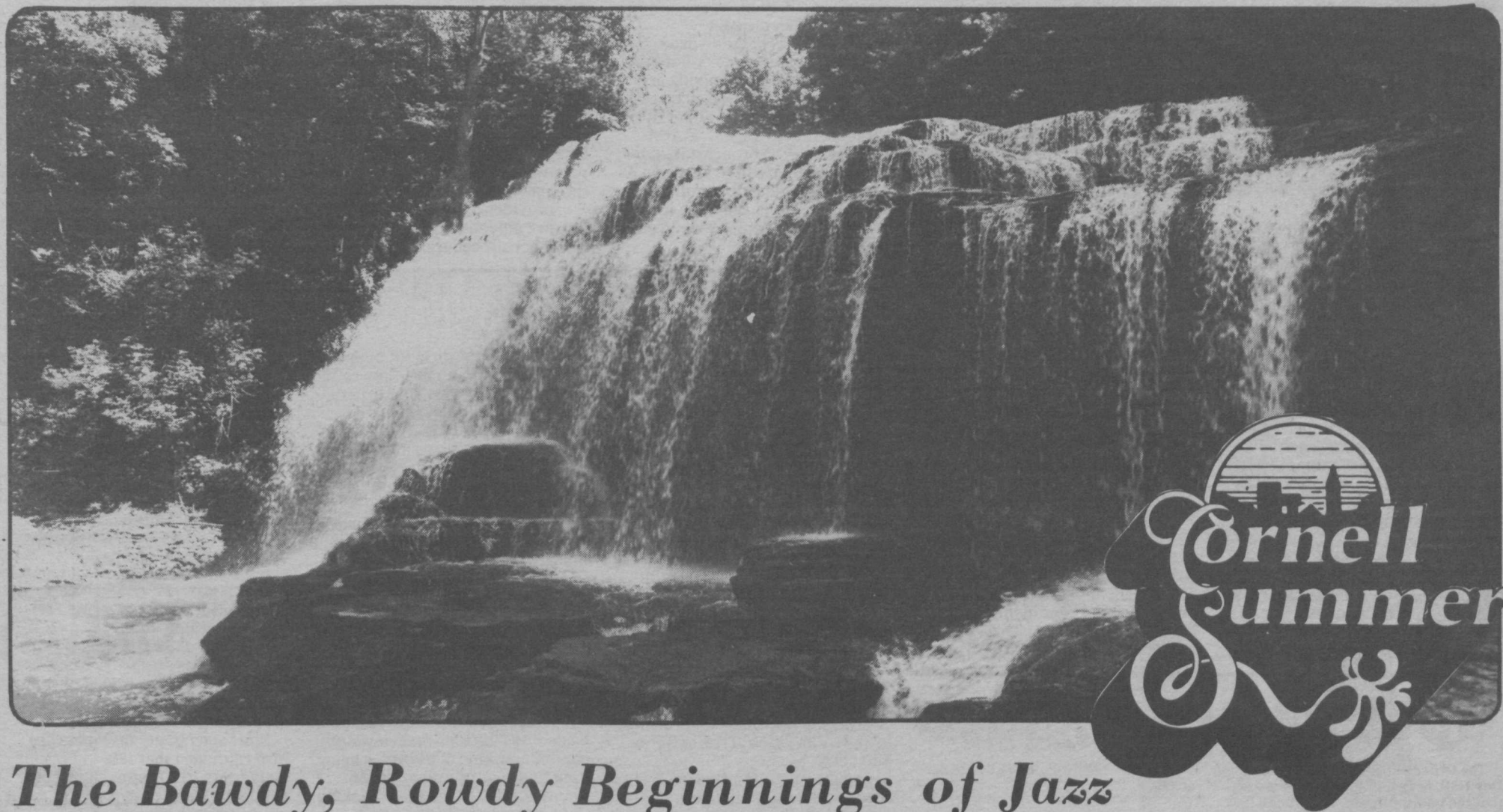


Cornell Chronicle

Volume 12, Number 36

July 23, 1981



The Bawdy, Rowdy Beginnings of Jazz

Peggy Haine and Band to 'Lecture'

Peggy Haine and the Lowdown Alligator Jass Band will make a verbal, visual and musical tour of the sporty, bawdy and rowdy beginnings of jazz, in the fifth of the six Cornell Summer Lecture Series, Wednesday, July 29.

Open free to all, the presentation will be in Alice Statler Auditorium starting at 8:15 p.m.

Intermixed with musical examples, Haine will explain the origins of jazz particularly in the brothels and streets of the New Orleans in the early part of this century. Along with the words and music will be slide representations

of the visual context in which the "only true American art," according to some, evolved.

The lives and works of such artists as Bessie Smith, Ma Rainey, Louis Armstrong, King Oliver, Scott Joplin and many others will be placed in historical perspective by Haine, a member of the Cornell Class of 1965.

While fundamentally a catch-as-catch-can or pick-it-up-when-you're able jazz musician, Haine has studied the history of the art under C. Andre Barbara, who is on the faculty of the Department of Music at Cornell. She has also done research

at Tulane University's jazz collection, in New Orleans.

Her musical approach will be with a "voice that sounds like she just finished a string of Saturday night gigs back-to-back belting out tune after tune, always smiling, and entertaining herself as much as the audience," in the words of local music critic Peter Rothbart.

Accompanying her will be clarinetist and soprano saxophonist Brian Earle, tuba player, Dane

Marion, trombonist John Russo and drummer Michael Wellin.

All the members of the part-time group, which has been together since 1975, are pursuing full-time careers: Earle is a computer salesman; Russo and Marion teach music in local public schools, and Wellin is a full-time professional drummer.

Haine, who has been known to compete in demolition derbies, is currently an assistant director in

the Office of Sponsored Programs at Cornell.

The Jass Band has been performing regularly Sunday mornings at Plums Restaurant downtown in a kind of morning-after celebration of the night before in Ithaca.

The group also contributes actively to the night before in the area, performing at weddings, festivals, campus events or any place the spirit moves them, says Haine.

Hinduism's 'Pizza Effect' Topic

Americans' so-called Pizza Effect on Hinduism will be discussed in the last lecture of the Cornell Summer Series when a Syracuse University specialist in comparative religion, Professor of Anthropology Agehananda Bharati, speaks on "India's Conquest of the West: Gurus, Yogis and their American Converts in the '80s."

The lecture, scheduled for 8:15 p.m. Wednesday, Aug. 5, in Alice Statler Auditorium, is open to the general public at no charge.

Bharati promises "a somewhat cynical, critical account of the cults that have actually or imaginarily originated in India and which have now converted some 5 million Americans into Eastern wisdom-seekers."

Noting that the number of converts is still growing, the lecturer intends to throw new light on the situation with his model of the

"Pizza Effect," which explains the way the success of cults in the West has influenced and is remolding Hinduism in India as part of that nation's vast, ideological modernization process.

A native of Vienna where he studied Sanskrit, Indology and ethnology, Bharati graduated from Vienna University in 1948. He then moved to India where he became the first European to be ordained into a Hindu monastic order. As Swami Agehananda Bharati, he walked 1,500 miles barefoot through the Indian subcontinent, begging bowl-in-hand as part of the monastic rule.

Bharati then taught philosophy at the Benares Hindu University, left India after 10 years, and taught comparative religion, first in Thailand and then in Japan.

He has been in the United States since 1956, first as a research as-

sociate in the Far Eastern Institute at the University of Washington in Seattle, and joined the Anthropology Department at Syracuse University in 1961. He was department chairman from 1970 to 1977.

Bharati is the author of a number of books including "The Tantric Tradition," "The Ochre Robe," "The Asians in East Africa," "The Light at the Center: Context and Pretext of Modern Mysticism," "Great Tradition and Little Tradition," and "Hindu Views and Ways and the Hindu-Muslim Interface."

He is a Fellow of the American Anthropological Association, a Fellow of the Royal Anthropological Institute of Britain and a member of numerous learned societies. Bharati masters Sanskrit, Tibetan, Pali, Hindi, Urdu, Bengali, Panjabi and the usual European languages including Latin and classical Greek.



Standing behind Peggy Haine, members of the band are (from left) Michael Wellin, John Russo, Brian Earle and Dane Marion.

New Employee Grievance Procedure Outlined

Clarifies, Standardizes Previous Procedures

A revised employee complaint and grievance procedure that covers all of the university's classified, regular exempt and non-exempt, non-academic employees has been approved by the Executive Committee of the university's Board of Trustees.

The revised procedure, which is effective immediately, provides clear and specific guidelines for the resolution of job concerns that may arise between employees and supervisors.

Gary J. Posner, director of University Personnel Services, stated

that the current procedure, which has worked well since its adoption by the Board of Trustees in 1972, was one of the first grievance procedures in the country to offer arbitration in a non-union setting. The revised procedure was more than 18 months in development and is part of the continuing review of university policies and procedures.

Several university offices and committees were involved in these revisions, including the Ombudsman's Office, Office of Equal Opportunity, the Dean's Council, the Committee on the Uni-

versity as an Employer, Counsel's Office and the Personnel Support Group.

The most significant improvements in the revised procedure provides non-exempt employees the option of having grievances which involve discharges or suspensions reviewed either by a three member University Arbitration Panel or by an arbitrator from the American Arbitration Association. For exempt employees, special review is available by either the Provost or Senior Vice President.

Cecil Murphy, director of Employee Relations, noted the revised policy also:

—continues to encourage employees and supervisors to resolve job concerns informally as they may arise and provides for employee relations representatives to assist employees and supervisors in those efforts. In the past approximately 85 percent of all job concerns were resolved to the parties' satisfaction through such informal efforts;

—provides clear and straightforward guidelines in the formal grievance procedure for the resolu-

tion of those concerns that could not be resolved through informal efforts;

—broadens the usage of the grievance procedure to resolve "any alleged violation or misapplication of university policies or rules pertaining to employment..."; and

—clarifies the procedure's applicability for sexual harassment or discrimination grievances and formally incorporates Cornell's Office of Equal Opportunity into the complaint process.

More than 5,200 Cornell employees are included under the procedure. Members of collective bargaining units, student employees, unclassified employees, and employees in Puerto Rico and the Cornell Medical College are not covered under this particular grievance procedure.

Full text of the new procedure is on Page 4 of this edition of Chronicle. In addition, it will be included in a deans, directors and department heads mailing, in a forthcoming update to Cornell's Personnel Manual and mailings to all covered employees and supervisors.

Baroque Music to Be Featured

Baroque music will be featured in the fifth and final concert of the 1981 Cornell Summer Session series at 8:15 p.m. Monday, Aug. 3 in Alice Statler Auditorium. The performers are Mimmi Fulmer, soprano; Sonya Monosoff, violin and James Weaver, harpsichord. Tickets will be available at the door.

The program will open with Fulmer singing four airs by Claudio Monteverdi: "Maledetto sia l'aspetto," "Quel sguardo sdegnosetto," "Partenza amorosa" and "Et e pur dunque vero."

Instrumental selections which follow are two violin sonatas by

Heinrich Biber: No. 6 in C minor and No. 8 in D Major, and Sonata No. 2 in A Major for Violin and Harpsichord by J.S. Bach.

The trio will combine on the concluding work, a cantata by Nicolas Bernier titled "Le Cafe," a lighthearted work similar to the familiar "Coffee Cantata" of J.S. Bach.

Fulmer is well known to area audiences for her many performances in opera and concert. Her recent appearances include the role of Jenny Diver in the Ithaca Opera production of "Threepenny Opera," Schubert songs with for-

tepiantist Malcolm Bilson and soloist in Stravinsky's "Les Noces" in the 1981 Cornell Contemporary Music Festival.

Monosoff is a consultant to the Smithsonian Institution's Collection of Musical Instruments. She plays a 1754 violin by the Venetian Domenico Busan, recently restored to its original 18th century proportions.

Weaver is associate curator of musical instruments at the Smith-

sonian. He is the director both of the Smithsonian Chamber Players and of performances which utilize the restored instruments in the museum's collection. He also teaches and performs at the Aston Magna Foundation in Great Barrington, Mass., and at the Oberlin Conservatory Baroque Performance Institute. Several years ago, he served as visiting lecturer in music at Cornell.

Sponsored Programs

The Office of Sponsored Programs, 123 Day Hall, 6-5014, wishes to emphasize that the information in this column is intended for post-doctoral research unless otherwise indicated

DEADLINES

July 27, 1981, U.S. Education Department: Community Education.

July 30, 1981, Upjohn Institute for Employment research.

July 31, 1981, U.S. Education Department/RSA: Center for Independent Living.

August 1, 1981, NEH: Planning and assessment studies.

August 3, 1981, NSF: EVIST final proposal

August 5, 1981, NSF: New investigations in information science.

August 10, 1981, NIHR: new project in handicapped research.

August 13, 1981, NIE: organizational processes in education.

August 15, 1981, NRC: NASA post-doctoral program.

Sept. 1, 1981, NSF: New EVIST preliminary proposals: NEH: State, Local and Regional studies, SSRC: Doctoral dissertations in employment and training, NSF: Science in developing countries, NEA: Research conference.

Campus parking permits will be mailed to staff and faculty members during late August, according to Sally Van Etten, Traffic Bureau Manager.

Anyone who submitted vehicle registration materials for a fall permit and who has not received a permit by Sept. 1, 1981 should contact the Traffic Bureau at 256-4600. Anyone who has not yet submitted a permit application should contact

the Traffic Bureau promptly, she said.

Permits should be attached to the back of the interior rearview mirrors. A new kind of permit is being used this year, eliminating difficulties with the adhesive backing on last year's permits.

Individuals who held multiple vehicle permits during 1980-81 should retain the hanging plastic Multiple Vehicle Display Card for use with their new permit, Van Etten said.

New plastic cards will not be issued unless the old card is unusable and is returned to the Traffic Bureau.

Staff and faculty members are also reminded that 1980-81 Cornell University Bus Passes should be retained. These passes will be valid until further notice.

Questions relating to these or any other parking and traffic matters should be directed to the Traffic Bureau, 256-4600.

Jobs

The following job openings are new this week. For information on vacant positions listed in previous issues of the Chronicle, contact Personnel Staffing Services, 130 Day Hall. Cornell is an affirmative action employer.

Administrative/Professional
Manager, Computing Facility, CP5 (Chemistry)
Director, International Student Office, Sr. Student Dev. Specialist, CP7 (International Student Office)
Systems Programmer III, CP5 (Computer Science)
Director Masters of Professional Studies Program, CP4 (Hotel)
Manager, CP4, Laboratory Services and Safety (Chemistry)
Trades Supervisor, CP4 (Maintenance & Service Operations)
Asst. Dir. of Financial Aid, CP3 (Financial Aid Office)
Applications Programmer, CP3 (Veterinary Computing Facility)
Research Support Specialist, CP3 (Clinical Science/Medicine)
Counselor Financial Aid, CP2 (Financial Aid Office)

Clerical
Accts. Asst., GR19 (Finance and Business Office-Payroll)
Secretary, GR19 (Diagnostic Laboratory)
Office Assistant, GR19 (Business & Public Administration)
Accounts Assistant, GR19 (Office of the Bursar)
Secretary, GR18 (Media Services)

Secretary, GR18 (Center for International Studies)
Secretary, GR18 (A&S Dean's Office Advising Ctr.)
Secretary, GR18 (Computer Services (APS))
Office Asst., GR17 (Neurobiology and Behavior)
Library Aide, GR17 (University Library - Hotel)
Library Aide, GR17 (University Library - BPA)
Secretary, GR16 (University Development)
Office Assistant, GR16 (Clinical Science-NYSCVM)
Office Assistant, GR15 (Clinical Science/Medical Records)
Secretary, GR18 (Naval Science) Service and Maintenance
Dupl. Mach. Operator, SO20 (Media Serv.-Printing)

Technical
Accelerator Operator GR24-26 (Lab of Nuclear Studies)
Electronic Technician, GR24 (Computer Services)
Computer Programmer, GR22 (Animal Science)
Lab Technician, GR21 (Clinical Sciences/Clinical Path.)
Technician, GR21 (Plant Pathology)
Technician, GR20 (Plant Pathology, Geneva, NY)
Technician, GR20 (Entomology)
Technician, GR20 (Chemistry)
Technician, GR19 (Natural Resources)
Technician, GR18 (L.H. Bailey Hortorium)

Research Aide, GR18 (Seed & Veg. Science-Geneva)
Research Assistants (Boyce Thompson Institute (2))
Research Assistant (Boyce Thompson Institute)

Part-Time
Bus Driver, SO20 (Campus Bus Service)
Secretary, GR18 (Plant Biology)
Secretary, GR18 (Modern Languages/Linguistics)
Secondary Rights Asst. GR18 (University Press)
Secretary, GR18 (Div. of Nutritional Sciences)
Library Aide, GR17 (Univ. Library Music)
Office Assistant, GR16 (History of Art)
Secretary, GR16 (Education)
Outreach Secretary, T-2 (Southeast Asia Program)

Temporary
Custodian, SO16 (Varied)
Academic
Lecturer, Spring 1982 (Div. of Biological Sciences)
Lecturer, Fall & Spring 1981-82 (Biological Sciences)
Lecturer -Temp. (Communication Arts)
Extension Assoc. CA6 (NYSSILR, Rochester, N.Y.)
Extension Assoc., CA4 (HDFS, College of Human Ecology)
Extension Assoc., CA4 (Nutritional Sciences)
Research Assoc., CA3 (Section of Plant Biology)

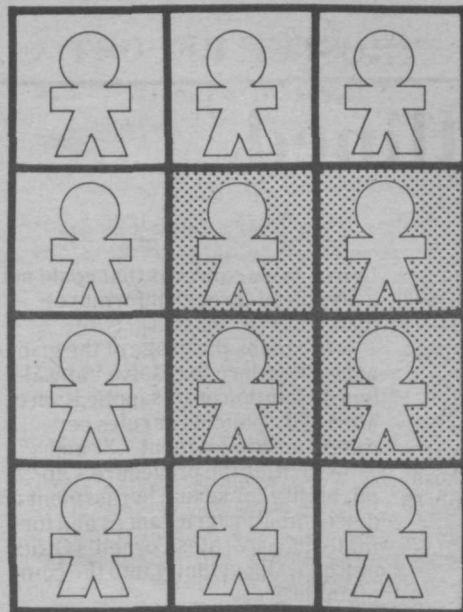
Cornell Chronicle

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



NETWORKING

A Newsletter By Employees...For Employees

Volume 2, Number 5

July 23, 1981

THE FACTS ABOUT THE DAIRY BAR

Cornell employees recently learned that the Dairy Bar Cafeteria would be closed for the summer and would open in the fall as a vending machine and deli service operated by Cornell Dining Services. The Employee Assembly formed a committee to examine this issue. The committee met with David Call, Dean of the College of Agriculture and Life Sciences (CALS), Sue Cardwell, Business Manager of Dining Services, and W. G. Herbster, Senior Vice President. Following is the report submitted by the committee to the Employee Assembly:

The Dairy Bar was opened prior to World War II as a coffee bar for persons who worked or studied in the Food Science department. This very modest venture proved popular and was expanded. Cafeteria service was installed in the 1960's.

The Dairy Bar has since provided an inexpensive hot lunch on a daily basis for students, employees, and visitors and to many has become a beloved Cornell tradition. As a result of the closing numerous petitions were circulated to protest the replacement of the only cafeteria service on the upper campus with vending machines and deli service.

In an interview with Dean Call, the committee learned that several factors were behind the decision to transfer the Dairy Bar to Dining Services. These factors included a financial drain on the College, space requirements in the Food Science Department, and the location and condition of the Dairy Bar kitchen and dining area. "We are not in the food service business," stated Dean Call as he explained the need to stretch limited resources.

Dean Call went on to explain that financial troubles for the Dairy Bar began about seven years ago, when staff salary lines were switched from the New York State payroll to Department of Food Science enterprise lines. Last year's \$10,000 "profit" did not cover administrative overhead expenses.

Approximately 30% of the space occupied by the Dairy Bar will be converted to laboratory and teaching facilities for the Food Science Department. Further plans are being developed for a new building. This new CALS teaching facility will not be built until funds can be obtained from New York State.

Probably the most pressing argument for transfer of management of the Dairy Bar is the location and condition of the kitchen and dining area. The kitchen is located entirely in the interior of the building and has no outside walls.

This location created the air handling problems which have plagued the Dairy Bar since the installation of the hot food service, and is also a safety consideration. The present air handling equipment is in need of replacement. A completely renovated facility with kitchen would have cost Cornell approximately \$250,000.

Within the past several years, CALS approached Dining Services three or four times proposing that Dining assume management of the Dairy Bar. Dining Services agreed to seriously investigate the proposal in the summer of 1980.

A cost benefit analysis showed that a comparable cafeteria service was not financially feasible. The average sale was 1.05 per person, with a total of 400 to 500 people eating lunch daily. A cash service would not break even. A Co-op meal plan was also considered, but the idea was rejected due to the limited space available and the distance from dormitory units.

A number of discussions were held during the 1980-81 academic year among upper level administrators, College chairpersons, and AgPac, a student group, to determine the future of the Dairy Bar. While the issue was well discussed among members of the Agricultural College community, the general campus community was not informed or consulted. The Campus Council Dining Committee apparently was not consulted, although the matter falls within the charge to the committee. A representative of Dining Services said, "We simply did not think of it."

In January 1981, CALS and University Personnel Services representatives began to work with the six Dairy Bar employees to relocate them in comparable jobs. Four have been relocated within Cornell, and the others are continuing to work with the University in finding new positions.

In early spring of 1981, CALS and Dining Services decided that Dining would assume management of the Dairy Bar. In June 1981, they decided that a limited deli service and vending machine operation will be installed by Dining Services. The renovated facility is scheduled to open September 15.

The new service will be open from 8:30 a.m. to 10 a.m. and from 11 a.m. to 1:30 p.m. Vending machine service will be available during the hours the building is open.

The morning service will feature doughnuts, toast, muffins, and various beverages. The luncheon menu will include soup and chili or stew, one hot sandwich, four cold sandwiches (deli style to order), tossed salads with choice of dressings and toppings, and desserts. The seating will be reduced from the present 225 to 100. The sandwich bar will have the capacity to serve approximately 300 persons and will be staffed by three employees.

Questions or comments on this issue may be addressed to Steve Knapp, Chairperson of the Employee Assembly, 6-6360.

Joan Lockwood
Ron Parks
Dominic Versage

GERT FITZPATRICK DEDICATED SERVICE

Nearly a decade ago, after more than twenty years as a high school foreign language teacher in Cortland County, Gertrude Fitzpatrick, a Phi Beta Kappa graduate of Cornell University, came to work for the Government Department as Administrative Aide to Professor A. Dotson, Chairman.

Gert made the Government Department her second career and deserves a lot of credit for helping rebuild its morale following the disastrous conflicts of the late 1960's. She quickly became indispensable to the Department and to the Chairman, putting enormous energy into deciphering the increasing complexities of the university, constantly finding a way to get things done for students, faculty and staff, where everyone else had concluded that nothing could be done. That she is so often the first person that old graduates come to see when returning for a visit is indicative of the affection they have for her. Many faculty and staff attest to her awareness of human needs and willingness to extend herself in more than the ordinary sense.

During her tenure with the Government Department she was promoted to Administrative Manager and Executive Staff Assistant to the John L. Senior Professor, T. Lowi. She has also served on many CU committees, among them the Federal Credit Union, the Special Appeals Committee, Dialogue, and various search committees. Gert also continued her "education" by attending Government courses and Personnel workshops, including the first offering of the Principles of Supervisory Management. In all her



dealings she gained the respect and admiration of her coworkers. Some of the phrases attributed to Gert are "great sense of humor," "in control and in command," "gets things done," "provided personal and moral support."

This fall Gert retires, but as with many active and dynamic people, she will continue to work for the University on a part time basis as the coordinator of the Cornell-in-Washington Program.

Networking is pleased to grant the Dedicated Service Award to Mrs. Fitzpatrick. We wish her well in all she does.

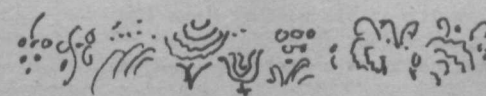
WE HAVE A NEW LOOK

Networking has a new look and the editorial board salutes John Bender for creating our eye-catching new logo.

John is a Master Planner in Maintenance Service Operations who has been with the University for ten years. In addition, John has graced Networking with his artistic talents for the past six months. In John's words, the new logo better symbolizes "the activities, function, and scope of this employee newspaper and the entire Cornell organization".

Thanks from all of us, John, for a super job!

The Editorial Board



STAYING OUT OF DEBT

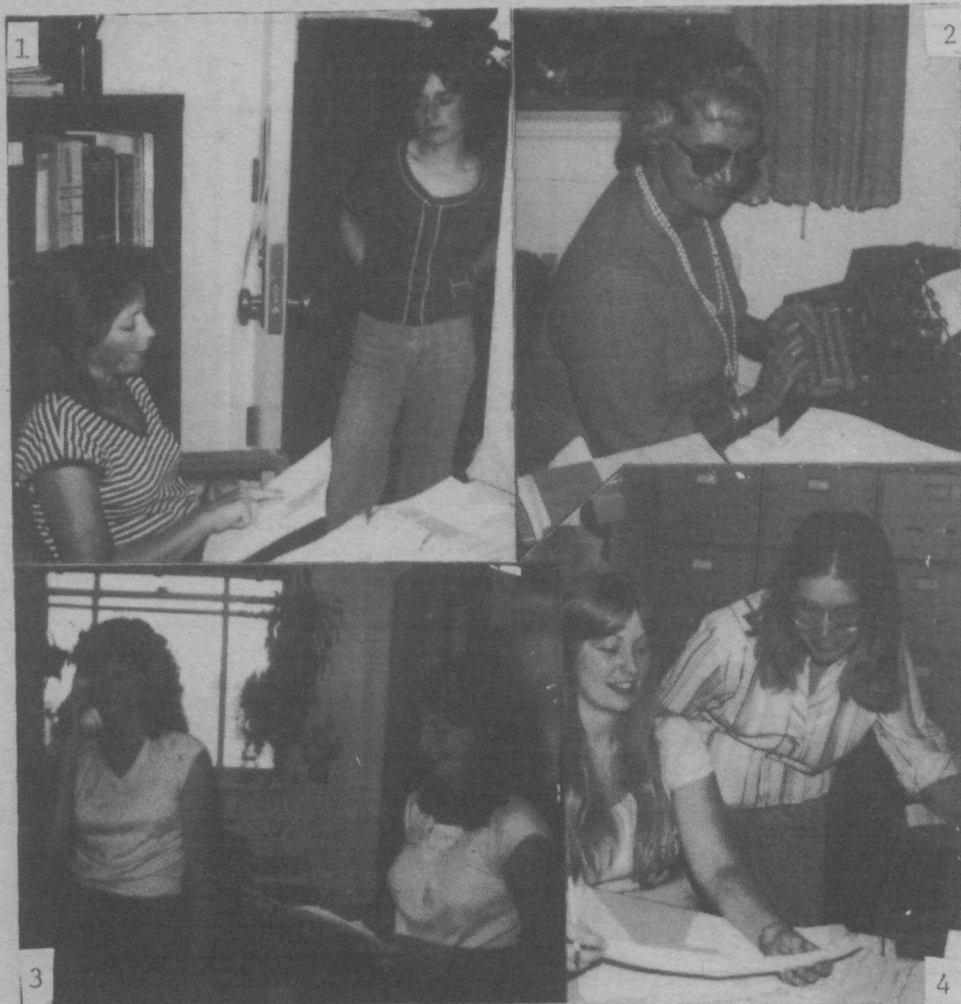
By Karen Carlson

More and more people are finding themselves in debt these days. They go along thinking they're doing fine until they see they're not keeping up with all their bills. With price increases in food, clothing, shelter, utilities, and transportation, and no correlating salary increases, this is not surprising.

The Department of Health and Human Services reports people are allowing their debt load to climb to 40 percent of their annual income, 25 percent higher than it should be. Up until four years ago, people managed better, even with a debt load of 20-25 percent. As money got tighter the advantage of credit was used more and more, until it was used so much that in the last six months of last year there was no credit available.

Cont. on page 4

FOCUS ON: BIOCHEMISTRY



From Left to Right:

Picture # 1 - Margaret Arion
Terry Auld

Picture # 3 - Cindy Muncy
Kim Muzzy

By Kathleen McCarty

Picture # 2 - Hedy Grant

Picture # 4 - Sharon Capazzolli
Leora Delmage

Thanks to the initiative, ingenuity and persistence of Ezra Cornell and Andrew Dickson White and the "Morrill Land Grant Act" of 1862, Cornell University became a reality on April 27, 1865. The bill that passed the Assembly and Senate is the Charter of Cornell University and states the object of the University to be to teach branches of learning related to agriculture and the mechanic arts, including military tactics. It indicates that other branches of science and knowledge may be included in the curriculum.

In 1894, the State Assembly voted an appropriation of \$50,000 for the establishment of a Veterinary Medicine College at Cornell. To follow were the College of Agriculture, Home Economics and ILR School. The State University System was established in 1948 with those colleges forming "contract or statutory colleges". These colleges are state supported rather than operated, which means that the authority and control of them are vested in the Board of Trustees of Cornell rather than the State Department of Education. Ultimate supervision of these units falls upon Cornell.

Formed in 1963, the Division of Biological Sciences, composed of six sections, the Bailey Hortorium and the Shoals Marine Laboratory, is unique in that it is the only unit of the University which bridges the statutory and endowed colleges. The Sections within that Division are also part of both the College of Agriculture and Life Sciences and the College of Arts and Sciences. Consequently, the programs are offered to undergraduates in either college. One example is the Section of Biochemistry, Molecular and Cell Biology. First established as a department of the College of Agriculture in 1950, it became a Section when the Division was formed. The size of the faculty of Biochemistry has increased four fold since its beginning as a Section. Housed

in several buildings on campus, the responsibility of the maintenance of the Section of 31 faculty members is in the hands of approximately 14 support staff members. The Section is even further diversified in research and administration by professors with joint appointments from the Chemistry Department in the College of Arts and Sciences and from the Division of Nutrition. A certain expertise and skill are necessary to keep a large Section operating efficiently. There is a constant delicate balance to be maintained between the endowed and statutory colleges which necessitates duplicate staff members for budget and accounting procedures. Since research is a major activity of the Section there is a fair amount of business of research accounting. Two budgets are required each year, one for the endowed college and one for the statutory. This requires an accountant for each unit to manage the separate payrolls and research accounts.

The number of faculty from Agriculture and Life Sciences and from Arts and Sciences is approximately equal which means salaries generated from both colleges. Consequently, the demands made upon this support staff are unusual. It is responsible for producing all teaching materials; examinations and a substantial number of student handouts, doing the accounting for research and budgets, typing of manuscripts, helping to prepare many grant applications, processing all graduate admissions including sending out applications and acceptances (there are currently fifty-two graduate students). Also included in its duties are the official appointments and generated paper work for approximately fifty-two postdoctoral and research associates. The co-existence of statutory and endowed appointments necessitates small but amusing problems such as separate phone budgets for the different colleges, resulting in having to remember to use Agriculture numbers for business for the

DIFFERENT STROKES FOR DIFFERENT FOLKS!!!

By George Peter

Sixty of the approximately 250 middle managers at Cornell participated in a Middle Management Seminar conducted by the Personnel Office. It was held the week of June 22nd.

Dr. William White, Ph.D., Director Psychological Services at the Gannett Clinic made one of the more outstanding presentations. His message was so valuable that we want to share some of his comments with you: He began by stating that "you are what you do". The implication is that you ought to do what makes you feel good about yourself.

Our basic needs differ from our wants but we tend to confuse them and reach for wants that may not necessarily be in our best interests. One of our needs is to be appreciated. The psychological term is called "stroking". One of our greatest fears is that of being rejected so we rehearse for it and play the games. Isolating oneself doesn't solve the problem. It only leads to more negativism, pessimism, and depression.

Few people are good at accepting strokes. We are poor at receiving praise. Dr. White argues that if you don't get any stroking it is because you are lazy. You are your major source of strokes. Stroke yourself and then ask for it from others. i.e.: If your boss doesn't praise you for an outstanding job, or even a regular job, ask him or her for the praise. Remind that person that you need it and he or she is not relating well with you if it isn't forthcoming. Be honest instead of going off to pout by yourself.

Lack of feedback is disastrous. If supervisors don't involve their people in the planning process they are asking for the project to be sabotaged. A supervisor should act more like a colleague than a boss. They must sanction time-out periods. A tea or coffee break is part of one of the number of identities that we all need. The social support of a break is essential. Where two secretaries are working together and only one takes a break is a bad situation - "time off is time off". We need time for emotional refueling.

We are all looking for security. What is it? "Me and what I need to feel good about me". That is security. Dr. White's advice is to have more than one identity. If one day things don't go well at work, you can feel good about one of your other identities, whether it be golf, gardening, fishing, or whatever. But if things don't go well at work in terms of human relations, figure out what needs to be done to correct the situation and then work together to solve the human relations problems.

This was all so valuable that we want to share it with you. Only the highlights of his message were covered.

Agriculture College and Arts and Sciences numbers for that College.

In addition to the administrative support staff there are approximately forty-two laboratory technicians and research support specialists, a supply supervisor, a stockkeeper and laboratory mechanic supported by payrolls from both colleges, as well as, grant money. The support staff, depending on the nature of their work, is paid through either the endowed or statutory units.

This small, dedicated, excellent support staff justly deserves its fine reputation on campus.

TRUSTEE REPORT

Recognition Dinner

On June 18, 1981, I had the distinct pleasure of being invited to the 26 Annual Service Recognition Banquet. The event, which is sponsored by Cornell Personnel Services, is to honor members of the staff who have served the University for twenty-five, thirty, thirty-five, and forty years, and those retiring from the University.

All Cornell Staff with 25 years or more of service are invited (along with a guest) to attend the reception and dinner in the Main Ballroom of the Statler Inn. The Joe McConnell Band played during dinner and stayed until 10:00 for everyone's dancing pleasure.

Of the 318 staff invited, 81 received special recognition. Thirty-seven received silver platters for twenty-five years of service. Twenty received copper ice buckets for thirty years of service. Nineteen received pewter water pitchers for thirty-five years of service. And five received Cornell rockers for forty years of service.

As each person received their gift and congratulations from President Rhodes, Mr. Posner read comments obtained from the co-workers of each awardee. Those interesting and sometimes amusing anecdotes gave everyone some insight into their life and community involvements outside of Cornell.

The Banquet is a fine tradition of Personnel Services that employees can look forward to, especially if it is planned as well as this year's. A special thanks should go to Vivian Collins and the Committee of Personnel Staff who organized the events and made it a success.

Ronald B. Parks
Employee Trustee

The ass who thinks himself a deer discovers the truth when he comes to a hurdle.

People who are busy rowing seldom rock the boat.

Take The Bus!

By Anna Moratz

A creative way to grocery-shop during your lunch hour! (Free--if you have a bus pass!)

The campus bus to East Hill Plaza is a good way to pick up an item or two for your dinner if you hate to grocery-shop more than once a week. Just hop on it (it makes a convenient route every 30 minutes via various stops on campus) and it will get you to the P&C supermarket where it stops for 10 minutes. The drivers are very nice and if you tell them you'll be back on the bus in time, they'll probably wait for you. The lines are usually not terribly long around lunchtime and if you need something from the Delicatessen, you can pay right there. It has helped me "plan my evening dinner" a couple a times already and I thought it might help others, too, who have a busy evening schedule, so I'm just passing it along. Or, just for entertainment, ride the bus there and look at the new Cornell East Hill Plaza Offices or the Transportation Services/Traffic Bureau in the East Ithaca Building! Or visit a friend!

Call the Office of Transportation Services at 256-4628 for schedule information of the East Ithaca Transit.

A Summary of Benefits and Privileges

For Regular Full- and Part-time

Academic Staff

1981-82

WHO PAYS	ELIGIBILITY BEGINS	PROVISIONS
Health Insurance	University & employee	Optional Upon employment
		Basic Health Insurance provides hospitalization and medical/surgical coverage through Blue Cross/Blue Shield. Blue Cross provides 365 days of semi-private care. Blue Shield provides payment in full to participating physicians for surgery and in-hospital medical care. The Major Medical Plan has a \$100 calendar year deductible up to a maximum of three \$100 deductibles per family per year. After the \$100 deductible is satisfied, eligible expenses are reimbursed at 80% with no maximum limit. (If not enrolled within the first 31 days of employment, the staff member is subject to a health statement, approval, and waiting period.) A prescription drug plan is also included under which participants pay \$1.00 for each prescription obtained from a participating pharmacy.
Group Life Insurance		
Basic	University	Upon employment
		Provides coverage equivalent to 1/2 budgeted salary.
Supplemental	Employee	Optional upon employment
		Allows purchase of either 1-1/2 or 3 times budgeted salary, in addition to Basic coverage.
Voluntary Accidental Death & Dismemberment Insurance (VADD)	Employee	Optional upon employment
		Provides coverage in the event of accidental death or dismemberment for staff member and family in addition to any other coverage which might be in effect.
Long Term Disability (LTD)	University & employee	Upon employment
		Assures an income of at least 60% of budgeted salary from all sources if totally disabled. Benefits begin the 1st of the month following six months continuous total disability and end at retirement. If hired after 1/1/80, coverage for pre-existing conditions begins after one year service.
Vacation	University	Those on 12-month appointments working 50% time or more.
		Vacation accrues at the rate of two days per month to a total of 22 days. Vacation may accrue to a maximum of 30 days or, with approval, 44 days. Vacation is prorata for part-time employees.
		Postdoctoral associates accumulate vacation time at a rate of one day a month, for a total of twelve days a year. Since the completion of a research project may come close to the end of the appointment, at the discretion of the professor and the chairperson, a postdoctoral associate may be awarded additional vacation, up to a total of twenty-two days a year. Vacation cannot extend salary payments beyond the term of appointment.
Holidays	University	Upon employment
		Cornell recognizes New Year's Day, Independence Day, Thanksgiving Day and the following Friday, Christmas Day and the working days immediately before and after Christmas Day. Memorial Day and Labor Day are holidays only if the University is not in session. Two floating days off are scheduled at the discretion of the University.
Military Duty	University	Upon employment
		Members of the National Guard, Coast Guard, or a U.S. Reserve unit are granted military training leave with pay for up to 14 days.
Jury Duty	University	Upon employment
		Academic staff continue to receive pay if called for jury duty or to testify pursuant to a court issued subpoena.
Children's Tuition Scholarship Plan (CCTS)	University	Upon employment
		Children of academic staff enrolled at Cornell are eligible for up to 14 semesters of free tuition for undergraduate and/or graduate work. Children admitted to an undergraduate degree program at another institution will receive a scholarship in the amount of tuition or up to \$1,000 per year for a total of eight semesters.

WHO PAYS	ELIGIBILITY BEGINS	PROVISIONS
Employee Tuition Aid	University	Non-professional academic staff who have no voting status on any college, university or graduate faculty with one year of employment and approval
		Staff members may take job-related courses at other institutions and receive partial reimbursement from the University for approved course work equivalent to four Cornell credits per semester. These courses need not be college level, but must be successfully completed for reimbursement.
Cornell Academic Courses	University	Non-professional academic staff who have no voting status on any college, university or graduate faculty upon employment and approval.
		Cornell academic courses may be taken to improve job performance or facilitate career goals within the University. The staff member is not charged for a maximum of four credit hours of job or career-related courses per semester.
Degree Program for University	University	Non-professional academic staff who have no voting status on any college, university or graduate faculty with one year of employment and acceptance by the school or college as a Degree Candidate
		Eligible Cornell staff members may register for formal Cornell degree programs which will improve individual competence and effectiveness as Cornell employees. The program selected and release time must be mutually agreed upon by the employee and the department head.
Training Programs	University	Upon employment
		Numerous training programs concentrating on management, human, technical and communications skills are offered to all academic staff.
Disability Benefit, Including Maternity Leave	University	Upon employment
		Pregnancy, childbirth, false pregnancy, and any recovery therefrom, and any temporary disability relating therefrom, shall be treated as any other temporary disability.

(Continued Next Issue)

PUZZLED by PARKS

Unscramble these four sets of scrambled letters to form ordinary words

EZISZL

TRIEA

OTSYO

FNAETS

Now take the circled letters and form the words that answer the above question

WHAT BAREFOOT WATER SKIING WILL GET YOU

ANSWER TO LAST PUZZLE | Jumbles: IRATE BURIAL TARGET VIRUS
Answer: What would be nice this time of year?
A BIG RAISE



A Fast Pan with a 400 mm Lens By Chuck Jordan
Air Conditioning & Refrigeration, Maintenance & Service

Cont. from page 1

To help avoid debt there are budgeting guidelines to follow. Usually housing will eat up approximately 40 percent of net income; housing includes mortgage or rent, utilities, and taxes. Food (don't forget small-item pickup, lunches, and pet food) takes another 30 percent. Transportation costs (gas, car payment, insurance, repairs and maintenance) eats up approximately 15 percent, leaving 15 percent as discretionary funds.

When starting a budget, note all places where money is spent. Record telephone, cable TV subscription, newspapers, laundry, personal items (hobbies, haircuts, cigarettes, liquor) clothing, and entertainment (movies, eating out). It's helpful to plan on a weekly basis and figure only on take-home pay—not gross pay. Figure raises on net increase, not gross. Then limit your debt load to 15 percent of income. Include in debt obligations installment loans, credit cards, and personal loans from friends or family.

There are a couple things that will plunge a family or individual into debt immediately: medical and hospital bills, and overuse of credit cards, most notably bank cards. To avoid the former, maintain adequate health insurance for yourself and family. It's much better to pay a few dollars each month than to struggle with a hospital bill of several thousand dollars.

If you are starting to feel overwhelmed by monthly bills and have hit a month where you find it impossible to meet your obligations, STOP...right then and there. Sit down with a pencil and paper. Look at your income vs. expenses. Is debt obligation more than 15 percent? If so, track your money on a daily basis. How much of it is frittered away on nonessential items? Give yourself an allowance each week and decide what is to be paid out of it. Avoid impulse-buying and start comparison shopping. Store brands and factory outlets offer as much as a 20 percent discount off name brand items. Is the right federal withholding taken out of your pay? If you receive a large refund check each year, then lower your withholding. Cut down on the number of credit cards, although it is a good idea to keep a card from a multi-purpose store like J.C. Penney, Sears, or Montgomery Ward and a major gasoline card for emergency or preventive maintenance.

For individuals who feel they need debt counseling, here are two people in the Ithaca area who can help:

Jim Johnston
Family & Childrens Service
204 Cayuga Street
273-7494

Bob Witty
Cornell Federal Credit Union
East Hill Plaza
256-4382

SEARCH FOR JOBS ON CAMPUS

Career development can be accomplished with a transfer from one job to another within the University. Staffing services encourages preference be given to University employees over outside applicants. One half of the jobs on campus are filled by present University employees.

0

Review Job Opportunities published by Staffing Services for jobs within your field. Obtain transfer form from Staffing Services 130 Day Hall. Include resume and other job related information with your transfer form. Fill out and return completed transfer form to Staffing Services.

1

Get supervisor's approval to take time off for interviews. Release time may be requested and granted if your absence does not cause operational difficulties within your department.

2

Request interview with Staffing Services to review opportunities and receive job counselling. You may request interviews to be kept confidential.

3

Your application will be reviewed by Staffing Services and the hiring department and you will be contacted if they are interested in your application.

4

5

Contact has been established between you and the hiring department, you have had an interview, and you have been accepted.

Cooperative Extension publishes a number of free and inexpensive publications to help with budgeting.

Here is a short list of their free publications: A Guide to Budgeting for the Young Couple, A Guide to Budgeting for the Family, Storing Your Money, Paycheck Planning, Your Net Worth Statement.

Tioga County Cooperative Extension
Home Economics Division
225 S. Fulton Street
272-2292

CLASSIFIED ADS

FOR SALE: LINCOLN CONTINENTAL 1972. Very comfortable and spacious. Good condition. White, 4-door, dark vinyl roof. White leather seats. Air conditioned. 8-track/AM 4-speaker stereo. 460 V-8 engine. Many new parts. \$1000 or make offer. 273-9140 John.

FOR SALE: BOWLING SHOES, 2 pairs mens 7½, Hyde, \$5.00 each. 256-7596 Ann.

ONE BIG FAMILY



Brief Reports

Campus Access Still Restricted in Summer

Summer motorists are reminded that access to the university's central campus is restricted year-round from 7:30 a.m. to 5:00 p.m. Monday through Friday. Vehicles displaying U and S Permits only will be permitted to enter the campus.

Special arrangements for driving into the central campus may be made through the Traffic Bureau, 116 Maple Ave., 256-4600.

Visitors may still buy one-day visitor permits at the traffic and information booths.

The Israeli Elections To Be Lecture Topic

Professor Gabi Sheffer, co-director of the Davis Institute of The Hebrew University, will speak on "The Israeli Elections—An Inside View" at 8 p.m. Tuesday, July 28, in Kaufmann Auditorium of Goldwin Smith Hall.

Sheffer is a visiting scholar at the Center for International Studies.

Films on Physics Scheduled Today

Two special films, one featuring Nobel Laureate Hans Bethe and the other J. Robert Oppenheimer, will be shown today starting at 2 p.m. in Room 200 of Baker Chemistry Laboratory.

The showing is being sponsored by the Departments of Physics and Astronomy. The first film, lasting 58 minutes, is titled "Hans Bethe: Prophet of Energy." After a 15-minute coffee break, a 90-minute film titled "J. Robert Oppenheimer and the Atomic Bomb" will be shown.

Cost Reduction Award Is Won

Cornell was among 29 winners in the sixth annual Cost Reduction Incentive Awards Program, sponsored by the National Association of College and University Business Of-

ficers and the U.S. Steel Foundation.

Cornell received a \$100 cash prize for instituting a "Unicard," combining the university's dining, credit and health services cards into one student identification card. The annual savings are some \$6,000.

Total savings of the 29 winning schools was estimated at \$3 million over the past year.

Space Colloquium

Professor George Contopoulos of the University of Athens, Greece, will offer an Astronomy and Space Sciences Special Colloquium, "The Dynamics of Barred Spiral Galaxies," at 3:30 p.m. Monday, July 27, at 105 Space Sciences Building. Coffee will be served at 3:15 p.m.

Kuckes Wins 1981 Carpenter Prize

The 1981 Carpenter Prize has been won by Niki Kuckes, an honors government graduate of the College of Arts and Sciences. The prize is awarded annually by the Walter S. Carpenter Jr., Chair of International and Comparative Politics for the best essay by a senior on "The Problem of Achieving International Peace" and carries with it a \$100 honorarium.

Kuckes' essay was devoted to "Britain and the European Community: The Case of a Late Joiner," and contended that the effect of "latecomers" in European integration may be to dilute considerably the integrative quality of pre-existing arrangements among the charter members. Britain not only

bargained aggressively for a larger share of community resources; she also developed a much more negative attitude toward further measures of integration than the original members of the community.

If this is true, the further enlargement of membership in the community, including Greece, Spain, Portugal, and perhaps eventually Turkey, is likely to have a further effect, diminishing the integrative power of the European Community institutions.

Kuckes is the daughter of Professor and Mrs. Arthur Kuckes of Ithaca and will continue her studies in political science at the Yale University Graduate School in the fall.

SAGE CHAPEL

Services Scheduled Next Three Sundays

Alice McDowell Pempel, lecturer in the Department of Philosophy and Religion at Ithaca College, will speak at the Sage Chapel Summer Service at 11 a.m., Sunday, July 26.

She received her Ph.D. degree from Fordham University in 1978 and has been a teaching assistant and lecturer at Cornell in the Psychology Department, Women's Studies Program and the Department of Natural Resources. Her main areas of interest are mysticism and spirituality, women and religion, the psychology of religion.

Her sermon topic is "Jesus: Unique Avatar." The Roman Catholic Eucharist will be celebrated directly after the service.

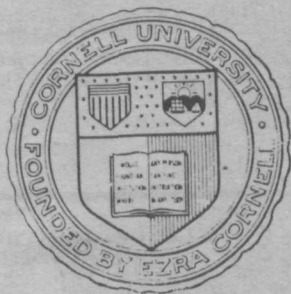
Rabbi Laurence Edwards, newly appointed University Jewish chaplain and director of the Cornell Hillel Foundation, will preach at the chapel at 11 a.m. Sunday, Aug. 2.

Rabbi Edwards has directed the Hillel Foundation at Dartmouth College for the past six years and served as an associate chaplain of the college and as Rabbi of the Upper Valley Jewish community. He holds a bachelor's degree from the University of Chicago and received a M.A. from Hebrew Union College in 1975 when he was also ordained.

He will speak on the topic, "On Forging Oneself into a Link."

The last speaker of the Sage Chapel Summer Session will be the Rev. John A. Taylor, University Unitarian Universalist chaplain and minister of the Ithaca Unitarian Society. Taylor will preach at 11 a.m. Sunday, Aug. 9 on the topic, "Hosea: A Prophet Speaks in our Time."

Music for the Sage Chapel Summer Services is provided by the Sage Chapel Summer Session Choir under the direction of Professor Donald R.M. Paterson, choirmaster and university organist. Arrangements for the Sage services are made by Cornell United Religious Work and the Music Department, in cooperation with the dean of the Summer Session. Ingrid Olsen-Tjensvold, assistant director of CURW, coordinates the services.



Harpsichordist to Join Viola da Gambist

Guest harpsichordist Colin Tilney will join Cornell University's internationally known viola da gambist, John Hsu, in the fourth of the Summer Session series concerts at 8:15 p.m. Monday, July 27 in Alice Statler auditorium. Tickets for the performance will be on sale at the door.

This concert will feature the works of Marin Marais and Antoine Forqueray, historically two of the greatest virtuosi of the viola da gamba, as well as music by J.S. Bach. The program will include *Sujet avec 20 couplets*, written in 1689 by Marais; pieces from Suite No. 4 for harpsichord solo and Suite No. 3 for viola da gamba and harpsichord, both by Forqueray; *Toccata in F sharp minor*, S. 910 for harpsichord and Sonata No. 3 in G minor, S. 1029 for gamba and harpsichord by J.S. Bach.

Hsu is currently preparing the first modern edition of the complete instrumental works of Marais which is being published by Broude Brothers, Ltd. of New York. The *Sujet avec 20 couplets* is from the first book of *Pieces de Viole*, which was published in 1880. He made the first complete recording of these for the Musical Heritage Society on the occasion of the tercentenary of Forqueray's birth in 1972. Hsu has also recorded the three Sonatas for viola da gamba and harpsichord by J.S. Bach in 1971 at the Germanisches Nationalmuseum in Nuremberg, using their historical instruments. This recording was released by Da Camera Schallplatten edition in Germany and the Musical Heritage Society here.

Hsu, one of the leading viola da gamba players of our time, is the Old Dominion Foundation Professor of Humanities and Music at Cornell, where he has been teaching since 1955. Born in China, he began his musical training there at age three. He emigrated to this country in 1949 and studied at the New England Conservatory. He was awarded a

Master of Music degree in 1955 and an honorary doctorate in 1971. He is cellist of the Amade Trio at Cornell and also an artist-faculty member of the Aston Magna Foundation for Baroque Music. A specialist in French gamba literature, Hsu has performed in concert with most of the major harpsichordists in the United States and Europe. His recordings constitute the largest number of solo works for viola da gamba recorded by a single performer.

Tilney, born in England in 1933, studied modern languages and music at King's College, Cambridge. One of England's most prominent harpsichordists, he has been répétiteur (private tutor) for the Sadler's Wells and New Opera Companies of London and played continuo with the Menuhin Orchestra and Academy of St. Martins in the Fields. His solo concerts and broadcasts in most of the European countries have resulted in such critical praise as that by the London Financial Times, which stated that a recital by Colin

Tilney was "one of those rare occasions when music of the past, animated by a lively, historical imagination, becomes a living experience."



JOHN HSU

Tilney's insistence on playing historic instruments or authentic copies has led to invitations from such famous collections as the Nationalmuseum in Nuremberg, the Edinburgh Russell Collection, the Victoria and Albert Museum in London and the Vleeshuis at Antwerp. On these instruments he has made many solo recordings of Handel, Byrd, Bach, Couperin and others for Deutsche Grammophon, Electrola, Argo and Oiseau-Lyre.

Tilney, who now lives and teaches in Toronto, undertakes frequent tours and assignments for the British Arts Council. He teaches summer schools in Bath, England and Trondheim, Norway, and he has adjudicated harpsichord competitions in Paris and Bruges, Belgium. He edited the harpsichord pieces of Forqueray for Heugel's series "Le Pupitre" and has contributed to various professional journals.

The final concert of the Monday evening series this summer will be a recital of baroque music Aug. 3 by Sonya Monosoff, violin, Mimmi Fulmer, soprano, and James Weaver, harpsichord.

Effects of Acid Rain on Fisheries Topic of Conference Next Month

Effects of acid rain and snow on fisheries and action programs to protect fishery resources in North America will be examined here next month when Cornell University hosts a major international conference.

The event, titled "International Symposium on Acidic Precipitation and Its Impact on Fisheries in Northeastern North America," is scheduled for Aug. 2-5. A series of talks will be presented by experts from Cornell and other institutions in the United States, Canada, and Norway.

The four-day meeting in Statler

Auditorium is the first of its kind held at Cornell. The U.S. Fish and Wildlife Service and Fisheries and Oceans Canada are sponsoring it.

The conference features presentations by invited speakers who have made significant contributions in the field, and focuses on the impacts of acidification on fish, amphibians, plants and other forms of life. It also will examine a series of remedial actions available to protect fishery resources, and consider the social and economic implications if such actions are not taken.

Exhibitions

Herbert F. Johnson Museum of Art

Drawings by Gary Wojcik: Elegant lines and arcs carefully ordered by exact geometrical plotting.

Leonard Baskin: Expressionistic etchings, woodcuts and sculpture of monumental human forms by a contemporary American artist.

Permanent Collection: Asian art; 19th century French paintings; 19th century American landscapes; American crafts; contemporary prints; and 20th century watercolors and drawings.

EYE OPENERS: Images and origins (Sponsored by Education Department)

Family programs held on Wednesday mornings, 10:30 a.m.-noon. People in Action, July 29. People at work and play.

Museum hours are 10 a.m. to 5 p.m. Tuesday-Sunday.

The Collection of Dr. and Mrs. Milton Lurie Kramer: Through the summer. Focuses on American artists of the first half of the twentieth century. The collection forms the nucleus of the museum's holdings in modern American art.

Hooked Rugs, 1880-1957: Through Aug. 9. 56 rugs, illustrating a variety of motifs, by anonymous artists. Early symmetrical florals and naively impressionistic pictorials as well as contemporary abstract geometrics.

Graphic Plus: Starts Aug. 11. A selection of works by recent CAPS award winners in the graphic area.

Also on view:

Sculpture by Cynthia Tower: Two large intricate tapestry-like paintings on wood.

Complaint and Grievance Procedure

Purpose:

To establish a procedure for the fair, orderly, and speedy resolution of disputes that sometimes arise between supervisors and employees. This shall serve as the exclusive procedure for the resolution of job-related complaints and grievances.

Applies To:

All regular exempt and non-exempt non-academic Cornell University employees except:
—Members of a collective bargaining unit;
—student employees;
—unclassified employees;
—and employees working in Puerto Rico or the Cornell University Medical College.

Probationary employees will have access to this procedure, except for matters involving termination and extension of the probationary period.

Usage:

An employee may utilize this procedure to review an alleged violation or misapplication of University policies or rules pertaining to employment in the department involved which directly and adversely affects the employee, or applicable laws or regulations including anti-discrimination laws or regulations which directly and adversely affect the employee.

Informal Resolution of Complaints

Regular and forthright communication between employees and supervisors reduces the likelihood of the need for more formal review and is in the mutual best interest of both employees and the University.

Therefore, employees should bring to the attention of their supervisors any work-related problems as soon as possible after they arise, and discuss the concern with the objective of resolving it.

Supervisors should discuss with the employee his or her concerns in a timely fashion in an effort to resolve the matter.

Should informal attempts at resolution not be satisfactory, an employee may then utilize the formal grievance procedure.

Employee Relations Assistance

The Office of Employee Relations, University Personnel Services, is available for assistance in the informal resolution of such matters. Employee Relations representatives may be contacted for informal counseling if the employee believes he/she cannot approach the supervisor with the problem. These representatives will meet with the employee, the supervisor, or both as may be appropriate, to assist in amicably resolving their differences. Representatives of Employee Relations also will provide advice on:

- matters of policy interpretation;
- rights of employees and supervisors;
- information concerning the formal grievance procedure, if appropriate.

Other University offices available for assisting employees with the informal resolution of such matters are the Office of the Ombudsman and, in cases involving alleged unfair treatment based upon an employee's race, sex (including sexual harassment), ethnic or national origin, religion, or handicap, the Office of Equal Opportunity.

Representation:

An employee may choose to act as his/her own representative in any step of this procedure. If representation is desired, an employee may select an employee representative, provided the employee who is selected does not have a direct interest in the outcome. The Ombudsman's Office is also available to assist employees in obtaining representation.

Protection Against Retaliation

Employees may not be discriminated against for exercising rights under this grievance procedure. When an employee alleges he/she has been discriminated against for exercising rights under this procedure, or for participating in a grievance as a witness or grievant representative, a complaint may be initiated directly at Step II of the formal grievance procedure. The University considers such acts of discrimination by a supervisor against any employee as a result of his/her involvement in this procedure as unacceptable supervisory conduct and a violation of University policy.

Time Limits

The time limits included in this procedure have been established to facilitate a speedy resolution of the problem, while providing ample time to prepare and present arguments.

The time limits may be modified by mutual agreement in writing.

If an employee should fail to observe the time limits in any particular step, the grievance will be considered to have been resolved to the employee's satisfaction. If the University should fail to observe the time limits in any particular step, the employee may take the complaint to the next step.

GRIEVANCE PROCEDURE

Step I— Department Head:

In an event that informal attempts to resolve employee grievances are not successful, an employee may then file a formal grievance. The grievance must be in writing, signed by the employee, and submitted to the department head within ten working days of the occurrence which gave rise to the grievance, or within ten working days of the date the employee had reason to know of the occurrence. The written grievance should identify the policy or rule which is alleged to have been violated and should contain a concise statement of the facts surrounding the grievance and the remedy sought. Any grievance which does not include these essential elements may be rejected.

Within five working days from receipt of the written grievance, the department head or his/her designated representative will schedule a meeting with the employee, the employee's representative, the immediate supervisor, and any other individuals the department head determines will assist in the investigation and resolution of the problem. Such meeting shall be held within 15 working days from receipt of the written grievance.

The department head or his/her designated representative will provide the employee with a written answer within five working days after the completion of this meeting and forward a copy of the grievance and answer to the Office of Employee Relations.

Step II— Review by University Personnel Services

In the event the grievance is not resolved at Step I, the grievant may, within five working days from receipt of the Step I answer, file a written appeal with the Office of Employee Relations in University Personnel Services.

The Director of Employee Relations or such other official as designated by the Director of University Personnel Services will, within five working days from receipt of the written appeal, schedule a meeting with the employee, the employee's representative, the immediate supervisor, and/or the department head as may be appropriate. Such meeting shall be held within 15

working days of the receipt of the written appeal.

In the event the employee's grievance alleges unfair treatment based upon his/her race, sex (including sexual harassment), age, ethnic or national origin, religion, or handicap, the Step II appeal will be referred to the University's Office of Equal Opportunity for review prior to the Step II meeting. The Executive Director or his/her designated representative will investigate and, where appropriate, attempt to resolve the complaint to the satisfaction of all concerned. In order to provide for such investigation, the Step II meeting may be postponed for up to five working days. The investigator from the Office of Equal Opportunity will attend the Step II meetings on such complaints.

The Director of Employee Relations will provide a written decision to the employee and other necessary individuals within ten working days from the close of the meeting. Except as follows, this answer shall be final and not subject to review or further appeal.

Step III— Special Review: Suspension Without Pay and Discharge Cases

In the event the employee's complaint resulted from his/her suspension without pay or discharge, and the employee is not satisfied with the Step II written decision, the employee may, within five working days from receipt of the Step II decision appeal in writing to the Director of University Personnel Services for special review.

Arbitrating Non-Exempt Employee Grievances

Special review of non-exempt employees grievances shall consist of final and binding arbitration conducted by either a three-member panel from the University community or an arbitrator selected in accordance with the procedures of the American Arbitration Association. The employee shall state in the written appeal for special review the option he/she has selected. The panel list of University arbitrators, which shall be comprised of tenured University faculty, and the rules of procedure of the American Arbitration Association shall be available in the Office of Employee Relations for review by the employee. Should the employee choose to utilize an American Arbitration Association arbitrator, the arbitrator's fees and expenses shall be shared equally by the University and the employee. In the event the arbitrator fully upholds the employee's grievance, without modification, the University will pay the entire cost of arbitration.

Within five working days from the date the Director of University Personnel Services receives the written appeal for special review, the grievant shall meet with the Director of Employee Relations or his/her designated representative to either:

1. File a Demand for Arbitration with the American Arbitration Association; or

2. Select the three-member panel as set forth below:

a. The department head and the employee shall each select a member of the panel from the University community.

b. The two members designated will select a third member from a list of tenured University faculty prepared by the Director of University Personnel Services to be chairperson of the panel.

c. If the members of the panel selected by the department and the employee cannot agree on a third member, each will number their choice for chairperson in ascending order. All 10 must be numbered.

d. The individual receiving the lowest sum shall be appointed as chairperson of the panel. All of the above selections must be made within ten days.

e. The individual selected as chairperson of the panel must not have prior knowledge of the issues in dispute or the parties involved.

The arbitrator or chairperson of the Arbitration Panel, as applicable, shall schedule a date for the arbitration as soon as practicable for all the parties. The rules of the American Arbitration Association shall apply to the conduct of the hearing, and the arbitrator shall be requested to render a decision within thirty days after its completion. This decision shall be final and binding on all parties.

The arbitrator or chairperson of the Arbitration Panel, as applicable, shall have only the authority to decide the issues of whether just cause for the discharge or suspension exist and if the level of discipline was appropriate for the violation. In rendering a decision the arbitrator(s) shall have no authority to add to, subtract from, alter, or modify any policies, procedures and/or practices of the University, substitute his/her judgment for that of any University administrator who has discretion in interpreting University policy, or make an award which provides the employee with compensation greater than would have resulted had there been no violation of University policy. In addition, the arbitrator or chairperson has no authority to grant a regular appointment or any extension of employment beyond the current expiration date of employment.

Special Review of Exempt Employee Grievances:

Special review of exempt employee grievances in cases of suspension without pay or discharge shall be conducted by either the University Provost or the Senior Vice President.

The University Provost or the Senior Vice President shall review the facts and the previous actions on the grievance and if he/she deems it appropriate, may schedule a meeting on the grievance.

The University Provost or the Senior Vice President shall render a written decision on the grievance within thirty days after receipt of a written appeal or the conclusion of the meeting on the grievance, if conducted, whichever is later. The decision shall be final and binding on all parties.

