bagels, coffee, and soft drinks and will assist until the ceremonies are over and the crowd has dispersed, usually by 2:00pm.

All employees who volunteer to work during commencement exercises will be granted comp time-off equivalent to their standard workday. Volunteers are invited to a reception at President Rhodes' home and are given a commencement commemorative mug.

So, if you've been considering signing up, and haven't, this is the time to do it. Complete the coupon below and return it

to the Commencement Office, B-25 Day Hall. This year, why not consider being part of one of Cornell's most important and exciting events?



### Commencement Volunteer Coupon

Return to Commencement Office, B-25 Day Hall. I will be able to help as an usher at Commencement on May 31, 1987.

Name \_\_\_\_\_

Campus Telephone \_\_\_\_\_

Department \_\_\_\_\_

Campus Mailing Address \_\_\_\_\_

Supervisor's Name \_\_\_\_\_

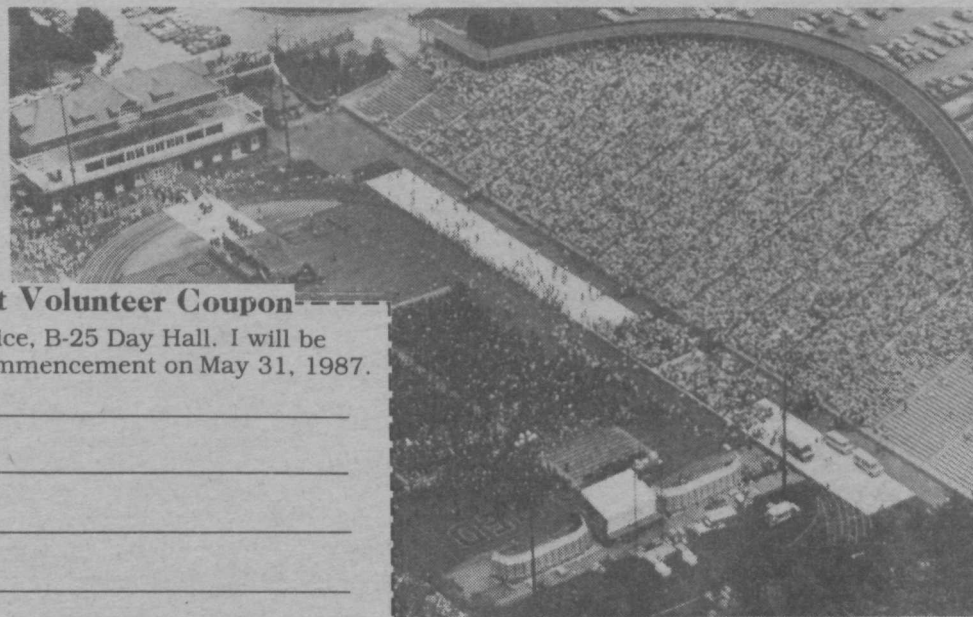
Supervisor's Campus Address \_\_\_\_\_

Another possible volunteer is: \_\_\_\_\_

Name \_\_\_\_\_

Campus Telephone \_\_\_\_\_

Campus Mailing Address \_\_\_\_\_



Now is the time to volunteer to be a commencement usher.



# EAP: Resource for helping problems with work- related and individual or family concerns

Traditionally, we associate play therapy with treatment for children. The literature espouses the value of play as a way of working through feelings and releasing tension. As adults, however, we tend to neglect play and humor, despite their value for stress reduction. Fun and humor are often missing from the workplace with, perhaps, the exception of occasional birthday parties and holiday celebrations.

According to Gifford Pinchot III, a New Haven, Connecticut business consultant, "Humor transforms a boring or stressful environment into a highly enjoyable and more productive one." William McDougal, a one-time professor of psychology at Harvard, proposes that the very biological function of laughter is one of helping to maintain psychological health and well-being. He noted that the effects of laughter make it a built-in regulatory mechanism which can help reduce depression:

"First, laughter interrupts the train of mental activity; it diverts, or rather, relaxes the attention... secondly, the bodily movements of laughter hasten the circulation and respiration and raise the blood pressure, and so bring about a conception of euphoria or general well-being."

(William McDougal, "A New Theory of Laughter," *Psyche*, 2, 1922, pages 298-300)

How can we incorporate fun and humor into the workplace? Below are some suggestions, taken from USA Weekend, Nov 7-9, 1987:

-- Post cartoons and sayings on special bulletin boards. "It brightens up the work environment, or when an employee is feeling down he can go over the board and chuckle," says Jack Falvey, business

consultant in Londonderry, NH.

-- Organize parties as a weekly or monthly ritual during lunch or after work. Take a collection of a dollar or less for refreshments. "It's a wonderful loosener for an office," says Jodie Berlin Morrow, a Manhattan human resources consultant.

-- Plan unusual lunches. Invite guests like magicians, comics or mimes.

-- Learn a fun skill, like juggling. "It's nice to have something fun like that to break up the sameness of the job," says Bill Giduz, assistant director of collect relations at Davidson (NC) College.

-- Give all-out birthday celebrations. Run streamers from desk to ceiling. Toss confetti when the person arrives in the morning. Make it a fun day for all.

Perhaps the proverb, "All work and no play makes Jack a dull boy," has a serious message. Laughter and Healthy, by James J. Walsh summarizes this concept:

"The effect of laughter upon the mind not only brings relaxation with it, so far as mental tension is concerned, but it makes it also less prone to dreads and less solicitous about the future. This favorable effect on the mind influences various functions of the body and makes them healthier than would otherwise be the case."

So, although it's hard to take humor seriously, "Laughter is the Best Medicine" may, in fact, be the best prescription for job stress!

The Employee Assistance Program is available to Cornell employees as a resource for helping with work-related problems or for individual or family concerns. You can get in touch with the EAP by calling 273-1129.

## CRC spon



Left to right  
Sitting - Eleni Manos, Marcy Diamond, Jennifer Parr

Standing - Row 2 - Danielle Diamond, Devon Babbage, Karen Baker, Gina Gallagher

Top - Jaquelyn Carlson

Ithaca Academy of Dance

# CRC Board of Directors Elections Scheduled for June

**ANNUAL SUMMER PICNIC:** The annual summer picnic will be held on Saturday, June 6 at Helen Newman Grounds from 10am-6pm. This event is free to all CRC members but you must have a ticket to attend. Tickets are now available from the CRC Office, 165 Day Hall (255-7565). All tickets should be picked up by Friday, May 29 so stop by today. Hamburgers, hot dogs, hot sausage, beer, pop, and chicken or roast beef (for dinner) will be available at no charge. Please bring a dish to pass to share with everyone for the dinner. We also have lobster available at a charge of \$5 each. Volunteers are needed to help with set up, cooking, and clean up. If you can help out for a couple of hours leave your name with Peggy in the CRC Office. Guest tickets are also available.

**ELECTIONS** for the CRC Board of Directors: Elections will be coming up in June. There will be three vacancies and all CRC members are eligible to run for a seat on the CRC Board. Get involved in guiding CRC. Consider running for one of the seats. If you know someone who would like to be nominated or you would like to nominate yourself, contact the CRC Office.

**DEEP SEA FISHING:** Wildwood, NJ - June 12-14. The bus will leave Ithaca on Friday evening, June 12 and travel to NJ arriving in Wildwood on Saturday. The group will fish with the Adventurer Fleet for a full day on Saturday and then stay overnight at the Whittier Inn, Pleasantville, NJ. The trip includes bus transportation, boat, bait, tackle, motel (which offers a free shuttle to Atlantic City!) and a continental breakfast. The price is \$115 per person, double occupancy. A deposit of \$60 is due when registering and the

balance is due by May 22. Call today.

**MONTREAL, CANADA July 9-12:** This promises to be a wonderful vacation. Included are: roundtrip transportation via Motor coach, three nights accommodations at the Holiday Inn-Place Dupuis, group dinner on evening of arrival, half-day tour of Montreal which cover over 200 points of scenic and historical interest, and a full-day tour beyond the city to the Laurentian highland (includes lunch and a boat trip). Participation is limited to 46 people. The price is \$210 per person, double occupancy. A deposit of \$100 per person is due at the time of registration. Final payments are due by June 12.

In early April, CRC sponsored a trip to Washington, D.C. Donna Vose reports the following:

Beautiful weather greeted 41 CRC members and friends when they arrived in Washington, D.C. on April 9. The group stayed at the Gramercy Hotel which is a ten story centrally located hotel in downtown Washington. The majority of the group stayed on the 9th and 10th floors but Ann and Dave Vandermark were different - they were on the 4th. Breakfast was served to us in our private dining room each morning at 7:30am. There were some who found 7:30am much too early - right Teresa, Mary and Marlene!!

The weather was perfect - 65 to 75 degrees and no rain until Sunday when we were ready to leave Gettysburg.

Some of the highlights of the trip were: Thursday evening was spent at the Old Post Office where Herb Howe was fortunate to have his picture taken with the "First Family;" all day Friday was spent at the Smithsonian Institution; Friday evening we had an excellent guided tour

of the city; on Saturday it was the Cherry Blossom Festival parade. (A beautiful parade, three hours plus, excellent seats and the Cherry Blossoms were in bloom). Saturday evening was spent at the Lazy Susan Dinner Theatre in Woodbridge, VA. Delicious Pennsylvania Dutch food plus an excellent production of "Show Boat." The owner, Glen Gates, '74, School of Hotel Administration, did the

University and Hotel School proud. If you are in the Washington, D.C. area, I highly recommend spending an evening at the "Lazy Susan." Be sure and meet Glen and tell him you are from Cornell.

All too soon it was Sunday and time to leave. The group stopped at Gettysburg on the return trip and had a two hour guided tour of the battlefield.

It was a great spring vacation.



Herb Howe and the "First Family"



## ers a musical dance review

"Disney Magic," featuring all types of dancers of all ages. Ithaca Academy of Dance, Friday, May 23 at the Ithaca Forum, Cornell University. Directed by the Cornell University Ithaca Academy of Dance. This is a potpourri of dances featuring Lionel Lincoln, "Dancing On the Ceiling," "For You" from "The Sound of Music," "Dance of the Happy Feet," "The Tap," and "Somewhere" from "Barbra Streisand's Grammy Award Winning Album." "Disney Magic" will take you on a tour of Disney World starting with "Disneyland" featuring Mickey and Minnie Mouse, Donald Duck, Goofy, and Dopey, Grumpy and Alice in Wonderland. Visit Main Street U.S.A., Adventureland, Frontierland, Liberty Square, Fantasyland and Tomorrowland. Our grand finale the Main Street Electric Parade. The Ithaca Academy of Dance is under the direction of Diane Bower Chiocchi, a former City Music Hall Rockette, and Stanley Bower. Seats are available at \$2.00. W. State Street, General Admission tickets may be purchased at the dance connection or at the



Left to right, Devon Babbage, Karen Baker

Ithaca Academy of Dance

## EAP: Strategy for Constructive Confrontation and Problem-Solving

by Richard L. Sholette, Clinician-Consultant

The average person is no stranger to the need for confrontation and problem-solving with others: spouse, parent, child, boss, subordinate, associate neighbor, and so on. It seems that no matter where we live or work, or who we interact with, relationship problems have a way of almost spontaneously igniting.

When will meets will and mind meets mind an odd thing happens, they both go blind. It is not always easy to avoid problems, and it is no easier to efficiently and effectively solve them.

Too often we end up fighting and blaming others, blinded to their perspectives by our own "brilliance." When this happens, we need a plan for problem-solving and interacting which will prove constructive, respectful, and fair.

Following is a suggested strategy for constructive confrontation and problem-solving. With practice, the ingredients can be skillfully and gingerly kneaded into the dough of difficult dialogue, making relationships more rewarding - no small need for most of us.

Ingredients for Constructive Confrontation

1. Carefully plan the confrontation context - if possible. Pay attention to appropriate timing, place, and participants. This communicates sensitivity and respect for the one being confronted.

2. State the facts. Avoid interpretation and the assignment of motives. Focus on what was actually said or done: "This is what you said..." To state more than the clear facts may create unnecessary defensiveness.

3. State your feelings and acknowledge ownership of them. "This is what you did... and I am feeling (hurt, sad, afraid, etc.)... and it's my responsibility that I'm feeling this way. I acknowledge that." Still no blaming has emerged. Make sure you indicate feelings, not thoughts.

4. Ask for help in changing your feelings. This gives the confronted one the opportunity to act as a "good guy." "This

is what you said, and I'm feeling disappointed. I take responsibility for feeling this way, but could you help me change my feelings by... (state specific, measurable, reasonable request)." If carefully expressed, there has still been no blaming.

5. Mention a benefit for the hearer in helping you. "If I'm feeling more comfortable, I'll be able to help you by..."

6. Ask the confronted person what he/she thinks-feels, and actively listen. This gives the person a chance to repeat the process (if he/she is aware of and committed to it). Listening carefully helps the other person unload his burden so he can pick up yours. Repeat, if necessary, paying attention to tone of voice, volume, choice of words and other nonverbal communication.

Confrontation often leads to and requires problem-solving. Consider these steps.

Problem-Solving Steps

1. Identify the problem.

2. Identify solution-options-positions.

3. Identify areas of agreement - set those aside.

4. Identify areas of disagreement which need resolution.

5. Each party prioritize areas of disagreement in descending order of importance.

6. Yield where possible, then compromise or negotiate until settlement is reached.

7. State the final agreed-on solution-proposal.

8. Plan for implementation of the proposed solution (where, when, how, who, etc.)

9. Evaluate the results of the applied solution. Is everyone satisfied?

10. If necessary, revise the original agreed-on solution according to the new needs observed.

Constructive interaction and problem-solving is not always easy, but it is important. For help in evaluating and improving your processes, you may call your Employee Assistance Program (EAP) at 273-1129.

## Bowling Along in the Fast Lane

### Handicap Bowling Gives Everyone a Chance to Win

By Ann Marcham

By Thursday afternoon, there have been sufficient reminders that life isn't perfect to bring despair to the worker. But not for long! It's Thursday night bowling at Helen Newman Lanes. There's the satisfying crash of a strike, the swearing under the breath at a gutter ball. In two

hours, we can moan over our defeats, grin smugly at a strike and forget the rest of the world while concentrating on ten pins.

Annie McCord's scottish burr encourages the 'Hut Uns' to 'Think Positive.' Carol Guyette tells me not to bother God with prayers about a strike.

Her husband Chuck remains cool and calm no matter what disaster the rest of the 'Headpins' create.

Handicap bowling is terrific because everyone has an even chance to win. However, I know I'm not considered a threat when the opposing team gives encouragement with advice and 'That came sooo close, I thought you had it' or 'You were robbed.'

Bowling must be one of the top sports on the Cornell campus. Secretaries, life safety officers, graduate students, farm

*Each bowling league is a network, pulling together the threads of the community.*

managers and professors can be found in the many leagues at Helen Newman and other local lanes. Each bowling league is a network, pulling together the threads of the community. Now I recognize Alex McCord of Life Safety, Andrea Hodges of Day Hall and Gene Beavers at Lynah Rink. Moreover, it's often a family affair. Sometimes other family members will stop by to watch the action of their relatives.

Still, there is room for improvement. Pat Shattuck could help by stopping her husband Dan from yelling 'Air ball on '6', or similar remarks, just when my teammates are politely ignoring a slight error in judgment.



Left to right - Roberta Beavers, Gene Beavers, Gordon Maycumber.



Annie McCord, Assistant Manager of Bowling at Helen Newman Lanes



# Unclassified Ads

1. Please submit all unclassified ads to Networking Unclassifieds, 240 MVR - no phone calls please.
2. For our information your name and campus phone number MUST be submitted with ads. Otherwise your ad will be omitted.
- Any ads that are hand delivered to 240 MVR Hall will be omitted. Send through campus mail ONLY.
4. All unclassified ads are free of charge to Cornell faculty, staff and students and will be printed in the order received as space permits.
5. Please limit your ad to 30 words or less. If an ad is longer than 30 words it may be shortened by the Networking staff.
6. Unclassified ads are for nonbusiness purposes only.
7. The deadline for the June 4th issue is May 25th.
8. If an error appears in your ad, please resubmit the ad to be published in next available Networking.

## For Sale

1986 Dodge Colt hatchback, 13k miles, AM-FM stereo cassette, exc cond, \$5,300. 5-5793 or 1-749-4692 eves.

1986 Ford Escort, exc cond, take over payments, 2 1-2 yrs, \$170 per month. Scott 5-5786 or 533-7675.

1985 Suzuki GN 250, low miles, very good cond, make offer. Scott 5-5786 or 533-7675.

1984 VW Rabbit hatchback, 2-dr, 4-spd, sunroof, AM-FM, \$4,900. Denise 3-3100 (leave message) or 539-6497 eves and weekends.

1983 Buick Century, 6 cylinder, 4-dr, exc cond, AM-FM stereo cassette, asking \$4,300 OBO. 253-3060 or 598-2503 after 6pm.

1982 Pontiac Trans Am, V8, automatic, loaded, never driven in winter, exc cond, \$6,500. Brooktondale 539-7072.

Send all ads to Donna Updike, 240 MVR  
Send in campus mail only.

No phone calls please.

1982 CM Honda 250CC, gray, like new, under 1,200 miles, windshield-luggage rack, \$800 OBO. 272-2199 after 5:30pm.

1982 Dodge Omni, very little rust, maintenance record avail, very good cond, 56k miles, asking \$2,300. 272-0331.

1981 Pontiac Firebird, no rust, AM-FM, new tires, exc cond. Linda 898-3721 after 6pm.

1981 Buick Century, 1 owner, 47k miles, automatic, power steering and brakes, exc cond, no rust. 257-2857 eves.

1980 Citation, 150k miles, \$400 OBO. 5-3541.

1980 Suzuki GS450L, black, exc cond, many touring extras, \$900. 5-3726 or 277-5748.

1980 Honda Civic, 5-spd hatchback, new radials, zippy car, \$1,500. 5-7343 or 257-0327.

1979 C-10 pick up with cap, very good body and mech. \$2,500. 5-2824 weekdays.

1977 Volkswagon van, California car, great shape, tape deck, 2 liter engine, \$1,700. Yarrow 277-4799 or 5-2009.

Fabulous 1974 Toyota Celica GT, engine approx 35k miles, body good, \$550 or any reasonable offer. 277-1632.

1974 Ford Galaxie, good cond, good power, not beautiful, AM-FM, new brakes, air, \$725 OBO. James 5-6305 days or 257-2468 5-7pm.

1973 Volvo, needs muffler, \$450; also 1974 Datsun B210, needs head gasket, \$200. 257-4489 after 5pm.

1966 CJ5 jeep, new tires, clutch brakes, 33k miles, minor rust, \$1,400. 273-8596.

14' Starcraft boat, cover, 20hp Johnson motor, trailer and accessories, runs very good, \$1,200 firm. 898-3123.

40' Marine Trader trawler 1976 double cabin, enclosed flybridge, 120hp diesel 1.5gal-hr gen-AC, ready to cruise, 77k, offers. 257-1478.

Boat, 14' aluminum, tilt trailer, both like new, anchor, lines, oars, 7 1-2 motor, \$1,000. 32 Mildred Ave, Cortland, 753-9112.

Boat, 18' fiberglass tri-hull, 115hp mercury outboard, c.z. load trailer, nice, \$3,9500; exercise bike, \$40; rowing machine, \$50; crib, \$35, new 5hp rototiller, \$300. 844-9745 after 6pm.

Yamaha electric organ and bench, like new with musical accompaniments. 564-7358 after 3pm.

Craftsman radial arm saw 10" and bench, very good cond, \$250; Coleman versa-trailer (utility trailer) poly cap, spare tire and side boards, \$250. Jack, 257-2030 X 600 or 756-7119 after 6pm.

Macintosh 400K external disk drive, \$125. Ron Parks 257-7042 or 5-1478.

Bicycle, 26" Atala 10-spd, \$75; 36" gas stove, 4 burner, pot drawer, side cupboard, \$50. 257-4579.

Exercise bike, portable, \$30; leather jacket, size 14, zip-in lining, \$40. 5-4952 days.

Ladies bicycle, 3-spd, good cond, \$30. 277-0119.

Girl's 20" bike, good cond. Gail 5-2066 days or 749-7315 eves.

Nikon 85mm f2 A.I. lens with Nikon hood, filter, exc cond, \$150; Halburton aluminum acamera case, \$75; Sears children's typewriter, \$20. 273-5163.

Realistic CB radio, 40 channel, brand new, never used, \$30; Smurf bdsm set, single bedspread, complete sheet set, 14x20 rug, 2 pr 30" curtains, one long valence, \$10. Jackie 5-4547 days.

Two Labconco fiberglass fume hoods, 3 yrs old, never used, \$1,200 each (cost new, \$3,700). Mike Cheatham, Dept. of Geological Sciences, Snee Hall. 5-6542.

Full bed with mat. and frame, \$50; polyvinyl blends, \$15; table lights, \$5; study table, \$5; all in good cond. Sharada, 257-1232, 5-0575.

Seven piece modular sofa, \$350. 277-5215 or 5-4738.

Blue sofa, exc cond, \$225. 5-6587 or 273-1024 eves.

Gas stove, good cond, for sale due to renovation, \$95. James, 5-6305 days or 257-2468 5-7pm.

TV 12" B&W RCA, looks and works like new, \$29. 277-1358 after 6pm.

Microwave oven made by Kenmore, 1.4 cu ft, 2 yrs old, cost \$375 new, \$150. 277-1131 or 5-6430.

Kenmore dishwasher and exercise bike. 272-6086 after 5 or 5-3214 days.

Maytag gas dryer, good cond, \$59.37. Bob, 5-4869 days or 844-4643 6-8pm.

Oil tank, 275 gal, all accessories, kept indoor, \$50; electric water heater, 30 gal, exc, \$40. 272-0834.

House, 3 bdrms, 2 baths, living room, dishwasher, kitchen repainted, utility room with washer and dryer, double-long lot, side street in T-Burg, small barn, full basement with cement floor, dry. House is clean and cared for, ready to move in. Moving, must sell, \$48,500. Ken, 5-9678.

Welsh Springer Spaniel puppies, AKC, born 4-9-87. 7 females, 2 males, unique breed for hunting, showing or loving pets, both parents have normal hips and eyes. Colleen, 5-3957 or 347-4611.

# Long term disability premium holiday

Statutory employees who make long term disability (LTD) contributions will have no deductions for the next five months.

Due to a retroactive rate adjustment, a temporary waiver of premium payments was implemented beginning with the exempt paycheck of May 7, 1987 and the

nonexempt paycheck of May 14, 1987. Deductions will resume with the exempt paycheck of September 24, 1987 and the nonexempt paycheck of October 1, 1987.

During the premium holiday the coverage will continue as if the contributions are being deducted. Coverage is provided for Optional Retirement Plan (ORP) participants and for New York State Employ-

ees' Retirement System (NYSERS) or the Federal Civil Service Retirement System participants prior to vesting. Once vested in NYSERS or the federal system, these programs provide disability coverage and LTD participation ends.

Coverage for endowed employees is provided by the University at no cost.

## Child Care I

Continued from Page 1

strict state licensing requirements, some of which make operating at a profit impossible. The child care staff at the Infant Center are paid less than the state average (less than \$10,000 per year for full time work - 8 hour days - with very few benefits). The starting salary for directors is \$13,500-\$15,000. This creates an enormous turnover. The children need stability, she says, "they need to see the same faces." Several audience members nodded their heads knowingly. Furthermore, the Infant Center provides care only up to 18 months and many parents are hard up to find adequate child care for the toddlers after they leave the Infant Center. "It makes me sad just talking about it."

Sue West of the Cornell Nursery School in MVR Hall reported that the two nursery facilities on campus operate only 1-2 day (3 hour) programs (morning and afternoon sessions) for children three and up -- there is no full day care program and

they operate on an academic calendar year for the most part. Since the programs provide lab experience for students of Human and Child Development, the children are in an environment which is very rich, but "it is not appropriate for every child," she cautions. While the Cornell Cooperative School accepts children on a first-come, first-serve basis and charges a set tuition per semester, the MVR nursery considers such factors as age, gender, family stress and income level and charges based on a sliding scale fee.

After the panel presentation, the floor was opened to questions. One participant asked, "What can an employee, who needs to work out a flexible schedule, but meets with resistance from a supervisor, do about it?" Mr. Thomas urged all employees with like problems to contact the Employee Relations Office for counsel. "We can't help them if we don't know who they are," he said. "How long are the waiting lists at the child care facilities?" "Some people call even before they are

pregnant," responded Ms. Falcao, adding that they hope to "time the pregnancy" to child care availability. The Infant Center has a waiting list before the start of a semester that is six times the number of openings. Another audience member commented that Syracuse University provides a superior child care program and urges Cornell to investigate their program. "This is the only issue that makes me mad as a Cornellian," lamented a Cornell graduate and employee. "Why did I get my degree?" she asks, since the cost of care for two children would prohibit her from working. "Clearly more center space and family home day care is needed before meeting the need," says Betty Falcao.

Many participants of the audience requested a follow-up BBL to address questions and answers. A child care question and answer session will be held on May 27 in room 300 of the ILR Conference Center at noon. The panel will be large and varied so as to accommodate any questions asked and will include: Vice President Herbster, Director of Human Resources Lee Snyder, Associate Provost Joan Egner, as well as child care consultants and providers.

## 1987 Holiday Schedule

Monday, May 25 - Memorial Day  
Friday, July 3 - Fourth of July  
Monday, Sept 7 - Labor Day  
Thursday, Nov 26 - Thanksgiving Day  
Friday, Nov 27 - Weekend  
Friday, Dec 25 - Christmas through  
Friday, Jan 1 - Winter Holiday

## Dedicated Service Award Nomination Procedures

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

Do you know someone who takes particular pride in their work, who exhibits a willingness and cheerfulness in the dispatch of their duties, who provides service beyond the call of duty, and who makes life at Cornell a rewarding experience for those with whom they come in contact? Networking is looking for special

people you feel should be recognized for their special contribution. The Dedicated Service Award is open to any Cornell employee, regardless of rank.

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

For the Dedicated Service Award  
I NOMINATE

Employee's Name: \_\_\_\_\_

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

Working Address-Phone: \_\_\_\_\_

Person Submitting Nomination: \_\_\_\_\_

Dept.-Address: \_\_\_\_\_

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

Mail to: Donna Updike, 240 MVR Hall

## Editorial Board

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## Networking

### Deadlines

Notice: Networking  
summer deadlines:

June 11 for  
June 25 issue

July 9 for  
July 23 issue

August 6 for  
August 20 issue