

OUTLOOK

A WEEKLY NEWSPAPER FOR FACULTY AND STAFF AT THE UNIVERSITY OF MARYLAND AT COLLEGE PARK

NOVEMBER 8, 1993
VOLUME 8, NUMBER 10

State and Japan Join Forces to Protect the Seas

The Madrigal Sea, like the Chesapeake Bay, has tough environmental problems. With no end in sight to its pollution, a conference has been called among the nations that border it to try to find solutions.

If you haven't heard of the Madrigal Sea, don't worry. It doesn't exist. It's a fictional sea designed to help scientists work through the problems of real coastal seas all over the world at the Environmental Management of Enclosed Coastal Seas '93 Conference, or "EMECS," to be held Nov. 10 to 13 at the Baltimore Convention Center.

The conference is a joint effort between the state of Maryland and Japan to study the environmental problems that are facing countries with coastal and inland seas. The UM System's Coastal and Environmental Policy Program, along with the governor's office, is organizing the event.

Opening remarks at the conference will be given by Gov. William Donald Schaefer and Toshitami Kaihara, governor of the Hyogo Prefecture in Japan. Hyogo's Seto Inland Sea faces problems similar to those of the Chesapeake Bay.

The original EMECS conference was held in Kobe, Japan, in 1990, and



Skip Brown, Maryland Sea Grant

was hosted by Kaihara.

Also participating in the conference from the UM System are UMCP's School of Public Affairs, the Maryland Sea Grant College, the UM

School of Law, and the Center for Environmental and Estuarine Studies. Like the 1990 conference, EMECS

continued on page 6

The Chesapeake Bay will serve as an example for study at Environmental Management of Enclosed Coastal Seas '93 Conference.

Project Opens Pathways to the Sciences for Minorities

Many under-represented minority students are steering clear of the sciences. But not for long, says William Higgins, associate dean, College of Life Sciences and associate professor of zoology.

With a grant from the National Institutes of Health, Higgins is introducing the Bio Medical Access for

Minorities Program (BIO MAP) to the University of Maryland at College Park this summer and hopes to point these minority students in a new direction.

BIO MAP joins together Howard Community College (HCC), Prince George's Community College (PGCC), the three campuses of Montgomery College (MC), University of Maryland Baltimore County (UMBC) and UMCP in an attempt to address some of the causes of under-representation of minorities in biomedically-related undergraduate programs.

"For a variety of reasons—it could be SAT scores, financial reasons, whatever—under-represented minority students are staying away from the sciences," says Higgins. "But this program will help channel them into those fields."

Twenty students will spend their summer here, and at UMBC, working in research labs, taking science courses and attending a professional development seminar. Criteria to enter the program include enrollment in science majors at the community colleges and basic interest in science and math, Higgins says.

During the first academic year, the students will complete the required

math, chemistry and biology courses at a BIO MAP-designated community college. They will then be recruited for the UMBC or UMCP summer research programs.

"Our first goal is to get the students into the science courses at the community colleges," says Higgins. "The community colleges will provide mentoring and channel them through the science and math curricula."

The second summer, the students repeat the process, "but we hope they'll continue on here at UMCP," says Higgins. "We assist them through the whole process to facilitate their transition."

A concerted effort to recruit minority high school and community college students into the sciences, the BIO MAP program provides incentives for participation. Part of the goal is to ensure that the discipline-related barriers to academic success are minimized. This will include addressing the academic content in the required biology and chemistry courses.

Also, BIO MAP faculty and staff will enhance the student assistance programs, minimizing the academic,

continued on page 4

INSIDE

Making a Difference

Campus Compact furthers student community service.....3

On the Short List

Ten firms compete to design new Performing Arts Center.....4

Bye Bye Bosses

UMCP author Henry Sims says teams are in, bosses are out.....6

Smalltown, USA

New undergraduate programs help re-size the campus.....7

College Park Senate to Meet Thursday, Nov. 11

Ira Berlin, acting administrative dean for Undergraduate Studies, will be featured speaker at the next Campus Senate meeting on Thursday, Nov. 11, 3:30 p.m., Room 0200, Skinner. Agenda items for action include a System-wide Resolution on Termination of Faculty Appointments during a Financial Emergency, a proposal to change the name of the Department of Horticulture to the Department of Horticulture and Landscape Architecture, revisions to the Policy on Second Degrees and Second Majors for undergraduate students and a proposal to establish a graduate certificate in Environmental Policy, School of Public Affairs. All meetings are open to the campus community. Call 405-5805 for more information or a copy of the agenda.

Former Chinese Minister to Speak about a Changing China

Wang Meng, an internationally acclaimed writer and research fellow of the Chinese Academy of Arts in Beijing, will speak on "Cultural Mentality and Cultural Life in a Changing China," at 1 p.m., on Monday, Nov. 22. Meng is also visiting scholar at the Harvard-Yenching Institute in Cambridge, Mass.

Meng, who was born in China in 1934, became active in the Chinese Communist Youth League and published his first novel while still a teenager. Encouraged by Mao's injunction to speak out against Communist Party ills during the Hundred Flowers period in 1956, he wrote a short story about his experience as a political newcomer. However, it provoked Mao's ire and Meng became a target of the Anti-Rightist Campaign in 1957. Exiled to the remote province of Xinjiang, Meng was banned from

publication until his "rehabilitation" in 1979.

Brought back to Beijing after Mao's demise and the downfall of the Gang of Four, Meng invoked controversy once again when he wrote a series of prize-winning experimental stories and novellas.

In addition to his prominence in the literary arena, Meng has held important posts in the Communist Party Congress. In a signal of China's open-door and modernization policy during Hu Yaobang and Zhao Ziyang's administration, he was appointed Minister of Culture in 1986. He resigned in the wake of the Tiananmen Square Incident in 1989. Although he stepped down from that post, as well as the all-powerful Central Committee, Wang still holds semi-official political positions.

Wang's talk, followed by a recep-

tion, will take place at the Center for Adult Education Conference Center. It is free and open to the public.

The event is co-sponsored by the Committee on East Asian Studies, the Department of Hebrew and East Asian Languages and Literatures, and the College of Arts and Humanities.

For more information, call Professor Angelina Yee at 405-4541.

Three UMCP Faculty Named AAAS Fellows

The American Association for the Advancement of Science (AAAS) has awarded the distinction of Fellow to UMCP faculty members Robert Gluckstern, professor, Department of Physics; David William Inouye, associate professor, Department of Zoology; and Raymond Miller, president of the Maryland Institute for Agriculture and Natural Resources. The three, among 249 members so honored, were awarded this ranking for their efforts toward advancing science and fostering applications that are scientifically or socially distinguished.

Gluckstern, Inouye and Miller will be presented with a certificate and rosette pin on Feb. 20 at the Fellows forum during the 1994 AAAS annual meeting in San Francisco.

Founded in 1848, AAAS represents the world's largest federation of scientists and has more than 137,000 individual members. The association publishes the weekly peer-reviewed journal, *Science*.

Capitol Staffers Learn to Put Out Fires



Congressional aides gear up for fire fighting instruction at the Md. Fire and Rescue Institute.

Seems hard to believe that experienced Capitol Hill folks would need lessons in putting out fires, but these are real fires, not the political kind. Fifteen aides to Maryland U.S. Sen. Paul Sarbanes, Rep. Steny Hoyer and Rep. Constance Morella spent Monday, Oct. 25 at the

Maryland Fire and Rescue Institute College Park Training Academy. Shown are four staffers learning how firefighters don protective equipment to enable them to survive in hostile environments. (Will it work when they return to the District?)

But it was not all fun and games. The day-long experience included

observing the growth of a building fire and its extinguishment, viewing a demonstration kitchen fire extinguished by a built-in sprinkler system, and even a chance to put out a fire.

All activities were planned to familiarize the aides with the operations and needs of the nation's emergency services. By gaining a better understanding of the importance of safe, hands-on training and modern protective equipment, staffers will be more knowledgeable about the impact of federal legislation on the national fire and rescue services.

UM's Maryland Fire and Rescue Institute is the state's comprehensive training and education system for emergency services.

Russian Littoral Project Conference Focuses on Religion and Politics

The Russian Littoral Project presents a Conference on Religion and Politics in the Former Soviet Union, Nov. 10 to 12, at the University College Conference Center. A joint effort of UMCP and the Johns Hopkins University's School of Advanced International Studies (SAIS), the project is a major program of research and exchange on the contemporary international politics of Eurasia. The program seeks to analyze relations among the newly independent states (NIS) of the former Soviet Union and major neighboring states by focusing on the interaction between the internal affairs and foreign policies of the NIS countries.

Participants in the project include

policy-makers, scholars and researchers both from the NIS countries and from the United States. Papers on the project topics are presented at a series of workshops held over a two-year period in Washington, D.C. The participants from the NIS countries remain at SAIS or UMCP for periods of one to six months.

Principal investigators for the project are Karen Dawisha, professor, Department of Government and Politics, UMCP, and Bruce Parrott, professor, Russians Area and East European Studies, SAIS.

For more information call Janine Ludlam, executive director, at 405-4135.

OUTLOOK

OUTLOOK is the weekly faculty-staff newspaper serving the College Park campus community.

Kathryn Costello	Vice President for Institutional Advancement
Roland King	Director of Public Information
Judith Blair	Director of University Publications
Jennifer Hawes	Editor
Dianne Burch	Editorial Consultant
Heather Davis	Editorial Interns
Stephen Sobek	
John T. Consoli	Format Designer
Kerstin A. Neteler	Layout & Production
Al Danegger	Photography
Jennifer Grogan	Production Interns
Wendy Henderson	
Regan Gradet	
UM Printing	Printer

Letters to the editor, story suggestions, campus information & calendar items are welcome. Please submit all material at least two weeks before the Monday of publication. Send it to Editor OUTLOOK, 2101 Turner Building, through campus mail or to University of Maryland, College Park, MD 20742. Our telephone number is (301) 405-4621. Electronic mail address is jhawes@umdacc.umd.edu. Fax number is (301) 314-9344.

UNIVERSITY OF MARYLAND AT COLLEGE PARK

Free GED Practice Test Available in Spanish or English

Personnel Services is offering a free GED (General Educational Development) practice test in both English and Spanish versions for all university employees who do not have a high school diploma. The practice test will be given on Saturday, Nov. 27, from 9 a.m. to 2 p.m., in the Firehouse, second floor training room. This test will determine how well prepared one is to take the official GED test and what type of preparation is needed for a successful score. The five subjects covered by the test are: science, social studies, literature, math and English. To register for this test or to obtain further information call Personnel Services, 405-5651. Sample test questions may be viewed in the Administrative Services Building, first floor, employee development section.

NEWS

Community Service-Oriented Campus Compact Links University with Nation

Last July, President William E. Kirwan dedicated himself and the University of Maryland at College Park to furthering community service on campus by becoming a member of Campus Compact, a project for public and community service.

Campus Compact is an umbrella organization of nearly 400 university presidents across the country who have joined together in this commitment to further community service goals for their respective campuses.

Kirwan's commitment to community service was evident with the establishment of the Community Service Programs office. Through this office, students can find community service projects that interest them and organizations can be matched with student volunteers.

One of the most promising programs sponsored by the office is the "You Can Make a Difference" program. New this year, the program consists of two volunteer sites chosen because of their proximity to UMCP students. The 1993-94 sites are Sarah's House, located in Fort Meade,

where many commuter students reside; and the Youth Resources Center in Hyattsville, which is reachable for campus residents.

The Community Service Programs office is in the process of instituting a database which it hopes to have in operation by the end of the fall semester. Once it is up and running, students can come in, input their interests and preferred location, and immediately receive a printout of organizations they might be interested in working with.

Student groups can find group community service projects through the programs office as well. The office has been working with the Honors Program and sociology department, among other academic units, to incorporate community service in certain class curricula.

The Community Service Programs office, which publishes a monthly newsletter announcing new volunteer opportunities, plans to work with Campus Compact to keep current on trends in community service programs. Campus Compact also is a

Teleconference Examines Campus Community Service Programs

A national teleconference, Building Partnerships for Community Service and Learning, will be downloaded to the Stamp Student Union Grand Ballroom Lounge on Wednesday, Nov. 17. The conference plans to examine how community service programs can be used on college campuses and in curricula.

The interactive program will enable participants to phone in their questions throughout the broadcast. The teleconference will run from 1:30 to 3:30 p.m., followed by remarks from President Kirwan and a reception. Prior to the program, refreshments will be served. All faculty and staff are invited to attend.

The teleconference is sponsored by Community Service Programs, the Office of the President, the College Park Senate, the Office for the Vice President for Student Affairs, and the Caring Coalition.

main source for grants for service projects. For more information, call Barbara Jacoby, director, Community Service Programs, at 314-2273.

—Heather Davis

Candidate Deadline Is Dec. 1 for UMCP Reps. to Women's Forum

The President's Commission on Women's Affairs seeks candidates who are willing to represent UMCP as members of the executive committee of the Women's Forum of the University of Maryland System. Two elective positions for three-year terms are currently open. According to forum rules and regulations, each campus is entitled to three representatives—one appointed by the president and two who are elected. Any female member of the UMCP faculty, associate staff or classified staff is eligible to serve.

The Women's Forum, which sponsors a system-wide conference each fall, deals with issues of general concern, such as pay equity, sexual harassment and family leave. In the past, it has provided information on such issues to the board of regents and the state legislature. It also offers an important network for the exchange of information on campus issues.

Representatives are expected to attend scheduled meetings throughout the year, which are held at various campuses within the system.

Those interested in serving are invited to phone the commission secretary at 405-5806. The deadline for applications is Wednesday, Dec. 1.

Horticulture Students Get Down and Dirty



It's the big "M." The campus landmark. "Go to the 'M' and take a left. Meet me at the 'M'." Besides its distinctive form, the beautiful plantings make it a stand-out. This fall, for the first time, UMCP horticulture students had the chance to dig in. Forty-two students from the landscape contracting and maintenance class planted 70 pounds of bulbs (that adds up to a couple of thousand or more sulphur yellow bulbs imported from the Netherlands). Professor and Acting Horticulture Chair Francis Gouin says: "It was a win-win situation. UMCP's physical plant department has been short-staffed with groundskeepers; and I believe in hands-on experience for my students." Come next spring, everyone can enjoy their efforts. But please, don't tiptoe through the tulips.

Worldwide Design Competition Narrows to Ten Firms for UMCP Performing Arts Center

Ten architectural firms have made the short list in the worldwide design competition to select an architect for the \$80 million Maryland Center for Performing Arts to be located on the College Park campus, the Maryland Department of General Services (DGS) announced on Tuesday, Nov. 2. Construction of the Performing Arts Center, slated to begin spring 1996, will be one of the largest building projects in the 137-year history of UMCP.

"We are delighted with the national and international stature of architectural firms that will be competing for the opportunity to design the Maryland Center for the Performing Arts," says UMCP President William E. Kirwan. "The calibre of participants insures that the facility will be a landmark building for the state and a showcase for the performing arts at

College Park."

The ten firms on the short list are: Antoine Predock Architect, FAIA, Albuquerque, N.M.; Barton Myers Associates, Inc., Los Angeles; Cesar Pelli & Associates, New Haven, Conn., with RTKL Associates, Inc., Baltimore; Hammond Beeby and Babka, Inc., Chicago; Michael Dennis & Associates, Boston, Mass., with Ayers/Saint/Gross, Inc., Baltimore; Michael Graves Architect, Princeton, N.J.; Moore Ruble Yudell, Santa Monica; Pei Cobb Freed & Partners, New York; Rafael Vinoly Architects, New York, with Richter Cornbrooks Gribble, Inc., Baltimore; Zeidler Roberts Partnership, Inc., Baltimore, with Bryant and Bryant, Washington, D.C.

"Maryland architectural firms are well represented on this list of qualifiers," said Maryland General Services Secretary Martin Walsh Jr.

"With such widespread and international competition, it's good to see our state's companies in such select company."

The international design competition drew responses from 199 firms—the highest for any state project in the past ten years—which submitted letters of interest to DGS. A qualification committee, comprised of the DGS General Professional Services Selection Board, which includes DGS professionals and a representative of the university, reviewed the qualifications of 41 subsequent proposals before selecting the ten semi-finalists.

The qualifications committee will interview the ten firms and further shorten the list to three to five firms that will be invited to participate in the actual design competition, scheduled to begin Nov. 12, with final submissions due Feb. 7, 1994.

Retention 2000 Conference to Focus on Successful Strategies

In 1992 and 1993, UMCP ranked first and fourth, respectively, among traditionally white institutions in the number of baccalaureate and doctoral degrees it conferred upon African-American graduates. The university is taking steps to raise these numbers even higher.

On Wednesday, Nov. 10, the Office of Multi-Ethnic Student Education is hosting its second annual conference, "Retention 2000—Strategies That Empower: Collaborate, Educate, and Excel." The conference will explore new opportunities for collaboration in developing retention strategies designed to face new challenges in retaining and graduating multi-ethnic students. Students, faculty, staff, administrators, and com-

munity leaders will have equal roles in the process.

Reginald Wilson, senior scholar of the American Council on Education, will deliver the morning keynote address. He is the author of *Civil Liberties and the U.S.*, and editor of *Race and Equity in Higher Education*.

Maria Torres-Guzman will give the luncheon keynote address. She is assistant professor and director of the Bilingual-Bicultural Education Program at Teachers College, Columbia University. She has done scholarly work nationally in the areas of cross-cultural communication, language and cultural diversity, and curriculum development.

Pamela Harrington, director of the National Retention Project at the

American Association of State Colleges and Universities will speak about access and quality for minority student retention at state colleges and regional universities.

Daisy De Filippis and colleagues will address the topic, "Building for Tomorrow: Making It Work at York College, the City University of New York."

Among several presentations involving students will be a panel of UMCP students who will discuss, "College Students' Perspectives on Retention and Attrition: Why Students Stay or Why They Leave."

For registration information, contact Dottie Bass at 405-5618.

Pathways to Science

continued from page 1

financial and cultural barriers minority college students face. An added incentive to potential participants is that they will be paid to work in the labs.

Following their summer of study, the students return to PGCC, HCC or MC to complete the required courses. They return the second summer to continue their research projects at UMBC or UMCP, and if they have not completed the required calculus course, enroll in a math course.

Not only will the program assist the students in their path from high school to undergraduate study toward a B.S. degree, but also from their baccalaureate program to postgraduate study. The UMCP staff members will expedite the students' enrollment in the baccalaureate program, advise them about degree requirements and their fall semester schedule, and assist with their orientation. The faculty research mentors will continue to advise the students until graduation and help them apply to a postgraduate program.

Meanwhile, faculty at the community colleges are being given release time to help recruit these potential students. This summer, the community college faculty also will attend the UMCP program serving as mentors, helping in the lab or teaching courses.

"We're targeting students who have never been targeted before," says Higgins. And this is just the first step. "We hope to facilitate their entry into graduate school or medical school," says Higgins.

Associate Staff Survey Results Analyzed

Open Forum Is Next Step to Addressing Concerns

Last February, a 49-question survey was mailed to all 644 College Park associate staff personnel, plus an additional 59 employees in closely-matched administrative positions. Questions asked for views about important matters such as potential for career advancement, job satisfaction, and employee rights and benefits.

The associate staff survey was developed under the auspices of the President's Commission on Women's Affairs. An accompanying letter signed by Margaret Bridwell, commission chair, and Deborah Bryant, associate staff committee chair, explained that the survey was the first effort to gain a better understanding of characteristics and concerns common to this group of College Park employees.

Forty-two percent of the target population responded to the survey; and results have been analyzed by Nehama Babin, senior research analyst, Office of Institutional Studies. Steps are underway to further analyze the responses by gender and race.

Currently, Babin is chair of the associate staff committee. Now in its third year, the first year the committee focused on examining common issues; the second year, in surveying their colleagues, and now the committee is eager to publicize the findings and seek strategies for resolving the issues raised.

"We will pull together an open forum and have speakers who will address key issues and focus attention on them," says Babin. The

forum's purpose is four-fold: to better educate associate staff about their status; to give voice to issues; to build cohesion; and to disseminate information.

"Classified and faculty are very clearly defined categories. What happens to associate staff is not always as clear," says Babin. That associate staff are professionals without the status of faculty was one of the rationales for conducting the survey.

The lack of performance review was a primary concern of respondents. Without such a mechanism for feedback, individuals can have difficulty improving performance in one's position, says Babin. Promotion and salary equity were also two key issues.

Respondents were asked to give their opinions about changes, positive and negative, at the university that have had the greatest impact on their working life. On the plus side, they cited the improved technological systems that enabled them to do their jobs well, such as mainframe computer sharing, access to the Student Information System and the new phone system. In the minus column, budgetary constraints were number one. Salary and staffing issues, such as loss of positions and layoffs, were frequently mentioned.

In the open-ended question which concluded the survey, respondents were asked to list ways in which the President's Commission on Women's Affairs could be supportive to them. Many suggestions were given, such as starting a mentoring program to

Respondents' Profile

According to survey results, associate staff respondents are a highly educated, highly skilled and stable workforce. The average respondent is 42 years old, has worked at UMCP for ten years and has spent nearly six of those ten years in his/her current position. The largest number have salaries in the \$30,000 to \$40,000 range. Nearly one half (47 percent) hold at least a master's degree and 14 percent have doctoral degrees. Of the 56 percent men and 44 percent women, by race, the tally is: 83 percent white, 13 percent African American and four percent, not identified.

serve as an adjunct to career progression. Greater access to privileges enjoyed by faculty, such as sabbaticals and research opportunities, were also cited.

Through a forum, the committee hopes to educate associate staff about the existence of untapped opportunities, and provide the group with a realistic picture of what's possible within the current budgetary environment. "Even with problems, one of the things that comes through is that [the associate staff] are quite positive about their positions and influence they have on others," observes Babin.

Summary of Survey Findings

Job characteristics and satisfaction

- Vast majority (84 percent) agree positions are worthwhile and rewarding.
- At least 70 percent indicate dissatisfaction with current salary and adequacy of salary for the level of responsibilities.
- Sixty-six percent are satisfied with the amount of influence they have in deciding matters affecting their work.
- One-half are satisfied with job security; and 57 percent believe benefits compare favorably to those outside of UMCP.
- Nearly half hold the view that they will not be better compensated as they gain more challenging positions at UMCP.

- Regarding frequency of performance review, 41 percent say that they have never had one; while 26 percent indicate they have a review annually.

Benefits and Rights

- More than 50 percent are aware of all benefits and rights with the exception of the advancement of five days of annual leave and, most significantly, approved leave with pay for professional development for a period of up to six months.

Role or Service to the University

- Most, 91 percent, say they have adequate representation about issues affecting them; and 81 percent indicate that they are able to contribute

"always" or "sometimes" to policies affecting their offices.

- Approximately one-third report "always" being able to participate in professional development or to serve on university committees.

Relationship of Faculty and Staff

- More than three-quarters (76 percent) of respondents agree that they are treated with respect and as professional experts by other staff.
- While 57 percent indicate that faculty listen to them and treat them with respect in meetings and on committees, slightly less than half (49 percent) agree that faculty view them as professional experts.

Who's the Boss?

Corporations are Questioning Traditional Business Practices

Corporate employees who are climbing the ladder of success should be careful where they step; the rungs to upper management may be disappearing. As self-management becomes the rage in corporate America, bosses are being banished. While that's bad news for bosses, employees are reaping the benefits of job satisfaction and companies are witnessing increased productivity.

It's time to reexamine the traditional notion of "boss," say Henry Sims Jr. and Charles Manz. Instead, the two predict, organizations of the 21st century will rely on self-managing teams.

Manz, of Arizona State University, and Sims, professor of management and organization at the Maryland Business School are co-authors of the recently-released book *Business Without Bosses: How Self-Managing Teams are Producing High-Performing Companies* (John Wiley & Sons, New York).

According to Sims, "At first, it's shocking to think of working without a boss. Everyone is used to a boss; everyone accepts the notion without question." But businesses today are facing tremendous competitive challenge, he says. "Self managing teams are coming to the forefront as a critical factor in survival."

More than ten years ago, only 250 manufacturing plants in the United States were using these teams. "In terms of percentages, that number is low," says Sims. But more recent estimates indicate the number of companies using teams to be near 40 percent.

While the team approach displaces bosses, it doesn't eliminate the need for leaders. But these leaders are determined by the teams rather than having a supervisor thrust upon

Employees don't need bosses continuously staring over their shoulders, telling them what to do and chewing them out for what they've done wrong, say the authors.

them. Employees don't need bosses continuously staring over their shoulders, telling them what to do and chewing them out for what they've done wrong, say the authors. By organizing people into teams and equipping them with what they need to do the job themselves, companies can do business without bosses.

"This set up will have significant career ramifications for people in middle management," says Sims. They're the employees most affected, he says. "The hierarchy isn't there to climb anymore."

In order for these self-managing teams to be effective, says Sims, the concept must be embraced by execu-

tives who are interested in being competitive. And the executives must fine tune the concept to make it work for their organization.

Although the authors advocate and support the team concept, they also recognize the challenges of bringing self-management teams to life. "Launching teams can be a painful process," says Sims. "We're realistic about the bumps and warts as well as the successes."

But once in place, Sims says, "they are amazingly effective." In fact, Manz and Sims' research has found productivity to be 30 to 50 percent better than with traditional work groups.

While self-managed teams have proven to be effective in manufacturing firms, the concept also has merit for other corporations. For example, the authors cite IDS Financial Service, a mutual fund corporation located in the midwest. In 1988, IDS traded its traditional corporate hierarchy for a self-managed-teams structure. One major improvement the company witnessed as a result of this change was in the area of customer service. It reduced employee response time to customers' telephone inquiries from more than seven minutes to 13 seconds.

Sims says he and Manz wrote the book to inform—not convince—executives of the benefits of this team approach. But, he says, "if the companies want to be competitive, they'll pay attention," says Sims.

If an executive hasn't heard about self-managing teams, "they've got their head in the sand," says Sims.

Protect the Seas

continued from page 1

'93 will focus on using the experiences of the 45 different countries attending to understand which policies do or do not work when dealing with coastal and inland seas.

New to the program will be a track organized by Mark Sagoff, director of the Institute for Philosophy and Public Policy in the School of Public Affairs, which will focus on the philosophical implications of scientific research.

"The reasons we want to save the bay are not economic," Sagoff says. "We have to look at it in terms of political, aesthetic and moral reasons and decide why we care about the Chesapeake and other coastal seas."

Sagoff will also be a participant in the Coastal Forum, which will use the

fictitious Madrigal Sea as a model to deal with the problems of coastal seas from all over the world.

The Madrigal Sea is the brainchild of Jack Greer, director of the Coastal and Environmental Policy Program, which was created in 1987 by the Maryland Legislature to deal with political policies towards the Chesapeake Bay.

Six countries will be represented, each with its own perspective on how the sea should be used.

Sagoff will represent Lameena, an industrialized nation to the south of the Madrigal Sea with a large chemical industry. Loomington, a developing country in the north with heavy agriculture and fishing industries, is accusing Lameena of polluting the Madrigal Sea. But Lameena says that Loomington's agricultural runoff and

overfishing is doing more damage.

"My argument is to say, 'This environmental nonsense is something that we can't afford. We have to pay attention to the economic issues,'" Sagoff says.

"He's so good, I almost began to believe him," Jack Greer says of Sagoff's performance at a recent rehearsal for the forum.

Other topics at the conference include the role of the media in environmental affairs and a discussion chaired by Greenpeace on the political actions that citizens can take as watchdogs.

Registration will be accepted during the conference, and single day or event passes will be available. For more information, call Helene Tenner at (410) 974-5047.

—Stephen Sobek



Skip Brown, Maryland Sea Grant

Diversity Matching Grants Proposals are Due

Reminder: Matching grants proposals for the "Diversity at UMCP: Moving Toward Community" initiative are due by Nov. 10 to Jane Fines, 1131 Engineering Classroom Building. If you need proposal guidelines please call Gail Miller at 405-2950 or Gabriele Strauch at 405-5646. Grants of up to \$300 are being given to support campus diversity-related programs and projects.

The Incredible Shrinking Campus

Undergraduate Studies Projects Aim to Create Neighborhood Feel at UMCP

Even New York City has Brooklyn. Whatever else you might remark about the Big Apple—its alienating immensity, its capacity to sometimes swallow the individual whole—there are still and always the boroughs, and the multiplicity of neighborhoods within, to provide a sense of community.

The University of Maryland at College Park is itself a city in microcosm. So why should things be any different here?

They shouldn't. But until recently, UMCP to many of its students too often felt like a large metropolis with no neighborhoods to come home to, no neighbors to turn to.

All that's changing, says Joann Amadeo, equity officer for Undergraduate Studies. And if a couple of new projects being developed by her department have anything to do with it, this campus, populous though it may be, will continue to grow "smaller and smaller." Or, perhaps more important, in the words of Stewart Edelstein, "a little less intimidating."

Edelstein is an associate dean in the College of Behavioral and Social Sciences. He's currently at work on the larger details of one of the programs in the College Park Scholars project, an interactive, interdisciplinary experiment that's set to begin in fall 1994. (The other project, already in place, is First Year Focus, which will guarantee each incoming freshman at least one first-year class with 30 students or fewer. Both are outgrowths of an internal campus-

wide study, conducted during the periodic Middle States accreditation review a couple of years ago.)

The College Park Scholars project will consist of five distinct programs: the arts; life sciences; international studies; science, technology and society; and public leadership and national service. Participating freshmen and sophomores will be specially selected, with an eye toward achieving a friendly mix of cultures and backgrounds. Competition will be fierce; few slots will be made available.

Universities are forever touting their ability to offer students a "unique educational experience," but in this instance, that is genuinely the case: the College Park Scholars project is in many respects a harbinger of the direction of higher education into the next century.

First, the program is attempting to create an almost constant educational atmosphere. Most notably, each of the five programs will have its own dorm, and students will coexist side by side with their fellow scholars. And second, it is attempting to create a tightly-knit community of learning and open intellectual exchange.

In Edelstein's International Studies program, for example, students may be able to take courses geared almost totally around ICONS simulation, a computer program that allows students, as they grapple with the many political, economic and cultural issues of the global village, to work with other students at other universi-

ties. In addition, students will be exposed to a variety of teachers and guest lecturers, not only drawn from across the faculty, but from the professional world, too—in the case of the International Studies program, from many of the embassies downtown.

A far cry from standard first-year fare.

One of the objectives, says Edelstein, "is to get students to see things from many different points of view." And not only where their classes are concerned, but also in the wide range of various fields of study—"to get them to see what the university has to offer, and to explore those options," he says.

Though many of the particulars of the project remain to be hashed out, the working premise is firmly in place: more concentrated, more challenging academic experiences lead to greater retention; and greater retention leads to a student body that's not only diverse but also thrives upon its diversity.

"What it will allow," says Amadeo, "is for students to find community within the larger community." In a community as large (and isolating) as this one, that's essential to the continued emotional and intellectual well-being of its students. Only time will tell whether more self-sustaining neighborhoods will lead to a better, more hospitable city.

—Todd Kliman



**DIVERSITY
AT UMCP
MOVING
TOWARD
COMMUNITY**

UMCP Student Crowned Ms. Wheelchair Maryland

Karen Johnsen's one wish is that people could see beyond a person's looks. "It's what's inside that matters," she says.

As Ms. Wheelchair Maryland, Johnsen hopes to continue educating the public regarding the dignity, productivity and values of persons with disabilities.

Johnsen, a UMCP student, was chosen from ten contestants on Oct. 9 after a full day of interviews, practice, and finally, the pageant. She was judged on her accomplishments since the onset of her disability, her communication skills, and her self-perception and projection. The competition sought to select the most accomplished and articulate spokesperson for all persons with disabilities.

Johnsen brings strong credentials to her new role. She is the coordinator of a support group for people with her disease, Facio Scapula Humeral Muscular Dystrophy (FSH), one of only three support groups in the

nation for people with FSH. She also sits on the board of the FSH society.

Her work as a support group coordinator was what ultimately drew her back to the classroom this fall. She frequently counsels people with her disability over the telephone, and she has returned to her studies to improve those skills. These are the first classes she has taken since she was awarded her Associate Arts degree in 1977.

Johnsen has been with UMCP for a long time, though, having worked in the Health Center for ten years before returning to her studies.

The Ms. Wheelchair Maryland competition was established in 1973 under the auspices of the Ms.



Ms. Wheelchair Maryland 1993, Karen Johnsen (right), celebrates her victory with last year's winner, Janice Jackson.

Wheelchair America Program. Johnsen is looking forward to competing in the Ms. Wheelchair America Pageant next August in Atlanta, Georgia.

—Heather Davis

CALENDAR

Arts

Exhibition: "Anonymity and Identity," through Dec. 23, the Art Gallery. Art/Sociology. Call 5-2763 for info.

Art Exhibition Discussion: Tue., Nov. 9, "Constructing the Body: A Conversation," (Anonymity and Identity), Dorit Cypis and Josephine Withers, 5:30-7:30 p.m., The Art Gallery, Art/Sociology Building. Call 5-2763 for info.

Fall Concert: Tue., Nov. 9, and Nov. 10, 11, 12 and 13, Dance Department, 8-10 p.m., Dorothy Madden Theater, Dance Building, \$8, \$5 students. Call 5-3180 for info.*

Poetry and Fiction Reading: Wed., Nov. 10, Richard Jackson, Jewell Rhodes, 7:30 p.m., Maryland Room, Marie Mount. Call 5-3820 for info.

Maryland Opera Studio: Thu., Nov. 11, and Nov. 13, 15 and 18, "The Marriage of Figaro," 7 p.m., Tawes Recital Hall, \$15, \$9 students and seniors. Call 5-5548 for info.*.



Author Jewell Parker Rhodes

University Theatre: "Brighton Beach Memoirs," Thu., Nov. 11, through Sat., Nov. 13, and Thu., Nov. 18, through Sat., Nov. 20, at 8 p.m., and Sun., Nov. 14, at 2 p.m., Tawes Theatre, \$10, \$7 students and seniors. Call 5-2201 for info.*

The Concert Society at Maryland Chamber Music Series: Thu., Nov. 11, Chamber Music Society of Lincoln Center and guest artists, 8 p.m., UMCU Auditorium, \$19, students \$8, faculty \$17.10 and seniors \$16.50. Call 3-4240 for info.*

Maryland Opera Studio: Fri., Nov. 12, and Nov. 14, 17 and 19, "Turn of the Screw," 8 p.m., Tawes Recital Hall, \$15, \$9 for students and seniors. Call 5-5548 for info.*

Creative Dance Lab: Sat., Nov. 13, Dance Department, 10 a.m.-2 p.m. Call 5-7038 for info.

Concert: Tue., Nov. 16, Guameri String Quartet, 5 p.m., Tawes Recital Hall. Call 5-5545 for info.

Dance Concert: Tue., Nov. 16, "The Watcher and the Watched," Erika Batdorf, 7:30 p.m., Dorothy Madden Theater, Dance Building. Call 5-3180 for info.

Symphonic Wind Ensemble: Tue., Nov. 16, 8 p.m., Grand Ballroom, Stamp Student Union. Call 5-5545 for info.

Art Exhibition Discussion: Wed., Nov. 17, "Framing the Body Questions: Panel Discussion," (Anonymity and Identity), 7 p.m., 2309 Art/Sociology. Call 5-2763 for info.

Writers Here and Now: Literature Reading, Wed., Nov. 17, Alice McDermott, 7:30 p.m., University Book Center. Call 5-3820 for info.

Lectures

Institute for Advanced Computer Studies Demonstration: Mon., Nov. 8, 9 a.m.-4 p.m., UMCU Center of Adult Education. Call 5-6722 for info.

Computer Science Lecture: Mon., Nov. 8, "Taking the Embodiment of Mind Seriously: Humanoid Robots," Rodney Brooks, MIT, 4 p.m., 0111 A.V. Williams. Call 5-2661 for info.

Entomology Colloquium: Mon., Nov. 8, "Haplodiploidy and the Evolution of Facultative Sex Ratios in the Primitively Eusocial Bee, *Augochloroidea Straita*," Ulrich Mueller, Cornell University, 4 p.m., 0200 Symons. Call 5-3911 for info.

Space Science Seminar: Mon., Nov. 8, "Cosmic Ray Hydrogen and Deuterium as Measured by a Balloon Borne Magnet Spectrometer," David Clements, University of Delaware, 4:30 p.m., 1113 Computer and Space Sciences. Call 5-4855 for info.

Zoology Lecture: Tue., Nov. 9, "Character Displacement in Carnivores: Putting Some Teeth in Community Ecology," Dan Simberloff, Florida State University, noon, 1208 Zoology/Psychology. Call 5-6890 for info.

Employee Development Training Program: Wed., Nov. 10, "Detecting Drug & Alcohol Abuse in the Workplace," 9 a.m.-noon, 1101 Administrative Services. Call 5-5651 for info. or to register.*

Latin American Studies Lecture: Wed., Nov. 10, "The Caribs of Dominica: Travel Writing, Ethnicity," Peter Hulme, noon, Conference Room, Jimenez. Call 5-6441 for info.*

Counseling Center Seminar: Wed., Nov. 10, "Overview of CESAR's Services and Research," Eric Wish, noon-1 p.m., 0106-0114 Shoemaker. Call 4-7675 for info.

Astronomy Colloquium: Wed., Nov. 10, "COBE/DIRBE Views the Milky Way," Michael Hauser, 4 p.m., 1113 Computer and Space Sciences. Call 5-1502 for info.

Employee Development Training Program: Thu., Nov. 11, "Successfully Managing Change in the '90s," 9 a.m.-4 p.m., 1101 Administrative Services. Call 5-5651 for info. or to register.*

First National Bank of Maryland Finance Seminar: Thu., Nov. 11, "The CAPM Is Alive and Well," Ravi Jagannathan, University of Minnesota, 1-2:30 p.m., 1202 Van Munching. Call 5-2244 for info.

Meteorology Seminar: Thu., Nov. 11, "Air-Sea Interaction in the Equatorial Atlantic," Stephen Zebiak, Columbia University, 3:30 p.m., 2114 Computer and Space Sciences. Call 5-5392 for info.*

Materials and Nuclear Engineering Seminar: Thu., Nov. 11, "Properties of Metal Clusters," P. Jena, Virginia Commonwealth University, 4 p.m., 2110 Chemical and Nuclear Engineering. Call 5-5208 for info.

Physics Lecture Series: Thu., Nov. 11, "Physics is Phun—It's Physics," 7:30-8:45 p.m., Physics Lecture Halls. Call 5-5994 for info.

Geology Seminar: Fri., Nov. 12, "Origin of Continental Flood Basalts," Richard Carlson, 11 a.m., 0103 Hornbake Library. Call 5-4089 for info.

Botany Seminar: Fri., Nov. 12, "The Response of Forested Ecosystems to CO₂ Increase and Possible Global Environmental Change," Boyd Strain, Duke University, noon, 2242 H.J. Patterson. Call 5-1597 for info.

Mental Health Service Lunch 'N Learn Seminar: Fri., Nov. 12, "Male Survivors of Sexual Abuse," Peter Crockett, 1-2 p.m., 3100 E University Health Center. Call 4-8106 for info.

Microbiology Seminar: Fri., Nov. 12, "Oral Streptococcal Adhesions," P. Kolenbrander, NIH, 3:30 p.m., 1207 Microbiology. Call 5-5446 for info.

National Reading Research Center Seminar: Fri., Nov. 12, "Promoting Self-Determined Reading," Ed Deci, University of Rochester, 4-5 p.m., 3201 J.M. Patterson. Call 5-7437 for info.

Physics Lecture Series: Fri., Nov. 12, "Physics is Phun—It's Physics," 7:30-8:45 p.m., Physics Lecture Halls. Call 5-5994 for info.

Physics Lecture Series: Sat., Nov. 13, "Physics is Phun—It's Physics," 7:30-8:45 p.m., Physics Lecture Halls. Call 5-5994 for info.

Employee Development Training Program: Mon., Nov. 15, "Environmental Safety Series," 1101 Administrative Services. Call 5-5651 for info. or to register.*

Public Affairs Brown Bag Discussion: Mon., Nov. 15, "Water Resource Problems of Siberia," Rimma Dankova, Institute for Water & Environmental Problems, noon-1:15 p.m., 1109 Van Munching. Call 5-6359 for info.

Entomology Colloquium: Mon., Nov. 15, "Effects of Organophosphates on Neurobehavioral Function of Applicators," Amy Brown, 4 p.m., 0200 Symons. Call 5-3911 for info.

Space Science Seminar: Mon., Nov. 15, "Upwind-Downwind Asymmetries in the Heliospheric Distribution of the Anomalous Component of Cosmic Rays," Horst Fichtner, University of Calgary, 4:30 p.m., 1113 Computer and Space Sciences. Call 5-4855 for info.

Faculty and Staff Computer Short Course: Tue., Nov. 16, "Developing Effective Presentations with Power Point," 9 a.m.-noon, place TBA, \$30. Call 5-3047 for info.*

Employee Development Training Program: Tue., Nov. 16, "Excellent Customer Service in a University Setting," 9 a.m.-4 p.m., 1101 Administrative Services. Call 5-5651 for info. or to register.*

Zoology Lecture: Tue., Nov. 16, "Environmental Variability and Community Structure in Streams," LeRoy



The Chamber Music Society of Lincoln Center performs Nov. 11.

Poff, noon, 1208 Zoology/Psychology. Call 5-6891 for info.

Latin American Studies Lecture: Tue., Nov. 16, "Construction of Transnational Identities in Latin America at the Time of Globalization," Daniel Mato, Universidad Central de Venezuela, 5 p.m., St. Mary's Multipurpose Room. Call 5-6441 for info.*

Employee Development Training Program: Wed., Nov. 17, "A Team of Two—Developing a Successful Manager/Secretary Partnership," 9 a.m.-4 p.m., 1101 Administrative Services. Call 5-5655 for info. or to register.*

Latin American Studies Lecture: Wed., Nov. 17, "Traditionalizing the Traditional: Festival and Politics in Venezuela," David Guss, noon, Conference Room, Jimenez. Call 5-6441 for info.*

Counseling Center Seminar: Wed., Nov. 17, "Is Televised Democracy an Oxymoron?" John Splaine, noon-1 p.m., 0106-0114 Shoemaker. Call 4-7690 for info.

University Theatre Lecture: Wed., Nov. 17, "Sounding the Humanities-Discussion of *Brighton Beach Memoirs*," noon-12:50 p.m., 1102 Francis Scott Key. Call 5-2201 for info.

Meetings

Campus Senate Meeting: Thu., Nov. 11, 3:30-6:30 p.m., 0200 Skinner. Call 5-5805 for info.

Commission Meeting: Mon., Nov. 15, Vicki Foxworth, noon-1 p.m., Maryland Room, Marie Mount. Call 5-2840 for info.

Toastmasters Meeting: Tue., Nov. 16, General Meeting, 7 p.m., 1314 Van Munching. Call (301) 474-3410 for info.

Miscellaneous

Returning Student Workshop: Mon., Nov. 8, "Exam Skills," 2-3 p.m., 2201 Shoemaker. Call 4-7693 for info.

Peer Computer Training: Mon., Nov. 8, "Kermit/Modem Workshop," 6-9 p.m., 3332 Computer and Space Sciences. Call 5-2941 for info.*

Stress Management Workshop: Tue., Nov. 9, "Stress and Humor," 5:15-6:15

p.m., 2107 Health Center. Call 4-8131 for info.

Peer Computer Training: Tue., Nov. 9, "WordPerfect," 6-9 p.m., 3330 Computer and Space Sciences, \$5. Call 5-2941 for info.*

RETENTION 2000—Strategies that Empower: Wed., Nov. 10, "Collaborate, Educate, and Excel," all day conference, Stamp Student Union. Call 5-5616 for info.*

Peer Computer Training: Wed., Nov. 10, "Intro to UNIX," 6-9 p.m., 4352 Computer and Space Sciences, \$5. Call 5-2941 for info.*

Peer Computer Training: Thu., Nov. 11, "MacWrite," 6-9 p.m., 3332 Computer and Space Sciences, \$5. Call 5-2941 for info.*

Peer Computer Training: Sun., Nov. 14, "Intermediate WordPerfect," 1-4 p.m., 3330 Computer and Space Sciences, \$5. Call 5-2941 for info.*

Returning Student Workshop: Mon., Nov. 15, "Time Management," 2-3 p.m., 2201 Shoemaker. Call 4-7693 for info.

Peer Computer Training: Mon., Nov. 15, "Quattro Pro," 6-9 p.m., 3330 Computer and Space Sciences, \$5. Call 5-2941 for info.*

Club Maryland Health Screenings: Tue., Nov. 16, Coronary Risk Profile and Health Risk Assessment, 7:30 a.m.-noon, 0302 Health and Human Performance. Call 5-2438 for info.*

Returning Student Workshop: Tue., Nov. 16, "Writing Skills," 1-2 p.m., 2201 Shoemaker. Call 4-7693 for info.

Stress Management Workshop: Tue., Nov. 16, "Stress and Anger," 5:15-6:15 p.m., 2107 Health Center. Call 4-8131 for info.

University Theatre presents *Brighton Beach Memoirs*.



Calendar Guide

Calendar phone numbers listed as 4-xxxx or 5-xxxx stand for the prefix 314- or 405- respectively. Events are free and open to the public unless noted by an asterisk (*). For more information, call 405-4628. Listings marked with this symbol have been designated as Diversity Year events by the Diversity Initiative Committee.

