

Outlook

The University of Maryland at College Park Faculty and Staff Weekly Newspaper • Volume 8 Number 22 • April 4, 1994

Continuous Improvement Takes Team Approach

In an effort to directly improve the undergraduate student experience, four teams, appointed by the Continuous Improvement (CI) Council as part of the College Park's total quality management program, are tackling problems creating friction between students and the university.

In the fall, the CI Council, chaired by President William E. Kirwan, evaluated student satisfaction data and selected four initiatives that could be addressed through the methods of continuous improvement. Ad hoc teams, each under the auspices of a vice president, were formed to undertake projects on student employment, university climate, large classes and student financing process.

The student financing process team, sponsored by Charles Sturtz, vice president of Administrative Affairs; is being led by Lynn Van Wagenen, the university bursar. They are looking at ways to improve the overall financial process for each student.

"We are developing a flow-chart that depicts the whole process from the point of admission to the point the bill is paid off," Van Wagenen says. "We have also surveyed students to find out what their pain points were. We will coordinate that with the flow chart to see where improvements can be made."

The team will also be considering different ways (classes or seminars) of educating students about their financial aid options.

"I think this is a good process. It

causes people to think about the things that they are dissatisfied with and see how they can be improved. You can always improve," Van Wagenen says.

The university climate team, sponsored by Kathryn Costello, vice president for Institutional Advancement; is being led by John Rood, director of Communications and Business Services. Their charge is to try to improve the student's overall experience with the environment on campus.

"We want to make the campus supportive for students and their efforts, make them feel connected, and not have them leave prior to finishing their education," says James Osteen, director of the Stamp Student Union and Campus Programs and a member of the team.

During the past six weeks, they have been trying to figure out ways to eliminate misinformation and improve customer service. They have put together a list of selected faculty, staff and students that have agreed to correspond by e-mail to discuss these topics.

"Continuous improvement is learning the particular process techniques that keep you in touch with how well you're doing your job," Osteen says.

Jobs affect the student experience at the university, says Frank Brewer, director of Physical Plant, who is team leader for the student employment team. "Students with jobs on campus feel the university is a more caring place. They are more connected," he says. "Students with jobs off-campus seem distanced

from the university."

Brewer's team, sponsored by William Thomas, vice president for Student Affairs, which met for the first time April 1, will consider whether the university should provide more opportunities for student employment or perhaps even require students to work fewer hours at their jobs.

Brewer says continuous improvement focuses on the needs of the customer. "In the global sense, the university's clients include students, their parents, legislators, and taxpayers," he says. "You identify customers and focus on their needs." That means using surveys and focus groups to gather data to determine what those needs are. Then the third step is "re-engineering your organization to achieve customer focus" by empowering front line employees who are handling customers.

Janet Schmidt, assistant to the vice president for Student Affairs, a student employment team member, says the problem is that long work hours are having a negative affect on students' academic performance. The solution, she says, may be to convince students that working on campus is on the whole a better experience than working at a department store, for instance.

Recommendations by the student employment team will be made, Brewer hopes, by the end of the summer.

"We want to make the campus supportive for students and their efforts, make them feel connected, and not have them leave prior to finishing their education,"

—James Osteen

Lois Vietri, a lecturer in Government and Politics, and a member of the team meeting to look at the problem of large classes, says her ongoing committee is examining the difficulty of teaching large lectures. So far, the group has come up with 23 problems dealing with classes of more than 100 students. In future weekly meetings the large class team will narrow down the problems that are manageable, collect data, and finally make recommendations to team sponsor Daniel Fallon, provost and vice president for Academic Affairs.

After meeting for four months, team recommendations will be given to Kirwan and the CI Council.

Undergraduate Education Day Becomes a University Tradition

With an eye toward improving undergraduate education, faculty and students will spend two days sharing their thoughts on what works and what doesn't in the classroom.

The Dean's Committee on Undergraduate Education (DCUE) has designated April 6 Undergraduate Education Day, a program designed to build student involvement and student-faculty relations. The program continues on Thursday, April 7.

Ira Berlin, acting dean of undergraduate studies, is a strong supporter of the program. "Faculty stop things in their class that day and talk frankly about the strengths and weaknesses of undergraduate education," he says.

Many faculty find the discussions extremely effective, says Berlin, but he

admits there are others who want to use their class time differently. The week-long closing of campus this past winter may have a significant effect on faculty participation, as many professors are trying to make up for the lost time.

Now in its fifth year, the DCUE-organized event has become one of the university's traditions. The day originated out of students concerns about undergraduate education and wanting a forum for those concerns, says Berlin.

"Students talk about learning and about projects that work for them," says Layla Masri, a senior who is a member of DCUE. "The professors then present their side." During each session, the faculty member or a designated student takes notes.

Ideally, says Masri, the entire class time is used for this constructive criticism, but "even 15 minutes is better than nothing. They don't always have to solve problems," she says. "The important thing is for them to interact."

In previous years, Undergraduate Education Day has led to several changes on campus. As a result of faculty and students' suggestions, the Department of Spanish and Portuguese established an acclaimed teaching assistant training program, and the geography department reduced the number of multiple-choice tests in upper level classes.

Berlin, who adopted the committee when he was appointed acting dean, believes the day is very successful. "It's a recognition that teaching counts on

this campus," says Berlin. "We're not perfect, but we're trying."

In conjunction with Undergraduate Education Day, a panel discussion—"a more focused continuation of what's been going on in the classes," says Masri—is scheduled on April 6, from 3:30 to 5 p.m., in room 1137 of the Stamp Student Union. Panelists include Daniel Fallon, provost; Claire Moses, director of the women's studies program; and Melanie Chaump, an undergraduate student senator.

Mark McEwen, weather reporter and entertainment editor for "CBS This Morning," will give a talk on Thursday, April 7, from 3 to 4 p.m., in room 0105 Jimenez Hall. McEwen, who attended the university, will reflect on his experience here.

Letter to the Editor

Dear Editor:

Who says Americans are not hospitable? Well, they may not put all they have in the refrigerator on the table for you to eat, or present you with whatever you praised in their house, or offer to share their spouses, as people in other cultures may do, but I claim Americans are hospitable.

This is my first visit to the United States. And January turned out to be not the best time to come: the university was closed due to snowstorms. I did not have a car to go out, and I couldn't walk out because it was too icy. My telephone was not yet connected, and I knew almost nobody in the neighborhood.

I would probably have gotten crazy all alone in my efficiency, if not for MEI (Maryland English Institute) people. Lois Lanier brought me her television set; Lynn Poirier, a radio. Marsha Sprague took me to Washington, D.C., and Paula Mahar helped me with shop-

ping. They invited me to their homes or to eat out.

I found help in everything. Whatever I asked was answered or explained, be it a letter from the bank, e-mail, ATM or microwave. I was given a tour around the campus, libraries and laboratories. Whenever I wanted to watch the classes I was welcome. Susannah MacKaye presented me with a number of textbooks that are of great value for me.

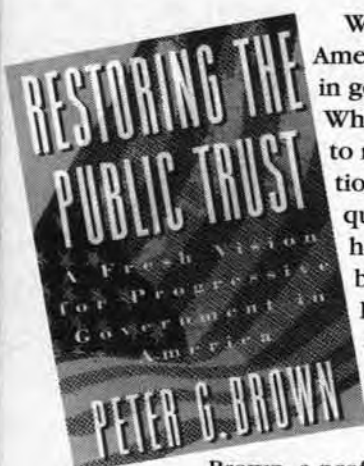
The MEI administration made possible my participation in the '94 TESOL convention, and Jessica Jastad and Andrew Cavanaugh gave me rides to and from Baltimore every day.

It is not easy to adjust to a second culture, especially if the cultures are as different as American and Russian are. These people are helping me to overcome culture shock.

So, who says Americans are inhospitable? Not me.

LYUDMILA TSIMBALYUK
VISITING SCHOLAR

How to Restore the Public Trust



Why have Americans lost faith in government? What will it take to repair the relationship? These questions spawn heated debate both inside the Beltway and throughout the American heartland.

Peter

Brown, a professor of public policy, has joined the fray with a new book laying equal blame on the conservatives and liberals for fostering policies which forced government to

betray the basic trusts of the people.

In *Restoring the Public Trust: A Fresh Vision for Progressive Government in America* (Beacon Press), Brown presents a critical analysis of the mistakes of the "misguided Right," and the failure of liberals and centrists to offer a viable alternative. He challenges the market-based philosophies of conservative Milton Friedman, as well as the welfare-state economics of mainstream centrists. Both have contributed to the current "crisis in our theory of governance."

What's needed, says Brown, is a fresh model for governmental responsibility based on a strong trust relationship. With the government as trustee for the people and the environment, it

Economics Major Named Swearer Award Finalist

Marc Solomon, a senior economics major, has been named a finalist for the Howard R. Swearer Student Humanitarian Award.

Given annually, the Swearer Award is sponsored by Campus Compact, a coalition of 400 university presidents attempting to promote public and community service as an educational priority in America. The award recognizes students who have shown an exemplary commitment to community service. Although not named as one of the five monetary recipients, Solomon was recognized as a Swearer Award finalist, and will receive a certificate of commemoration.

President William E. Kirwan nominated Solomon for his outstanding personal commitment to public service. In 1991, Solomon created Students Active in Volunteer Education (SAVE), a coalition of student organizations involved in community service. The group developed a plan to enhance community service-oriented organizations by helping them coordinate their efforts, recruit new members and publicize their programs. Solomon helps SAVE coordinate "Hunger and Homelessness Month" and "A Day for Giving," a program that raises more than \$5,000 annually.

Solomon's community service activity also included playing a vital role in the university's MPOWER program, which was chosen as one of President Clinton's Summer of Service model programs. Through MPOWER, students participated in community service projects designed to meet the educational

and social needs of children in Baltimore.

In Summer Corps, one of MPOWER's three projects, Solomon was assistant program director and provided guidance, support and daily supervision of 24 college students and 84 middle school students.

William Leith Heads Financial Aid Office



William Leith

William Leith has been appointed director of the Office of Student Financial Aid. Although his title is new, Leith's familiarity with the office is not. Since 1992, he has served as associate director of operations and systems where he was "a highly valued contributor to the effectiveness of the operations of this vital student service," says Bruce Fretz, acting associate provost.

Before coming to the university, Leith was associate director of financial aid at George Mason University. Prior to that, he was assistant director of financial aid at the University of Baltimore, from which he received the MBA degree in 1993. Leith's undergraduate work was completed at Frostburg State University.

End quote

How has the Whitewater scandal affected your impression of President and Mrs. Clinton?

"It's what I expect from them. In that respect, I don't think they are that different from the Republicans. This is all part of the savings and loan scandal. This is another example of people in power feeding at the public trough and not quite finding anything wrong in that."

—Peter Shapiro, 1994 Truman Scholar, assistant, Center for Political Leadership and Participation



"It hasn't affected my view at all. They're doing a great job. I like them very much."

—Abimbola Dawson, office secretary, Office of International Affairs

"It has not changed my opinion in any way. I still feel he is doing a good job. It has damaged her public image, but my opinion remains unchanged."

—Ninad Jog, graduate assistant, Department of Electrical Engineering



"I don't expect politicians to be completely clean. This is clearly an indication of not squeaky clean political behavior. That should not be the basis on which we should be judging our political leaders. It is much more important that they have the interest of the citizens at heart."

—Joe Oppenheimer, professor, Department of Government and Politics

would finally allow people with varied political interests to see themselves as allied in a common vision of government.

Next Issue: Call it Our Dining Out Guide—A Clip and Save Reference of the Best (and Next Best) Eats on Campus.

UNIVERSITY OF MARYLAND AT COLLEGE PARK

Outlook

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

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Celebrating Diversity Focus Days

Food, Films and a Fight against Bigotry among the Festivities



Don't let the title fool you.

There's an agenda to the Diversity Celebration and International Food Fair.

As Gladys Brown, co-chair of the Diversity Year Initiative explains, "We're hoping that it will be an opportunity for individuals who typically don't get a chance to attend a diversity community event to not only attend but really participate as well."

Brown is calling the celebration, which begins Monday, April 11, at 11:30 a.m., on Hornbake Mall (rain site: Reckord Armory), "a focal point" of Diversity Focus Days, a three-week slate of lectures, exhibits, films, seminars and conferences, put together by the Diversity Initiative Steering Committee. (Last year's Diversity Week celebration drew an estimated 2,000 visitors.)

Focus Days festivities, which began on March 28 with a conference on gender and ethnicity, conclude April 15 with a conference on Native American sovereignty. Among the highlights: performance art by American and international artists (April 9) and a motivational presentation by determinedly laconic TV star Edward James Olmos (April 13).

"We'd like people to see that diversity is not just a passing thing," says Brown, "not just an eclectic set of programs. Each and every person is a part of this initiative."

Celebrants can expect a wide variety of ethnic foods, a dance and fashion show, and booth after booth of students and department representatives bedecked with the "symbols of their culture" and "representing just about every segment of the campus community."

More than just an excuse for eating and entertainment, the celebration is about learning, communicating and sharing—bridging divides. Toward that end, King Jordan, president of Gallaudet University, will not only deliver a keynote address (Daniel Fallon, provost and vice president of academic affairs, will give a welcome), he'll also meet with students for what Brown describes as "a kind of fireside chat."

It's Brown's hope that celebrants will take away a notion of diversity as integral to their everyday lives. "Be it professionally, academically or civically," she says, "we must realize this is important for all of us."

A UN at UM

One of the challenges of this year's Diversity Initiative, Brown acknowledges, has been "to bring in students and weave them into what we're trying to do in an integral way."

Luckily for her, and for the initiative, there are people like Jason Palmer.

A Student Government Association legislator, Palmer (with the backing of Brown) recently helped launch an organization called United Cultures, sort of "a U.N. of M.," says Palmer, who explains,

"Students are so often focused on their own culture that they don't ever come together."

Palmer means to change all that. His organization, which meets biweekly with members representing 17 student groups, is at the very least a start.

If their name isn't familiar now, it could be by the end of Diversity Focus Days. From April 11-15, members will be tacking up posters all over campus as part of the organization's Anti-Prejudice Poster Campaign.

The posters bear the slogan, "Fight Bigotry and Bias," and borrow the quotation, "If Not Us, Who ... If Not Now, When," often attributed to President

John F. Kennedy, who "borrowed" it from the Hebrew prophet Hillel.

Because United Cultures is determined to get its message out, the organization is not limiting itself to posters. Members also will be printing up t-shirts.

While Palmer acknowledges that part of the campaign is "to get the word out about the group," he also says, "We want students to see that United Cultures is an important idea, that we can give students a proper avenue to accomplish unity."

—TODD KLIMAN



Christopher Paul

Maryland Musicians Learn on Instruments of Yesteryear

It's 11 o'clock on a rainy Wednesday morning and MUSC 699 has just begun. James Weaver is helping graduate student Eunsil Ktim adjust the seat at the pianoforte, while Kenneth Slowick is going over the score of Mozart's "Sonata in D Major" with the rest of the class. It's an ordinary beginning.

But it soon becomes clear that this is no ordinary class. Not only are the students performing on instruments that date as far back as the 1700s, seated in the Smithsonian Institution's Hall of Musical Instruments, but the familiar Mozart composition they play sounds subtly yet undeniably different.

Turns out that this class co-taught by Weaver and Slowick, instructors in the Department of Music who are affiliated with the Smithsonian, is following the precepts of "performance practice," a tradition that emphasizes the performance of music in a way that is as close as possible to the composer's original conception, through the use of old instruments and techniques.

Performance practice, according to Slowick, emerged in the late 19th century and evolved during this century through the efforts of historically conscious scholars who "questioned the assumption that early music played by modern ensembles, on modern instruments, using modern techniques, sounded the same as it had when it was performed using the methods and instruments of its own time."

Instead, they argued that the music of Bach, Mendelssohn and others, ought to be performed authentically, using instruments, playing techniques and musical arrangements that were typical of their period. In recent years, this movement has grown significantly,



Students from MUSC 699 perform on instruments from the Smithsonian Museum.

as many musicians have become interested in going beyond musical notation, in search of lost traditions of performance.

However, Slowick hastens to point out that although performance practice emphasizes the establishment of a link with the past, it does not imply a mechanical imitation of it. "The idea is not just to reproduce original performances, using period instruments and techniques," he says. "Instead, what we try in this class is to teach students to understand and appreciate the total context within which the older performance traditions developed."

The class came about in the mid-'80s, at the suggestion of Robert Cohen, then-chairman of the music department who, Slowick explains, "wanted to give the music program at the university a distinct element that would set it apart from programs at other schools, and give it an edge over them."

Since then, the class, which is formally listed as "17th and 18th Century Performance Practice" and focuses on music of the Baroque period (c.1600-1750), has been offered at least once a year. An elective, it is open to both graduate and undergraduate students and has even had a senior citizen who, Slowick recalls, turned out to be a valuable resource, "because he remembered the way certain pieces of music had been performed 40 or 50 years ago, and could tell the class about things they had no firsthand knowledge of."

At present, the class has nine students, which include keyboard players, flutists, a violinist and even a trumpet player. They meet every week at the Smithsonian, where they try and recreate the music of Bach, Mozart and other early masters, using both antique or antique style instruments and methods culled from 17th and 18th century musical treatises.

Meeting at the Smithsonian is a relatively recent innovation, undertaken

some years ago to give students greater access to the institution's fabled collection of historical instruments. And although initially there was a feeling that the move would prove inconvenient for students, Slowick feels that it has actually proved quite successful. "It's worked out rather well," he says. "This arrangement gives the students far more hands-on experience than they would get otherwise. They are able to perform using an 18th century pianoforte or a baroque bow and this gives them an understanding of early performance traditions that no amount of field trips could."

And his students agree. "I think being here has been a great experience," says Robert Suggs, a doctoral student who plays the trumpet. "It's not only given me a better feel for my instrument, but I have a much clearer understanding of the context in which early music developed." Kim McCoull, too, has enjoyed the experience at the Smithsonian. "I've played a baroque flute from their collection and it produces a wonderful sound," she says. "It's dark and rich and adds so much to the performance."

At the end of April, the students of MUSC 699 will hold a midday recital at the Smithsonian where they will perform both solo and ensemble pieces over a three hour period. "This performance is a goal that we have been working towards all semester," says Slowick. "And by the end of it we hope that students will have developed a sense of what performance practice is all about—that it is really a question of interpretive understanding."

—KALYANI CHADHA

Calendar Apr. 4 - Apr. 13

Arts

University Theatre: *Etta Jenks*, Tue., Apr. 5, through Wed., Apr. 13, 8 p.m., and Sun., Apr. 10, 2 p.m., Pugliese Theatre, \$10, students and seniors \$7. Call 5-2201 for info.*

Music at Maryland: Tue., Apr. 5, Mozart Piano Sonata Cycle Recital 4, Carlos Cesar Rodriguez, 8 p.m., Tawes Recital Hall. Call 5-2201 for info.

Writers Here and Now Literary Reading: Wed., Apr. 6, Molly Bendall and Maxine Clair, 7:30 p.m., Maryland Room, Marie Mount. Call 5-3820 for info.

The Concert Society at Maryland Chamber Music Series: Wed., Apr. 6, Chamber Music Society of Lincoln Center, Andre Watts, piano, 8 p.m., UMUC Center of Adult Education Auditorium, \$20, students \$8. Free pre-concert seminar, 6:30 p.m. Call 403-4240 for info.*

Homer Ulrich Undergraduate Competition Finals: Fri., Apr. 8, 7 p.m., Tawes Recital Hall. Call 5-2201 for info.

Homer Ulrich Graduate Competition Finals: Sat., Apr. 9, 7 p.m., Tawes Recital Hall. Call 5-2201 for info.

Diversity Performance Art: Sat., Apr. 9, "Excerpts from Genetic Interference/Genetic Engineering," Joyce Scott, 7 p.m., The Art Gallery Atrium, Art/Sociology. Call 5-2763 for info.

Friends of the Maryland Summer Institute for the Creative and Performing Arts Membership Drive Recital: Sat., Apr. 9, Arthur Greene, piano, 8 p.m., UMUC College Conference Center Auditorium. Call 5-7528 for info.

Voice Masterclass: Sun., Apr. 10, Gerard Souzay, 8 p.m., Tawes Recital Hall. Call 5-2201 for info.

Symphonic Wind Ensemble Concert: Tue., Apr. 12, John Wakefield, conductor, Grand Ballroom, Stamp Student Union. Call 5-5548 for info.

Spring Dance Concert: Tue., Apr. 12, through Fri., Apr. 15, 8-10 p.m., Dorothy Madden Theater, Dance Building, \$8, students \$5. Call 5-3180 for info.*

Lectures

Horticulture Colloquium Series: Mon., Apr. 4, "Searching for Optimum Compost Fertilizer Blends," Larry Sikorra, Beltsville Agricultural Research Center, 4 p.m., 0128 Holzapfel. Call 5-4355 for info.

Entomology Colloquium: Mon., Apr. 4, "The Effect of Host Plant Species on the Performance and Survival of the Bagworm," Nancy Breisch, 4 p.m., 0200 Symons. Call 5-3911 for info.

Zoology Lecture: Tue., Apr. 5, "The Energetics of Calling in Tropical Frogs," Cathy Robb, University of Connecticut, noon, 1208 Zoology/Psychology. Call 5-6890 for info.

Subaltern Studies in the Americas Lecture Series: Tue., Apr. 5, "Human Understanding and (Latin) American Interests," Walter Mignolo, Duke University, 5 p.m., Multipurpose Room, St. Mary's. Call 5-6441 for info.

Distinguished Scholar-Teacher Lecture: Wed., Apr. 6, "Place, Time, and Architecture," William Bechhoefer, 4 p.m., 2203 Art/Sociology. Call 5-9363 for info.

The Israel Committee and Meyerhoff Center Lecture: Thu., Apr. 7, "Israel's PR Problem," Ruth Yaron, Embassy of Israel, noon-1 p.m., 0135 Lefrak. Call 5-4980 for info.

Committee on History and Philosophy of Science Colloquium: Thu., Apr. 7, "Blacks in

Science: Ancient to Modern," Ivan van Sertima, Rutgers University, 4 p.m., 1410 Physics. Call 5-5691 for info.

Developing a National Information Network: Three Views: Thu., Apr. 7, "Bell Atlantic's Vision of the Future: Policy and Market Implications," Link Hoewing, Bell Atlantic Corporation, 4:30 p.m., 1412 Van Munching. Call 5-2033 for info.

Speech Communication Colloquium: Fri., Apr. 8, "Group Decision-Making Support Systems and Task Differences," Jeffrey Anderson, noon, 0104 Skinner. Call 5-6526 for info.

Comparative Literature First Friday Colloquium: Fri., Apr. 8, "The Politics of the Feast," Eugene Robinson, 12:15 p.m., 1102 Francis Scott Key. Call 5-2853 for info.

Institute for Systems Research Colloquium: Mon., Apr. 11, "Sequoia 2000 - Computer Technology for Global Change," Eugene Wong, University of California at Berkeley, 2 p.m., 1100 Instructional Television Facility. Call 5-6634 for info.

Committee on History and Philosophy of Science Colloquium: Mon., Apr. 11, "Theories of Matter, Space and Time in Ancient China and the Reaction of Modern Chinese Scholars to Western Theories," Kangnian Yan, Institute for History of Natural Science, China, 4 p.m., 2324 Computer and Space Sciences. Call 5-5691 for info.

Horticulture Colloquium Series: Mon., Apr. 11, "International Agriculture Programs: Faculty and Graduate Student Research Opportunities," Talaat Shetata, 4 p.m., 0128 Holzapfel. Call 5-4355 for info.

Entomology Colloquium: Mon., Apr. 11, "Nitrogen Fertilization and Azalea Bug Preference and Performance on Container-Grown Azalea," Christine Casey, 4 p.m., 0200 Symons. Call 5-3911 for info.

Zoology Lecture: Tue., Apr. 12, "Feed and Seed: Suspension Feeding and Larval Settlement of Benthic Invertebrates in Common Marine Flow Regimes," Beth Turner, noon, 1208 Zoology/Psychology. Call 5-6891 for info.

Physics Colloquium: Tue., Apr. 12, "Sensory Integration for an Artificial Lipreading System," David Stork, Stanford University, 4 p.m., 1410 Physics. Call 5-5949 for info.

Subaltern Studies in the Americas Lecture Series: Tue., Apr. 12, "Subaltern Spaces in Brazil," Phyllis Butler, 5 p.m., Multipurpose Room, St. Mary's. Call 5-6441 for info.

Women's Studies Program Sixth Annual Polyseminar Series: Tue., Apr. 12, "Women Out of China: Traveling Tales and Trading Theories in Postcolonial Feminism," Aihwa Ong, University of California at Berkeley, 8 p.m., 2203 Art/Sociology. Call 5-6877 for info.

University Theatre Lecture: Wed., Apr. 13, Sounding the Humanities: Discussion of *Etta Jenks*, noon, 1102 Francis Scott Key. Call 5-2201 for info.

Distinguished Scholar-Teacher Lecture: Wed., Apr. 13, "Learning and Teaching about International Business," Lee Preston, CIBER, 4 p.m., Tyser Auditorium, Van Munching. Call 5-2136 for info.

Meetings

President's Commission on Women's Affairs Meeting: Mon., Apr. 4, noon-2 p.m., 1102 Francis Scott Key. Call 5-5806 for info.

Counseling Center Research and Development Meeting: Wed., Apr. 6, "Impact of the Therapeutic Relationship with Sexually Abused Girls and Their Level of Comfort in Counseling," Lisa Moon, noon-1 p.m., Shoemaker Testing Room. Call 4-7690 for info.

Counseling Center Research and Development Meeting: Wed., Apr. 6, "Academic Gender Discrimination and Women's Behavioral Agency Self-Efficacy," Julie Ancis, noon-1 p.m., Shoemaker Testing Room. Call 4-7690 for info.

American Society for Aesthetics Annual Meeting: Thu., Apr. 7, 3-9:30 p.m., The Art Gallery, Art/Sociology. Registration in Art Gallery; actual location of meeting to be given at registration. Buffet dinner at 6 p.m. Call 5-5702 for info.

President's Commission on Women's Affairs Forum: Thu., Apr. 7, Open Forum and Panel Discussion for Associate Staff, 3:30-5:30 p.m., 0135 Armory. Call 5-5598 for info.

Latin American Studies Conference: Fri., Apr. 8, "Social Change in Latin America: Toward the Year 2000," 9 a.m.-5:15 p.m., 0105 Conference Center, UMUC Adult Education Center. Call 5-6398 for info.

Alcohol-Free Carnival Features Mocktails and Breathalyzer Tests

Student athletes are planning an alcohol-free carnival in conjunction with the men's lacrosse game on Saturday, April 9, in an ongoing effort to deliver alcohol awareness messages to university students and the entire athletic community.

Dubbed "Saturday in the Park," the carnival features food, live music, karaoke, velcro jumping, other fun activities and chances to win prizes. Following the lacrosse game, mocktails will be offered and campus police will administer voluntary breathalyzer tests. Students whose blood alcohol content is within or below the legal limit will win a t-shirt or water bottle. Students whose blood alcohol content is above the legal limit will be advised not to drive.

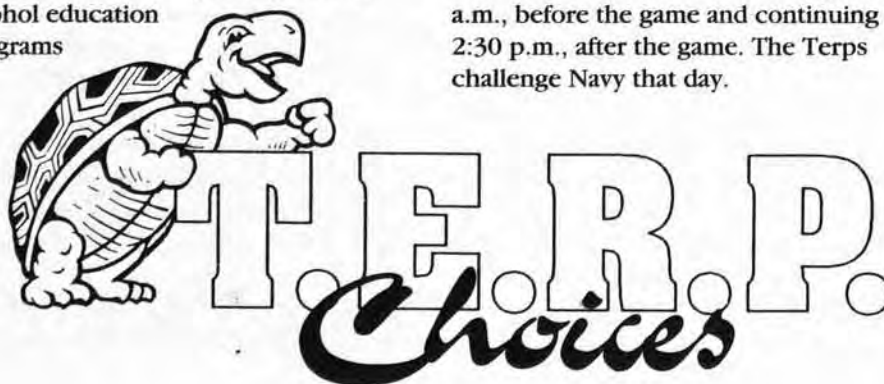
The 10 student athletes, representing the football, wrestling, gymnastics,

track and field, women's basketball and women's soccer teams, are Alcohol and Drug Peer Educators and planned the carnival as part of T.E.R.P. Choices (Terrapin Educational, Recreational & Preventive Choices for Alcohol). T.E.R.P. Choices, sponsored through a grant from the National Collegiate Athletic Association (NCAA) that was awarded to only eight colleges in the United States, develops campus-wide alcohol education programs

around athletic events.

"Our Saturday in the Park carnival is a fun alternative to typical tailgating activities that feature alcohol, so we hope that everyone stops by," says T.E.R.P. Choices coordinator Patty Perillo, a member of the University Heath Center's health education staff.

The carnival will be held in the grassy area at the foot of Parking Lot Z, across from Byrd Stadium, starting at 11 a.m., before the game and continuing at 2:30 p.m., after the game. The Terps challenge Navy that day.



American Society for Aesthetics Annual Meeting: Fri., Apr. 8, 9:30 a.m.-4:45 p.m., Van Munching Conference Center. Luncheon served at 12:15 p.m., open by subscription. Call 5-5702 for info.

President's Commission on Women's Affairs Leadership Conference: Sat., Apr. 9, Committee on Undergraduate Women Leaders, 9:30 a.m.-3 p.m., Anne Arundel Hall. Call 4-5802 for info.

Latin American Studies Conference: Sat., Apr. 9, "Social Change in Latin America: Toward the Year 2000," 9:30 a.m.-5:15 p.m., 2112 Conference Center, UMUC Adult Education Center. Call 5-6398 for info.

International Conference: Sun., Apr. 10, "Once Empires Fade," 1:30 p.m., Grand Ballroom, Stamp Student Union. Call 5-4630 for info.

Counseling Center Research and Development Meeting: Wed., Apr. 13, "Model Multicultural Training in School Psychology: An Examination of Philosophy and Program Characteristics," Margaret Rogers, noon-1 p.m., Shoemaker Testing Room. Call 4-7690 for info.

Miscellaneous

National Student Athlete's Day Forum: Tue., Apr. 5, "Life After Sports," 7 p.m., Football Team House Meeting Room. Call 5-7217 for info.

Red and White Day: Wed., Apr. 6, wear red and white to show school spirit on National Student Athlete's Day.

National Student Athlete's Day Forum: Thu., Apr. 7, "Student Athletes Speak," noon, 1143 Stamp Student Union. Call 5-7217 for info.

President's Commission on Women's Affairs Women of Influence Reception: Fri., Apr. 8, Committee on Undergraduate Women Leaders, 4-6 p.m., Stamp Student Union Atrium. Call 4-5802 for info.

President's Commission on Women's Affairs Diversity Fair Participation: Sat., Apr. 9, Classified Staff Issues Committee, 10 a.m.-3 p.m., Hornbake Mall. Call 5-2656 for info.

Filipino Cultural Association Annual Cultural Night: Sat., Apr. 9, "Pinoy Pa Rin," ("Still Filipino"), celebrates the diversity of the Filipino culture with amateur performances, native dances, and Filipino food, 6:30 p.m., Grand Ballroom, Stamp Student Union, \$17. Call 460-7883 for info.*

Diversity Film Series: Sun., Apr. 10, through Sat., Apr. 16, *American Becoming*, 9 and 11:30 a.m. and 2, 4:30 and 7 p.m. Looks at the United States as it becomes an increasingly diverse nation. Since 1965, immigration patterns have changed, bringing in more people from Asia and Latin America, with new cultures, languages, and religions. Nonprint Media, 4th floor, Hornbake. Call 5-9236 for info.



Performance artist Joyce Scott is featured at the Art Gallery event on April 9 during the international conference "Once Empires Fade."

Conference Examines Possibilities for Peace

As the world stands down from the Cold War, prospects for peace seem more complex than they once did. The breakdown of the communist world could bring the chance for peace in many countries.

On April 9-11, the Baha'i Chair for World Peace, the Joseph and Rebecca Meyerhoff Center for Jewish Studies and the Department of History will sponsor an international conference called "Once Empires Fade: Religion, Ethnicity and the Possibilities for Peace" that will try to assess the hope for peace in the 21st century.

The conference will feature scholars and public figures from around the world. The speakers and the audience will examine the relationship of religious and ethnic divisions and the possibilities for peace in the post-Cold War, post-imperial world, in a variety of formats and settings.

The conference will be linked with courses being taught at the university this spring, and materials from it will be distributed to almost 40,000 secondary school teachers in conjunction with National History Day (the week of June 12-16). The conference will also be videotaped and available for purchase.

An art exhibit, "Sources: Multicultural Influences on Contemporary African American Sculptors," performance art, poetry readings and a reception will be featured in the Art Gallery of the Art/Sociology Building on April 9.

An opening reception for the conference will be held in the Grand Ballroom of the Stamp Student Union on April 10 and workshops will be held all day in the Stamp Student Union on April 11.

All events are open to the public and free except for a \$10 charge (\$7 students) for "The Sounds of Jerusalem: A Concert for Peace," featuring Nabil Azam, oud; and David Broza, guitar; on April 10 at the University College Center of Adult Education. The concert will be followed by a dialogue concerning the chances for peace in Israel. Speakers include Dr. Amatziah Baram of Haifa University, a noted expert on Arab-Israeli relations, and Dr. Sari Nusseibeh, a spokesperson for the Palestinian cause.

For a list of events and workshops contact Leslie Gottert, 314-7714; or Sandi Greene, 405-4975.

School of Architecture Alumni Exhibition: Mon., Apr. 11, through Sat., Apr. 30, 7 p.m., Architecture Auditorium. Call 5-6284 for info.

Seminars

Space Science Seminar: Mon., Apr. 4, "Egret Observations of Active Galactic Nuclei," R.C. Hartman, NASA Goddard Space Center, 4:30 p.m., 1113 Computer and Space Sciences. Call 5-6232 for info.

Molecular and Cell Biology Graduate Program Seminar: Wed., Apr. 6, "Structure and Function of the Hairpin Ribozyme," John Burke, University of Vermont, 12:05 p.m., 1208 Zoology/Psychology. Call 5-6991 for info.

Meteorology Seminar: Thu., Apr. 7, "Recent Progress in Studies of Atmospheric Angular Momentum and Earth Rotation," Richard D. Rosen, Atmospheric and Environmental Research Inc., 3:30 p.m., 2324 Computer and Space Sciences. Call 5-5392 for info.

UMIACS Seminar on Algorithms: Thu., Apr. 7, 3:30-4:30 p.m., 2460 A.V. Williams. Call 5-6722 for info.

ENRE 607 Reliability Seminar: Thu., Apr. 7, "Design for Supportability," Ben Blanchard, Virginia Polytechnic Institute, 5:15-6:15 p.m., 1100 Instructional Television Facility. Call 5-3887 for info.

Geology Seminar: Fri., Apr. 8, "The Use of Liquefaction Features in

Paleoseismology," Martitia Tuttle, 11 a.m., 0103 Hornbake. Call 5-4089 for info.

Mental Health Service Lunch 'N Learn Seminar: Fri., Apr. 8, "Assertiveness Therapy: A New Approach to Sexual Assault Recovery," Nancy Harris and Susan McCarn, 1-2 p.m., 3100 E University Health Center. Call 4-8106 for info.

Fluid Dynamics Review Seminar: Fri., Apr. 8, "Computational Fluid Dynamics in Astrophysics," James Stone, 3 p.m., 2164 Engineering. Call 5-5272 for info.

UMIACS Seminar on High Performance Computing: Tue., Apr. 12, 11 a.m.-noon, 2120 A.V. Williams. Call 5-6722 for info.

Molecular and Cell Biology Graduate Program Seminar: Wed., Apr. 13, "B-1,4 Galactosyl Transferase: Analysis of a Gene that Serves Both a Housekeeping and a Cell-Specific Function," Nancy Shaper, Johns Hopkins University, 12:05 p.m., 1208 Zoology/Psychology. Call 5-6991 for info.

Sports

Baseball: Wed., Apr. 6, vs. James Madison, 3 p.m., Shipley Field. Call 4-7122 for info.

Workshops

Peer Computer Training: Mon., Apr. 4, "MacWrite," 6-9 p.m., 3332 Computer and Space Sciences, \$5. Call 5-2945 for info.*

Center for Teaching Excellence Faculty Workshops: Tue., Apr. 5, "Teaching Matters," Lilly-CTE Teaching Fellows, 2-5 p.m., Maryland Room, Marie Mount. Call 5-9368 for info.

Peer Computer Training: Tue., Apr. 5, "Intro to UNIX," 6-9 p.m., 4352 Computer and Space Sciences, \$5. Call 5-2945 for info.*

Peer Computer Training: Wed., Apr. 6, "Networked Resources, Part 2," 6-9 p.m., 4352 Computer and Space Sciences, \$5. Call 5-2945 for info.*

Peer Computer Training: Thu., Apr. 7, "Introduction to WordPerfect Windows," 6-9 p.m., 3330 Computer and Space Sciences, \$5. Call 5-2945 for info.*

Peer Computer Training: Tue., Apr. 12, "WordPerfect for Thesis Writing, Part 1," 6-9 p.m., 3330 Computer and Space Sciences, \$5. Call 5-2945 for info.*

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 highlighted in color have been designated as Diversity Year events by the Diversity Initiative Committee.

Up a Tree:

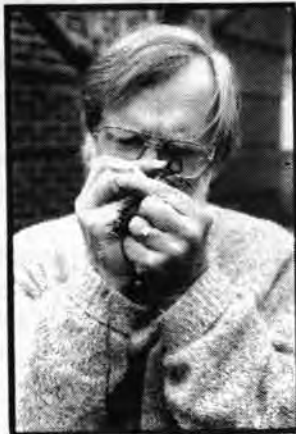
A Botany Professor Unleashes On the Campus' Woody Perennials

Wind jostles the dark needles of a somber Austrian pine at the northeast corner of H.J. Patterson Hall. Two female Japanese yews stand to the north of the steps and one male stands on the opposite side scattering pollen on southern breezes. A Cockspur Hawthorn, a lemony-smelling, flowering Saucer Magnolia and a Common Box grow between the pine and the yew. So begins the tour of campus trees, romantic and sheltering dignitaries of the landscape.

But in an attic studio in H.J. Patterson, a botany professor is unimpressed. "Absolutely dull, boring and dead common," says Jim Reveal, swinging one cowboy-booted leg across the other. "Even when they bring in something really neat they do something really horrid to it."

If grounds maintenance does put in an exotic tree in the right spot, Reveal says, it flourishes only until a new parking lot is paved over it or a steam duct replaces it. "They don't move buildings," he says grouchy. "Everything has been either cut down, plowed or burned by the students."

Reveal is just back from visiting a graduate student studying Mosquito Indians' plant use in the remote Mosquito Coast on the Caribbean coast of Honduras and Nicaragua. He spent the previous day and night traveling by dugout canoe, island commuter plane and commercial flight from Nicaragua.



Jim Reveal

He is tired and rumped. The mud of the jungle is still on his soles. He's brought plant samples back, but they won't be used here.

"We don't have adequate gardening facilities and greenhouse facilities on this campus, so everything I see that has the potential for being introduced goes to the Royal Botanic Gardens in England because they have the facilities for it. We've introduced dozens of plants there."

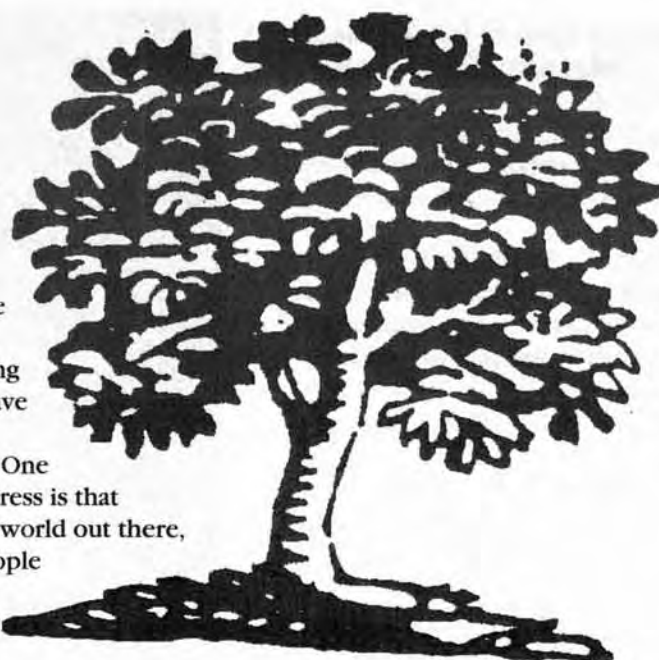
Reveal's brought dahlias and mints back from frequent trips to

Mexico and Nicaragua.

"The idea is to get a variety of things introduced. We have greenhouses here, but the greenhouses are abysmal," he says. "They are impossible."

Reveal tried growing plants in the greenhouses in 1969 but he had to stop his research. The greenhouses were too hot in the winter and too cold in the summer. Even so, he would like to see more of a variety of trees and shrubs on campus.

"When one takes a look at the plant world with some 265,000 species of vascular plants, these are the ferns and conifers and flowering plants, all of them have potential aesthetic value," Reveal says. "One of the things that I stress is that there is a wonderful world out there, horticulturally. If people would only take the time to look around them, to get away from the 65 plants most commonly



grown out of doors in Maryland, they could find hundreds of things that would grow successfully."

The difference between the United States and Europe, Reveal says, is that Europeans grow hundreds of different kinds of plants. Here we don't. "Here we strive for uniformity in what's around us because what is around us becomes familiar."

The botanist cites Maryland's climate as another obstacle for plants. "Take southern England. It's warm in the winter. They have reasonable rainfall in the summer. Three years ago for the first time in recorded history the temperature in England reached over 100 degrees. How many times do we have hundred degree temperatures here? How many times do we have minus 10 or minus 20 degrees here?" Reveal asks.

In Maryland, he says, trees have to be able to survive a 110 summer temperature and a minus 20 winter temperature. "That's tough. Few things do that. We have a rotten climate that not many things can survive in. When you have a rotten climate, you do what you have to do."

Variety is expensive too. The university might have to pay \$400 for an exotic Chinese tree, the professor says. "Or they could keep the 'M' in plants all year for \$400. What are they going to do?"

Still, Reveal thinks, trees and shrubs could have been better used. "I like what the consultants

have said. This campus has made too much of an imprint on the landscape. We could have had much more open space, much more green space, much more idyllic space if we had only gone up instead of out."

Reveal says that Maryland was modeled after the southern campuses of Georgia, the Carolinas and Virginia—plantation estates built around quads and malls. The design was fine, Reveal says, when the campus was in a rural area.

"The thing that has happened is that College Park is no longer country. And it was designed for 800 students. We now have many times more than that. If we could start all over again it would be wonderful to build up instead of out. It would be wonderful to leave great open areas where you could plant gardens, truly formal gardens that would give us a place for quiet time," he says, and sighs. "But there is an additional problem. That is the American psyche with regard to gardening."

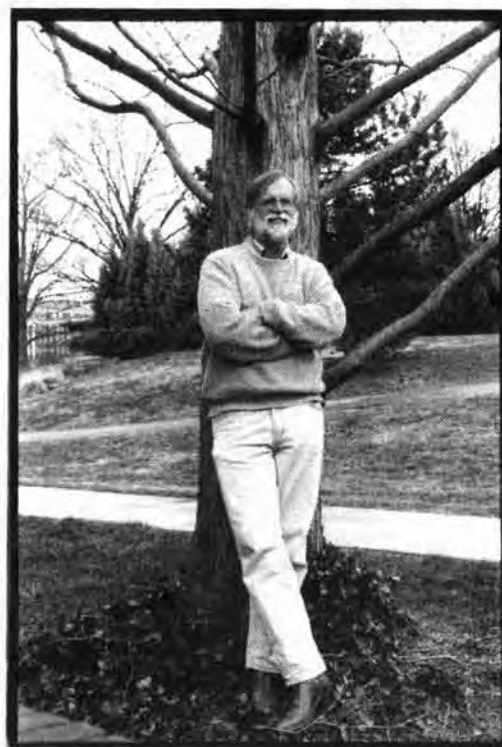
Reveal is critical of Americans using parks mostly for sports. "Of course, Europeans have fields where they have sports and they are called fields. They are not parks, they are fields. It's strange. People pick flowers in American parks. You just don't do that in parks in Europe. People throw trash in parks in this country. It is not contemplated in Europe. It all has to do with attitudes that people have about plants and their surroundings," he says.

"Gardens in Europe are just to walk in, think in, study in and contemplate in. It is remarkable to go into some of the small parks in Paris and see people reading, people in quiet discussions. I don't mean grandfather types, I mean kids. It's a completely different attitude. The plants provide an ambience for all of this to occur in," he says.

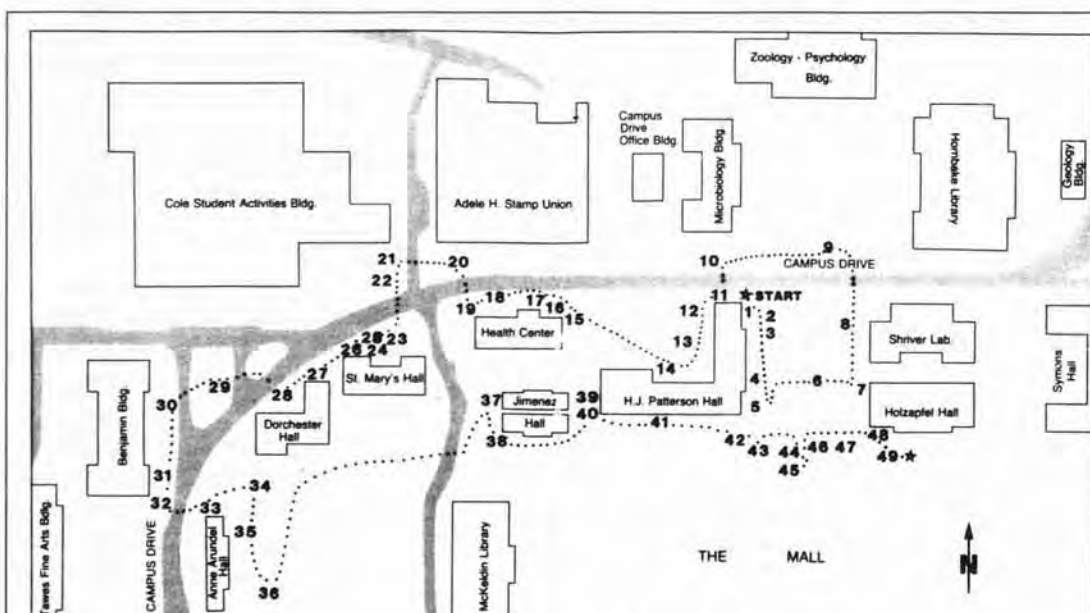
Most of Maryland's endangered plant species that are listed by the federal government no longer occur here, Reveal says. Not that the diversity of Maryland's flora was ever that great. "Maryland has been occupied for too long. I believe there are only 2800 species of vascular plants in the state of Maryland."

Finally, Reveal says, lack of plant variety is a people problem. "If people respected plants more we could have more diversity. When you have a large population of people it's difficult."

—RITA SUTTER



Bill McAllen



PLANT MAP: The plants considered in this walking tour are located along the path outlined in the map. You should begin your tour near the main entrance into H.J. Patterson Hall, across the street from Hornbake Library.

1. Austrian Pine (*Pinus nigra*)
2. Cockspur Hawthorn (*Crataegus crus-galli*)
3. Saucer Magnolia (*Magnolia x soulangeana*)
4. American or Common Box (*Buxus sempervirens*)
5. Spreading or Japanese Yew (*Taxus cuspidata*)
6. Sugar Maple (*Acer saccharum*)
7. Dawn Redwood (*Metasequoia glyptostroboides*)
8. Black Walnut (*Juglans nigra*)
9. Bradford Pear (*Pyrus calleryana* 'Bradford')
10. Silver Maple (*Acer saccharinum*)
11. Japanese Snowbell (*Styrax japonicus*)
12. Ginkgo or Maidenhair Tree (*Ginkgo biloba*)
13. Pin Oak (*Quercus palustris*)
14. Leyland Cypress (*X Cupressocyparis leylandii*)
15. Hardy Orange (*Poncirus trifoliata*)
16. White Pine (*Pinus strobus*)
17. Crabapple (*Malus* sp.)
18. Willow Oak (*Quercus phellos*)
19. White Oak (*Quercus alba*)
20. American Sycamore (*Platanus occidentalis*)
21. Sawtooth Oak (*Quercus acutissima*)
22. Japanese White Pine (*Pinus parviflora*)

23. Norway Maple (*Acer platanoides*)
24. Foster Holly (*Ilex x attenuata* 'Fosteri')
25. Rose Glow Barberry (*Berberis thunbergii* var. *atropurpurea*)
26. Bald Cypress (*Taxodium distichum*)
27. Siberian Elm (*Ulmus pumila*)
28. Sweetgum (*Liquidambar styraciflua*)
29. Yoshino Cherry (*Prunus yedoensis*)
30. Winged Elm (*Ulmus alata*)
31. Golden-rain Tree (*Koeleruteria paniculata*)
32. Honeylocust (*Gleditsia triacanthos*)
33. Leyland Cypress (*X Cupressocyparis leylandii*)
34. Norway Spruce (*Picea abies*)
35. Redbud (*Cercis canadensis*)
36. American Elm (*Ulmus americana*)
37. Japanese Black Pine (*Pinus thunbergiana*)
38. Southern Magnolia (*Magnolia grandiflora*)
39. Blue China Fir (*Cunninghamia lanceolata* 'Glaucia')
40. Japanese Cedar (*Cryptomeria japonica*)
41. Winterberry or Black Alder (*Ilex verticillata*)
42. American Holly (*Ilex opaca*)
43. Red Cedar (*Juniperus virginiana*)
44. Chinese Dogwood (*Cornus kousa*)
45. Flowering Dogwood (*Cornus florida*)
46. Canadian Hemlock (*Tsuga canadensis*)
47. Red Pine (*Pinus resinosa*)
48. Himalayan Pine (*Pinus wallichiana*)
49. Willow Oak (*Quercus phellos*)

Take note

International Conferences Explore Women's Place

While scholars today confront the diversity of issues related to feminist scholarship in the 20th century, the university will host two international conferences to explore the place of women in the early modern period in two regions—the Middle East and England and Continental Europe.

"Women in the Ottoman Empire: History and Legacy of the Early Modern Middle East," sponsored by the Department of History and the Women's Studies Program, will run April 17-18.

Experts from Harvard, Princeton, Howard, Ludwig-Maximilian University in Munich, Germany, and the University of Manchester, England, will speak about topics including "Gendered Language, Gendered Space," "Property, Possessions and Material Life," "Women and the Law," and "Expressions."

A second conference, "Attending to Early Modern Women," will run April 21-23 and is being sponsored by the Center for Renaissance and Baroque Studies. This interdisciplinary symposium will focus on women's roles as writers, artists and patrons in the early modern period in England and Continental Europe. Nearly 400 participants have registered from throughout the U.S. as well as England and Romania.

"This is a burgeoning, dynamic field of women's scholarship," says Adele Seeff, executive director of the center. "We are trying to recover an entire era of history and to understand how women were situated in that period."

The conference also marks the inaugural meeting of a new interdisciplinary association, the Society for the Study of Early Modern Women. This national organization of scholars will promote the exchange of ideas in the field of early modern women's studies.

Natalie Zemon Davis, currently of Princeton University and a pioneer scholar in women's history, is delivering the keynote address, "Displacing and Displeasing: Writing about Women in the Early Modern Period." Davis is the author of *Society and Culture in Early Modern France*, *The Return of Martin Guerre*, and is also a past president of the American Historical Association.

Workshop topics include "Digging Out Our Sisters: Method and Theory towards the Recovery of Women's Alliances in Primary Texts," "Silent Signifiers: Positioning Women in Renaissance Homoerotic Discourses of Italy and England," and "Teaching a Gendered Renaissance."

Discovery May Lead to New Generation of Lasers

A discovery by researchers at the university could help pave the way for a new generation of table top x-ray lasers and charged particle accelerators. Howard Milchberg, associate professor in the Institute for Physical Science and Technology, and graduate student Charles Durfee have developed a new technique for channeling ultrahigh intensity laser pulses for long distances.

In the past, extremely high laser intensities could be produced only at

the focus of a lens or other focusing element. The spatial extent of the focus is limited by the wave nature of light to be quite small, since the light waves have natural tendency to spread. At low intensity, confining light with a glass optical fiber is a solution to the spreading problem, but at extremely high intensity another solution had to be found, since high intensity light could destroy the fiber.

Milchberg and Durfee's technique uses a laser pulse fired through a special lens to generate a column of hot, ionized gas (plasma) which expands and forms a channel. A second laser pulse is injected along the axis of the channel, and travels a very long distance before diverging. The channel behaves very much like an ordinary glass optical fiber, except for one very important difference—the light pulses to be used here can be much more intense than the destruction threshold for a glass fiber.

The channeling of extremely high laser intensities along extended distances has a number of applications, according to Milchberg. Among them are table top x-ray lasers and particle accelerators. In general, x-ray lasers must be energized or "pumped" by very high powers in a long, thin volume, a geometry for which Milchberg and Durfee's new channeling technique is ideally suited.

Table Tennis Team Wins National Championship

While most sports fans were glued to their televisions watching the NCAA Basketball Tournament, the university's table tennis team won its second straight national collegiate table tennis championship, March 26-27, in Princeton, N.J., defeating Anderson College (South Carolina) in the final. Last year, Maryland defeated Augusta College of Georgia for the title.

Playing in the number one spot was Huazhang Xu, the top ranked college player in the U.S. He also was voted the most valuable player for the tournament. In the number two spot was Todd Sweeris, the U.S. Under 22 National Champion. Rung-Kai Tsay, held the fourth spot.

Team Captain Andre Scott, a sophomore kinesiology major who was playing in the number three spot, became the first physically disabled athlete in sports history to capture a national championship in any sport competing against non-disabled athletes. Scott, who has won numerous national championships and is ranked in the top 150 in the United States (out of 7,000), is often underestimated by his opponents.

A self-described "boisterous" person, Scott enjoys competition and being an inspiration to the team. He feels that his "psycho" technique of cheering for himself, talking to the crowd and simply being loud and rambunctious, helps him win.

"When the crowd's attention is focused on me, I don't get as nervous. It's a way for me to concentrate on the game, and it intimidates my opponents," says Scott.

Scott, who is the current U.S. National Wheelchair Champion, recently won what he considers his biggest match in able-bodied competition, against an opponent from Japan who was ranked among the top 25 in the country.

In brief

Walk for the Wee Ones—The university has signed on 25 teams for the 1994 March of Dimes WalkAmerica—the country's oldest, largest and most successful walking event—taking place on Sunday, April 24. The walk will begin at Watkins Regional Park at 9 a.m. This year's response is the most enthusiastic the university has ever had for this event. Because of its high level of participation, The March of Dimes Birth Defects Foundation will award the university two plaques—one for the team with the greatest number of walkers, and the other for the team collecting the most money. Help the March of Dimes cross the finish line for healthier babies. For more information, call Helen Rauscher at 405-7173.

Keep in Touch—TTY's can be ordered through purchasing. What is a TTY? An easy to use "text telephone" for calls between hearing, deaf, and deaf and visually impaired students, visitors, faculty and staff. For more information, contact Tom Heacock, Communication and Business Services, 405-4409, or Richelle Hammett, Disability Support Service, 314-7684. To request current listing of TTY numbers on campus, call 314-7682.

Race Relations—The School of Public Affairs, in conjunction with its Race Relations in America series, cordially invites you to attend a conference entitled "First Nations: Native American Sovereignty in the 1990s," on Friday, April 15, at Tyser Auditorium in Van Munching Hall, from 8 a.m. to 1 p.m. For more information, call 405-6330.

Infused Curriculum—The Caring Coalition, an umbrella organization of campus departments, groups and individuals committed to strengthening alcohol and other drug prevention activities on campus, will award mini-grants to faculty members for its Curriculum Infusion Project during the '94-'95 academic year. For the second year in a row, the Caring Coalition seeks faculty proposals that outline plans that "seamlessly" add alcohol and other drug prevention (AOD) content into courses. The coalition will award mini-grants ranging from \$500 to \$1,000 to the applicants who demonstrate the best plans to integrate AOD information into their course curricula. Proposals that involve students in active learning processes will receive stronger consideration. Applications must be returned by Monday, April 18. For more information, call 314-8123.

Dancer's Delight—The Spring Dance Concert, which features dances choreographed and performed by students in the Department of Dance, will be presented on Tuesday, April 12 through Friday, April 15 at 8 p.m. in the Dorothy Madden Theater in the Dance Building. The program, directed by Anne Warren with lighting design by Paul Jackson, will feature works in a variety of modern dance styles. Tickets are \$8, \$5 for students and seniors. For reservations, call 405-3198.

Modern Middle Eastern Women—The Department of History and the Women's Studies Program is sponsoring an international conference on April 17 and 18 entitled "Women in the Ottoman Empire: History and Legacy of the Early Modern Middle East." The conference will bring together 25 scholars to discuss specific features of women's experience in the Arab and Turkish territories of the Ottoman Empire after 1650. The conference convenes at the University College Center for Adult Education. Registration fees are \$15, and University of Maryland students attend free. To register, call 405-4262.

Clash for Charity—The university police department announces its second annual "Clash in Cole" charity basketball game on Friday, April 8, at 7 p.m., in Cole Field House. The clash is between the University Police and the Greek All Stars and the proceeds from all ticket sales will be donated to the AIDS Response Fund (ARF), a not-for-profit campus organization which serves faculty, staff and students whose lives are affected by AIDS or HIV. The ARF was created to ease the financial burden for people on campus and can be used for a variety of needs, including transportation home to see a family member, long-distance telephone bills, or funds to cover the cost of cleaning services, a home healthcare worker, or groceries. Admission is \$2 and includes a chance at many free half-time prizes. Organizers of this event include the Athletic Department, Campus Recreation Services, the Computer Science Center, the Intra-Fraternity Council and Resident Life. For more information, call 405-3555 or 314-7484.

Library Lowdown—A new group, called Librarians' Forum, composed of associate staff in the UMCP libraries, has been established to provide a mechanism for the exploration of library issues especially significant to librarians and to improve the quality of the professional services provided by librarians. Mailings will be sent to all members highlighting current activities and new volunteers will be solicited annually to serve on the steering committee. Open meetings for all librarians will be held several times during the year. For more information, call Robert Merikangas at 405-9274.

Distinguished Service—The International Affairs Committee is considering nominations for the 1994 Distinguished International Service Award, to be presented by President Kirwan at the annual International Affairs Banquet on Sept. 19. The main criteria for selection will be one or more significant contributions to the development of international programs at UMCP, backed by a distinguished professional career. Nominations can be made by all members of the faculty and administration. The selection committee will be chaired by Jonathan Wilkenfeld, professor and chair of Government and Politics. Please send nominations by April 25 to the Office of International Affairs, 108 Benjamin Building. For more information, call 405-4772.

James MacGregor Burns:

The Dean of Leadership Scholars

Things were very different in Washington when James MacGregor Burns arrived there more than 50 years ago as one of the first interns on Capitol Hill.

The Beltway didn't exist, there was cigar smoke and cuspidors in the hallways, members wore frock coats and filibusters were as common as the deadlock that prevails today.

"Capitol Hill had almost a rural feel to it," he says. "Like an old southern town."

Burns, a senior scholar in the Center for Political Participation and Leadership and a Pulitzer Prize-winning presidential biographer, is recognized by many as a pioneer in the study of leadership. In fact, you could say he wrote the book on it—*Leadership*, published in 1978.

Born in Melrose, Mass., Burns has deep roots in the political landscape there. He knew John F. Kennedy from democratic party politics, and was close to the Kennedy family. When Burns spoke at the National Press Club in January, Sen. Edward Kennedy introduced him.

The author of 11 books and the co-author of a college textbook on American government, Burns has spent most of his life studying the way leaders lead. A recent half-million dollar grant from the Kellogg Foundation to the Center will help him further this cause.

"We glibly talk about leadership all of the time, we call for it, but we don't quite know what it really is," he says. "So the Kellogg Foundation gave us this grant, I think largely because we indicated that we were going to go about this in a very serious and systematic way. The emphasis is going to be on defining key aspects or elements of leadership."

Burns describes leadership as a very broad subject, and defines it as "a capacity to mobilize followers and help them become leaders."

Teaching structured leadership, such as that in business or the military, is easy, he says, because they are very set areas and experience can be passed on. But it's more difficult to teach for broader areas, such as political or intellectual leadership.

"Even though I have been very active

in politics, I would be very cautious about thinking that I could take someone and teach this person how to be a political leader," he says. "There is a realm of intuition, and of course, you can't really teach intuition."

What Burns wants his students to take away from his class is an understanding of the complexity of leadership. Conversely, he hopes to gain a younger perspective on the world.

"I tend to be studying the leadership of 20, 40, 50 or 100 years ago," he says. "[My students] are very attuned to the leadership or lack of it today. I learn from them, too."

A leader in his community and in the Democratic party, Burns ran for Congress in 1958, but lost. In that field, he gives himself a B minus.

"I like to think that I've been somewhat of an intellectual leader as a teacher and an author, so I might give myself just a bit higher grade in that area."

The most effective leader, to Burns, was Thomas Jefferson, whom his dog is named after. Burns' "intellectual hero," Jefferson was not only a great political leader for helping to build the two-party system (which he holds in high esteem) with Madison, but also for his intellectual leadership in his writing and correspondence.

In Jefferson's time, this country was full of great leaders, not only at Jefferson's level, but also in other levels of society, says Burns.

"The paradox is that I think the Constitution they gave us is now quite outdated. But still, it worked for a couple of centuries, and that's quite a tribute to their thinking. That was leadership."

Burns likens America's political system to an 18th century stagecoach that is lumbering into the 21st century. "Sure, I want the wheels to work, the axles not to break and the reins to be improved. But it's still a stagecoach."

His ideas for upgrading our government to a luxury automobile include 12-year term limits for both the President and Congress, to help eliminate some of the deadlock and encourage a team approach to getting things

done. While he doesn't think that the term limits on Congress will make much of a difference, the lengthening of a President's administration will.

"If a man gets re-elected, we reward him by saying, 'Okay, you're going to drop dead. You're through.' You'd think that we would elect a man and say, 'We're going to keep you for awhile.' It's crazy."

Clinton's initiative to reinvent government takes steps in the right direction, but seems to be reorganizing more than anything else, Burns says. "It's streamlining and making it more economical. I'm all for reinventing government, but my point is that it's just hopelessly inadequate."

His advice to those who want to break the deadlock in Washington, or anywhere for that matter, and make change happen, is to get your values straight and realize that sacrifices will have to be made.

"I think the great leaders are people who pursue something bigger than just their own advancement. This country is full of people who are advancing themselves. It's natural, it's the way the system runs. But the question is whether you can rise above it and sometimes make a commitment to something that may hurt your own personal interest."

Leadership, says Burns, comes down to conviction, persistence and the pursuit of your convictions. If you believe in something, then other things usually fall into place.

But the force that brings this about, he says, is conflict. The great cadre of leadership that flourished among our forefathers came out of a whole era of revolutionary conflict among states and illumination.

"Today, we emphasize consensus politics, bipartisanship. So much so that we don't get great leadership out of that conflict."

This transactional, give-and-take leadership is what most of us do all of the time. Transformational leadership is what our forefathers possessed.

"They rose above their brokerage and wheeling and dealing to create a whole new system."

Burns has discussed these ideas with President Clinton, whom he describes

as an amazingly well-informed person. Clinton would very much like to be a transformational leader, Burns says, but that will all depend on the system he's trying to operate in.

"This is an anti-leadership system that is anti-transformational and anti-change. It's a tremendous challenge for him, and I think it's going to be very tough for him to carry out his hopes for change."

The media's tendency to trivialize and personalize things too much adds to the problems that leaders face today, Burns says. *People Magazine* sells three million copies, and every time someone starts to talk about federalism or term limits, eyes glaze over.

"I think great writers or great journalists are able to take complex subjects and make them understandable, and I don't see that happening very much. The competition is in dramatizing celebrities, their problems and their divorces."

The Whitewater scandal, which has dominated the news recently, is a Catch 22, Burns says. No one will know whether or not it was worth investigating until it's over.

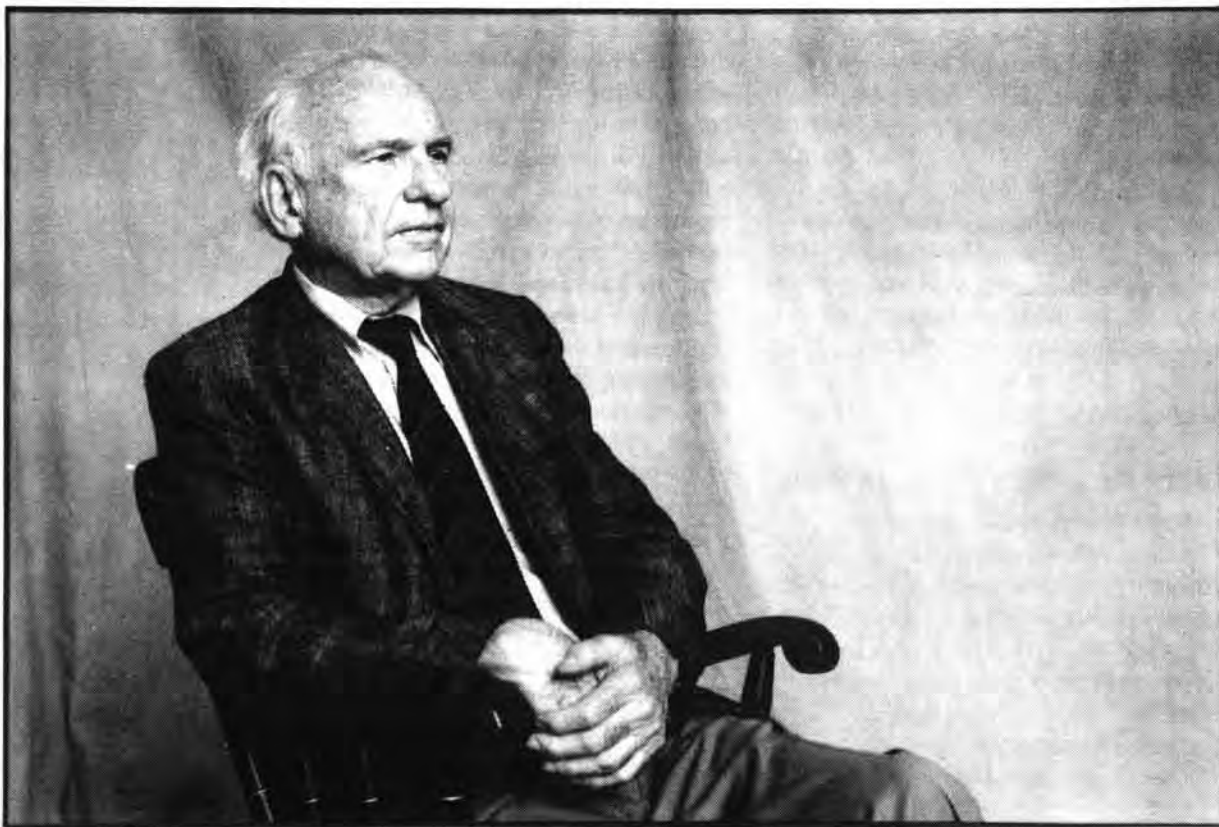
"Let's get the facts out," he says. "My suspicions are that they won't be very dramatic, but on the other hand, you never know."

One of Burns' main interests is leadership by women, and he is currently writing a book that includes discussion of Eleanor Roosevelt. He believes that Hillary Clinton has modeled herself after Roosevelt, and will face many of the same pitfalls.

"Eleanor Roosevelt went through hell in terms of criticism. But she endured it, because there was this tremendous commitment and perseverance. I think Hillary Clinton has this."

While women still contend with the glass ceiling, Burns sees a generation of women coming along, both in business and academe, that will help bring women to more of an equal stature with men in terms of leadership. Women are getting more influential in government, he says, and the United States may have a woman president within the next 25 years.

—STEPHEN SOBEK



James MacGregor Burns