

Outlook

The University of Maryland at College Park Faculty and Staff Weekly Newspaper • Volume 9 Number 11 • November 7, 1994

University to Fight Court Ruling against Benjamin Banneker Scholarship Program

The university's Benjamin Banneker Scholarship program was dealt a major blow late last month, when a federal appeals court ruled that the race-based scholarship program must be discontinued. However, President William E. Kirwan said that the university will fight to continue the scholarships.

After several meetings with attorneys for the state, Kirwan said that he will ask the full 4th Circuit Court of Appeals to review its decision. The case could have been taken directly to the Supreme Court, but Kirwan and the Maryland attorney general's office decided instead to ask the 13-judge panel to review an Oct. 27 decision by three of the judges that the scholarship program is unconstitutional.

"I am extremely distressed and disappointed by the decision," said Kirwan. "This program has enormous value to the institution."

Twelve percent of the university's undergraduate students are African American. Of those, 139 are Banneker Scholars.

Kirwan made clear that the court's

ruling in no way affects current Banneker scholars, who will continue to receive their full scholarships. A decision has yet to be made whether the school should suspend awarding new scholarships under the Banneker program pending the appeal.

On Oct. 27, a three-member panel of judges from the 4th U.S. Circuit Court of Appeals unanimously ruled that while racism still exists on college campuses, the University of Maryland failed to narrowly tailor its Banneker Scholarship program to correct the present effects of past discrimination.

"There is no doubt that racial tensions still exist in American society, including the campuses of our institutions of higher learning," the appeals court said. "However, these tensions and attitudes are not a sufficient ground for employing a race-conscious remedy at the University of Maryland."

The October decision overturned last year's ruling by U.S. District Court Judge J. Frederick Motz that the race-based scholarship program should be allowed to continue in that it is an

appropriate response to past discrimination at the university.

Daniel Podberesky, a Hispanic student, filed a suit four years ago claiming that the Banneker program gave preferential treatment to blacks at the expense of other students. Podberesky, who graduated last May and is now a student at the University of Maryland School of Medicine, is seeking \$35,000 in scholarship money he believes he should have been awarded.

The all-expense-paid Banneker Scholarship, begun in 1979 in response to federal desegregation mandates, has been one of the university's most effective tools for recruiting—and graduating—African Americans, said Kirwan. "I find it ironic and shortsighted to take a relatively modest program that has led to success and say we can't have it."

Maisha Herron, a senior business major from California, is one of the current Banneker Scholars who was disappointed in the court's ruling. "If it weren't for the scholarship," said Herron, "I'm not sure if I would have been attracted to this school."

In Maryland and nationally, said Kirwan, universities have to be concerned that African Americans are underrepresented in higher education. "This scholarship sends an important and encouraging sign that we want greater participation by African Americans."

Kirwan noted that in addition to the support of many colleges and universities across the country with similar race-based scholarships, the university has received the support of the Justice Department and the executive branch of government.

"This is the first reversal of such a scholarship," said Kirwan. "It will be received with great alarm around the country."

The case has, in fact, received nationwide media attention, due to its significant implications. Articles as well as editorials and opinion pieces on both sides of the argument have appeared in publications such as *The New York Times*, *The Boston Globe*, *The Washington Post* and *The Chronicle of Higher Education*.

Visit Maryland Days Offer Freedom of Choice

With 356 buildings on campus, what is a visiting high school student to do when he or she has just one day to investigate the university?

About three years ago, the office of undergraduate admissions came up with a solution—let 'em pick.

Visit Maryland Days, which this year take place on Nov. 4 and Nov. 11, is a program which allows students to map out their own schedule on their visit, based on which academic departments they want to see the most, according to counselor Britt Reynolds.

"It's not one of those things where you sit in a big room and the president comes and talks to you, and then you have lunch and go home," Reynolds says. "It's more of a program."

Reynolds says that students are presented with a six-page packet, complete with a map, blank itinerary and a three-page list of sessions that are broken down by department.

"I think they really appreciate that openness to that schedule, because if they have an interest in dance and engineering, they can see both, depending



Scenes such as this may appeal to prospective students on Visit Maryland Days.

what their own interests are."

The program began after the office noticed a large number of visitors coming to campus on certain days, particularly, "holidays like Columbus Day and

Veterans Day where universities aren't typically off, but school systems and moms and dads may be off from their jobs," Reynolds says. "We thought 'why not take advantage of this high traffic

and show more than just a tour of campus and a visit to financial aid and admissions, and open up the university?"

At that point, the office contacted every college on campus and arranged sessions where they feature "things that are fun to show," says Reynolds, such as the wind tunnel in the College of Engineering and The Art Gallery.

To alert high school students to the program, an invitation with "Exciting Invitation Enclosed For" printed on the cover is mailed to students who have expressed interest in the university, and is given out by counselors who speak at high schools across the state.

Based on their enrollment numbers, the program appears to be a success. Of the 790 students who took part in last year's program, 85 percent went on to apply to the school. And of the 483 who were admitted, nearly 65 percent enrolled.

"I think it's very successful," Reynolds says. "The openness [of the program] impresses folks and they have applied in good numbers."

—CHAD CAPELLMAN

End quote

With Veterans Day approaching (Nov. 11), what are your thoughts about the recognition United States war veterans receive?

"I think if they're representing our country in war, then it's something worth getting recognition for. There aren't too many jobs where you put your life on the line. I think they get enough recognition, but I don't know what is enough. In different parts of the country you get different answers, but at least here I would say they do get enough."

—**Bob Butehorn, assistant coach, men's soccer team**



"Constructing various monuments and declaring a holiday in order to honor the memory of veterans departed and living is fine. However, I think for most non-veterans, the holiday is viewed with little more than sentiment and someone thus moved is probably not fully aware of what veterans experience, both during war time and after. How nice it would be for most people to reflect and appreciate what veterans must have experienced, and continue to carry with them—all their lives."

—**Phillip Curtiss, computer engineer, Institute for Advanced Computer Studies**

"My father passed away recently, and I have since reflected on his service in the Navy during WWII. We didn't talk about it much, but I always had the feeling it was a very personal experience, one he was silently proud of, but didn't want to share. I wish now I knew more about his life. Even though we call Veterans Day a national holiday, I believe it is just that—a day for some to be off work, a day for great sales, but not enough reflection. Perhaps it should be mandatory, here on campus, for us all to pile into Cole Field House and pay real tribute to those who served, and especially to be reminded of those who lost their lives...I guess you could say, for us."

—**Vicki Spinelli, office manager, Center for Renaissance and Baroque Studies**



"I would say that they don't receive enough recognition, at least in contemporary culture. It used to be that they received much more, so it seems to me that we've downplayed previous conflicts in the past because of politics. The result is that in trying to avoid certain delicate incidents or delicate subjects, we've managed to forget how much sacrifice people have made in the past."

—**Ed Schock, graduate student, department of history**



Building a New Relationship Between the U.S. and Japan

The United States and Japan should reassess their approaches to trade issues, recognize sources of conflict and readjust their security relationship concludes a report by nine American and Japanese scholars.

Codirecting the two-year study were I.M. Destler, acting dean of the School of Public Affairs and director of the Center for International and Security Studies at Maryland, and Hideo Sato, dean of the graduate School of International Political Economy, University of Tsukuba.

Results were released in Japan Nov. 4 to representatives of the Keidanren (Japanese business leaders), the Japanese Ministry of International Trade and Industry and representatives of the Japanese and American foreign ministries.

Destler says that in comparison with other studies, this one has more bite and takes a clearer position.

The United States needs a better mechanism than the Clinton administration's informal support of quantitative targets, he explains. In the past, the two countries had gotten into a counterproductive mode. Negotiations brought confrontation and mutual recrimination.

Reformers wanted something more specific without fixing markets. The study recommends that "both nations set aside for good their counterproductive dispute over whether to employ numerical expansion targets as a means of monitoring progress in the Japanese market."

According to Destler, the central

source of trade difficulties is an imbalanced economic situation. Americans overconsume and undersave while the Japanese underconsume in an overregulated economy.

Japan is beginning to take fiscal action, Destler continues, but the real issue is loosening business policies. Deregulation would result in more consumption and more building. Japan should be receptive to foreign investment, and to bringing in imports.

Meanwhile Americans need to increase private savings and cut the deficit. And, Americans can learn about organization and productivity improvement from Japanese companies.

"It's an opening-up process," says Destler, "but one that's slow and frustrating. It's hard to get Japanese interested in American goods."

Destler says some people think Americans harbor racist attitudes toward the Japanese, but it's more cultural. Cultural differences are a bigger factor with Japan than with our other trade partners, he adds. Arms-length sales are harder to make in Japan than in other countries—the Japanese prefer personal interaction.

The report concludes that "only if each nation emulates the other—the Japanese with American-style openness and the Americans with Japanese-style fiscal responsibility and increased industrial productivity—will they be able to ameliorate the U.S.-Japanese trade conflict."

Other project members from the School of Public Affairs included: Frances Burwell, executive director of the Center for International and Security Studies at Maryland (CISSM); Ivo Daalder, research director at CISSM and assistant professor; Michael Nacht, former dean and Allen Schick, professor, School of Public Affairs.

—JANET CHISMAR

The Search is on for New Dean of Public Affairs

A search committee has been appointed to seek candidates for a new dean of the School of Public Affairs. Former dean Michael Nacht stepped down from the post this past summer to accept a position as assistant director at the U.S. Arms Control and Disarmament Agency.

In the interim, I.M. (Mac) Destler is serving as acting dean of the school for the 1994-95 academic year. Destler is serving on the search committee and has indicated he does not want the deanship.

Headed by Thomas Schelling Jr., professor in the School of Public Affairs, the committee consists of 11 other members appointed last September. This past October, the committee prepared a screening and search procedure which included information such as prospective colleges from which the committee will recruit and criteria for selection.

"We will begin screening candidates after the first of the year," says Schelling, "and we hope to have someone aboard by the start of the next academic year."

The committee, says Schelling, seeks someone with research, teaching, fundraising and public policy experience. There is no restriction as to discipline or career.

The committee's tentative schedule, says Schelling, "would be to have a short list of three to 10 people to invite

to campus by March." Preferably, two or three of those candidates would be narrowed down from those 10, he says. The anticipated starting date for the new dean is July 1, 1995.

In addition to Schelling and Destler, the following are the members of the search committee: Peter Brown Jr., professor; David Crocker, visiting professor; Barbara Cronin, program analyst; Ivo Daalder, assistant professor;

Susanne Slater, lecturer; Sofia Valencia, student; and Elisse Wright, assistant dean—all from the School of Public Affairs. In addition, the committee includes Karen Dawisha, professor, government and politics; Willis Hawley, dean, College of Education; and Lee Preston, professor, College of Business and Management.

—JENNIFER HAWES

Maryland Charity Campaign

November is traditionally associated with Election Day, Veterans Day and Thanksgiving. This year, it is also the month for the Maryland Charity Campaign.

An annual effort, the Maryland Charity Campaign is conducted by state employees to raise monies that support nearly 600 nonprofit agencies providing services to people in need.

The university has been a long-time supporter of this program. Last year's university contributions totaled more than \$120,000.

President William E. Kirwan and all those involved in this year's campaign are hopeful that university employees will increase pledges by 10 percent to support these much needed community services.

Coordinating this year's campaign is the campus benefits office. According

to Dick Bosstick, assistant director of personnel, materials for the campaign have been distributed to each department's designated Maryland Charity Campaign coordinator. This information includes a donation card and a directory of participating agencies.

Employees should complete the donation card and return it to their department campaign coordinator. Employees must remember to sign the donation cards, says Bosstick. "If you do not sign your card, your contribution will not be accepted," he says.

As an added incentive for giving, any employee making a contribution to the campaign will be eligible for a prize drawing. The grand prize is two free roundtrip airline tickets to a destination of your choice in the United States. A number of other prizes also will be offered.

UNIVERSITY OF MARYLAND AT COLLEGE PARK

Outlook

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Larissa Grunig Theorizes with a Real World Twist

In some disciplines, theorists have a tough time earning respect from practitioners. Not so for Lauri Grunig, associate professor of public relations in the College of Journalism.

Grunig recently won the Jackson, Jackson and Wagner Award, a national PRSA (Public Relations Society of America) award for outstanding behavioral science research in the field of public relations.

"To me," says Grunig, "the value of the award is that it comes from practitioners in the field—which tells me the scholarly research that I'm doing has some value in the real world of public relations."

Grunig says it's a combination of theory and application that makes Maryland's graduate public relations program—ranked number one in the country—so successful.

She has been teaching at the university since 1978, after earning both her master's degree and Ph.D. here. Her undergraduate degree is from North Dakota State University. "I like to think I'm proof that hiring your own Ph.D. is not a problem," Grunig says. "It makes sense that when you're in the strongest program, faculties would want to hire graduates of that strong program."

Before coming to Maryland, Grunig taught high school and junior high, then went on to public relations consulting and newspaper journalism.

Grunig says she prefers public relations because of the management opportunities. "When you have a part to play in the decision-making that affects a whole organization, that kind of responsibility and challenge appeals to me."

"Public relations gave me the opportunity not just to do things right, but to do the right things," she continues. "To

help set a course for the organizations that employed me as a consultant and to treat publics with legitimacy and respect."

After she embarked on a consulting career, she realized there was more to public relations than experience. "When I came to the University of Maryland to study, I found the body of knowledge in public relations was slim. So my interest grew to include contributing to that body."

Grunig says her goal is to go beyond teaching students what she did for Mobil Oil (one of her clients) to developing new knowledge that would do a better job for Mobil Oil. "That's how my interests developed from journalism to public relations, and then from the practice of public relations to teaching and research."

Because women in public relations tend to face a glass ceiling that inhibits their promotion, says Grunig, "one of my research interests is looking for ways in which women can be promoted into the management ranks when it would be their choice to do so."

She cautions that some women (and men) choose to remain at the technician level. "A lot of people are attached to the craft of public relations." But the field needs managers, she adds. In the department's teaching and research, students are made aware of lifelong career opportunities rather than just what it takes to get an entry-level job.

Grunig combines an interest in international travel with her work. She's journeyed to approximately 15 countries in the last two years, talking about her research in public relations. Especially fascinating were three trips to Slovenia. She says there's been an explosion of interest in developing public relations practice and education.

Under the communist system, public relations did not exist. "Now we're seeing in Slovenia and many other Central- and Eastern-European countries a real need to know."

Half of her travels dealt with women's issues. In countries like South Africa, she was invited to talk about women in public relations because there's a great deal of lingering discrimination in that country; not only racial discrimination, but sexism. She met with a number of black women who felt more disadvantaged as a woman than as a black—and this was before reforms.

Grunig says public relations as a field is going global and growing in a number of ways. "It is growing in stature within the typical organization. Our research has shown that top management is coming to value the public relations function more and more because it needs public relations more and more."

Public relations also has an increasingly important role to play in multinational corporations and doing business across geographical boundaries, she explains. Even organizations in this country that might be domestic have overseas competitors or culturally diverse work forces.

"Because our world is becoming so much more interdependent, the role of a public relations person as a boundary spanner, a mediator and a negotiator is going to become increasingly important."

She says that's why behavioral science research has become so critical.



"One of my research interests is looking for ways in which women can be promoted into the management ranks when it would be their choice to do so."

—Lauri Grunig

"We just can't teach the techniques of public relations. That might have been enough 25 years ago, but it certainly is not today. Students need to know how to write well, they still need to generate press releases, to write speeches, to produce employee newsletters—but they need to do so much more than that."

—JANET CHISMAR

Computers Take the Stage

UM Hosts International Electronic Music Festival

Musically inclined computer programmers and their electronic creations will be "performing" during the university's first electronic music festival Nov. 10-12 at the Tawes Fine Arts Building. The festival, titled "Technology and the Composer," will bring together experts from throughout the world to compare "notes" about the subject.

Participants will focus on music composed entirely by computer and other early electronic sound production devices. No synthesizers. No keyboards. No live musicians of any sort. These computer musicians are purists who believe electronic music should reflect its inherent technology, and not simply try to imitate or duplicate the sounds of traditional musical instruments.

The composers, many of whom are also sophisticated computer programmers, work with naturally occurring sounds as well as new sounds they create with the computer. In both cases, the sounds are translated into a stream of numbers that can be read by the computer and then manipulated in a variety of fascinating ways.

"Electronic music is much more like the plastic arts. The music is fixed and unchanging, unlike traditional music which is interpreted by the performer and changes depending on the musi-

cian," says Tom DeLio, associate professor of music and coordinator of the conference. "It's much like painting and the other visual arts in this respect."

Conference participants will probe a number of interesting questions the computer revolution brings to the music world—such as, "Should electronic music be performed on stage?" After all, the music is recorded on tape and therefore, there are no performers.

The public is invited to attend the free concerts, which will be held Nov. 10, 11 and 12, at 8 p.m., at the Tawes Theatre, and will feature some of the biggest names in the computer music world. However, the stage will be virtually empty.

Come curtain time, the lights will dim and the taped music will be broadcast through the concert hall's speaker system. The audience will merely sit and listen.

This fall conference at Maryland is the second part of a two-part international series on the subject that includes lectures and panel discussions in addition to the public concerts. The first part was held in Luxembourg City in June, and was hosted by Clark University and its European Center in Luxembourg.

Awards Dinner to Honor Faculty Emeriti

On Tuesday, Nov. 15, the university will honor 26 of its retired professors at the 1994 Faculty Emeriti Awards Dinner. The Grand Ballroom Lounge of the Stamp Student Union is the setting for the dinner and awards program, in which President William E. Kirwan will present plaques to each of the honorees.

The rank of professor emeritus is an honor awarded after meritorious service at the University of Maryland and granted only upon retirement from active service. Approximately 180 faculty members, including the 26 listed below, have been granted the rank of professor emeritus or associate professor emeritus.

All faculty and staff are invited to attend the awards dinner. Cocktails will be served beginning at 6:30 p.m., dinner is at 7:15 p.m. and the awards programs begins at 8 p.m. The cost is \$12 and reservations are requested in advance.

For more information, call Carolyn Ent at 405-4637.

The following faculty will be honored at the dinner:

John Bryan
Frank Buckley Jr.
George Callcott
John Davidson
George Dieter Jr.
George Eley
Phillips Foster
Philip Geraci
Lewis Gollub
Hans Griem
Jean Hebler
Norman Heim
E. Eugene Helm
John Horvath
Robert Huebner
David Kelley
George Male
Colin Marks
David Matthews
Marianne Meijer
Cyril Ponnampuram
Muriel Sloan
James Stewart
Bonnie Tyler
J. Benedict Warren
Donat Wentzel

Calendar Nov. 7-16

Arts

Art Exhibition: Through Fri., Dec. 23, "Significant Losses: Artists Who Have Died from AIDS," Internationally recognized and regional artists who have died of AIDS, The Art Gallery, Art/Sociology. Exhibition hours: Mon.-Fri., noon-4 p.m.; Wed. until 9 p.m.; Sats. and Suns., 1-5 p.m. 5-2763.

Significant Losses: AIDS Awareness Monthly Reading Series: Mon., Nov. 7, Faculty and Student Writers, 7:30 p.m., Parents' Association Art Gallery, Stamp Student Union. 5-3820.

Symphonic Wind Ensemble Concert: Tue., Nov. 8, John Wakefield-conductor, 8 p.m., Memorial Chapel. 5-5548.

Writers Here and Now Reading: Wed., Nov. 9, Larry Levis and Susan Mitchell, 7:30 p.m., University Book Center, Stamp Student Union. 5-3820.

Photo Exhibit and Reception: Wed., Nov. 9, "Flashbacks: Moments at Maryland," Al Danegger, campus photographer, 8:30-10 a.m., Katherine Anne Porter Room, McKeldin Library. Exhibits of his photography will be on display in the Katherine Anne Porter Room and in the Maryland Room, Marie Mount Hall until Jan. 6, 1995. 5-9126.

AIDS Awareness Month Creative Expression Presentation: Thu., Nov. 10, "Express Yourself," campus community expresses thoughts and feelings about AIDS

epidemic through song, poetry, art and other creative avenues, 7 p.m., basement lounge, Anne Arundel. 5-3864.

Technology and the Composer Concert I: Thu., Nov. 10, 8 p.m., Ulrich (formerly Tawes) Recital Hall, Tawes Fine Arts Building. 5-2201.

The Concert Society at Maryland Worldsong Thu., Nov. 10, Whirling Dervishes, 8 p.m., Lisner Auditorium, George Washington University, \$25, \$20, \$15, students \$9. Free pre-concert seminar 6:30 p.m. 403-4240.*

Mozart at Noon: Fri., Nov. 11, Mozart's Trio in E-Flat Major performed by music graduate students, noon, basement lounge, Anne Arundel. 5-6773.

Technology and the Composer Concert II: Fri., Nov. 11, 8 p.m., Ulrich (formerly Tawes) Recital Hall, Tawes Fine Arts Building. 5-2201.

The Concert Society at Maryland Chamber Music Series: Sat., Nov. 12, Assad Duo - guitars, 8 p.m., Auditorium, UMUC Center of Adult Education, \$19, students \$9. 403-4240.*

Technology and the Composer Concert III: Sat., Nov. 12, 8 p.m., Ulrich (formerly Tawes) Recital Hall, Tawes Fine Arts Building. 5-2201.

Monday Night Music Series: Mon., Nov.



The Assad Brothers, the world's leading guitar duo, perform Baroque, Latin and contemporary music for two guitars at the Center of Adult Education, on Nov. 12.

14, Guarneri String Quartet Open Rehearsal, 7:15 p.m., Memorial Chapel. 4-9866.

Significant Losses: AIDS Awareness Dramatic Reading Series: Wed., Nov. 16, "Undeniable Understandings," adapted and directed by Sharon Grosshart, at noon and 7:30 p.m., Art Gallery, Art/Sociology. 5-6692.

Significant Losses: AIDS Awareness Monthly Reading Series: Mon., Nov. 14, "The Literature of AIDS," 7:30 p.m., Parents' Association Art Gallery, Stamp Student Union. 5-3820.

Writers Here and Now Reading: Wed., Nov. 16, "Share Our Strength: Writer's Harvest," 7:30 p.m., University Book Center, Stamp Student Union. Suggested donation of \$5 will be donated to Share Our Strength, which benefits the hungry. 5-3820.

Lectures

Physics Colloquium: Tue., Nov. 8, "Nuclear, Particle, and Astro-Physics Deep Underground," Todd Haines, Los Alamos National Laboratory, 4 p.m., 1410 Physics. 5-4804.

Astronomy Colloquium: Wed., Nov. 9, "LIGO, g-modes/Ocean Waves on Neutron Stars," Curt Cutler, Penn State, 4 p.m., 1113 Computer and Space Sciences. Lectures are preceded by coffee in Rm. 0254. 5-1531.

The Committee on Africa and Africa in the Americas Lecture: Wed., Nov. 9, "Source of All Evil: The Representation of Women in African Tradition," Mineke Schipper, Rijks University, Leiden, 4 p.m., 3120 Jimenez. 5-2118.



Whirling Dervishes

One of the world's most exquisite spiritual ceremonies, rarely seen in the West, comes to Washington when 25 members of the Whirling Dervishes from Turkey perform a complete Sufi ritual at Lisner Auditorium on Thursday, Nov. 10, at 8 p.m. The evening is sponsored by the Concert Society at Maryland.

The Dervish ceremony may be the only mystical tradition of any faith in which dance is the cause, rather than the result, of an experience of spiritual trance. Accompanied by instrumental music and bounded by Koranic chants and hymns, the whirling is seen as a spiritual journey through movement, in which the dancer turns toward God and truth, matures through love, transforms the self through union with God and returns to mundane consciousness as a servant of creation.

Symbolism pervades the rite, from the dancer's hat (representing a tombstone)

and skirt (as a death shroud), to the removal of the dancer's black cloak (as a rebirth to truth), the central position of the sheik (as a conduit for divine grace) and the position of the dancer's hands (with one raised upward to receive grace, one directed downward to release it). The 13th-century poet and inspiration for the Dervishes, Jalaluddin Rumi, called the ceremony "the dance of all things, from the atom to the star."

A pre-concert seminar on Sufism and the Dervish ceremony begins at 6:30, featuring Sufi writer and translator Kabir Helminski; Celaleddin Celebi, Sufi teacher and a descendent of Rumi; ethnomusicologist Karl Signell, America's leading authority on Turkish Sufi music; and moderator Carol Robertson of the department of music. For information, call 403-4240.

Architecture Lecture Series: Wed., Nov. 9, "Constructs," Sarah Graham, Angelil/Graham Architecture, 7 p.m., Architecture Auditorium. 5-6284.

Seventh Bebe Koch Petrou English Lecture: Thu., Nov. 10, "Directed by Dorothy Arzner: Lesbian Looks and Hollywood Cinema," Judith Mayne, Ohio State University, 3:30 p.m., 1120 South Campus Surge. 5-3809.

Committee on History and Philosophy of Science Colloquium: Thu., Nov. 10, "Could the U.S. and the Soviet Union Cooperate in Cancer Research?: Science as an Instrument of the Cold War," Nikolai Krementsov, Institute of the History of Science and Technology, Russia, 4 p.m., 1117 Francis Scott Key. 5-5691.

Technology and the Composer Lecture: Fri., Nov. 11, "Composition Theory as a Theory of the Imaginative Self," Otto Laske, Harvard University, 10 a.m., 2154 Tawes Fine Arts Building. 5-2201.

Technology and the Composer Lecture: Fri., Nov. 11, "A Cybernetics of Composition: Engineering Systems that Compose Themselves," Michael Hamman, University of Illinois, 11 a.m., 2154 Tawes Fine Arts Building. 5-2201.

Technology and the Composer Lecture: Sat., Nov. 12, "A Track on White Noise from Tape to Computer," Joji Youasa, University of California at San Diego, 10 a.m., 2154 Tawes Fine Arts Building. 5-2201.

Technology and the Composer Lecture: Sat., Nov. 12, "Composing Sounds with Computers," Jean-Claude Risset, Marseille, France, 11 a.m., 2154 Tawes Fine Arts Building. 5-2201.

Astronomy Colloquium: Mon., Nov. 14, "ASCA Observations of Clusters and Groups of Galaxies and Models of Dark Matter," Richard Mushotzky, GSFC, 4 p.m., 2324 Computer and Space Sciences. Lectures are preceded by coffee in Rm. 0254. 5-1531.

Computer Sciences Fall Distinguished Lecturer Series: Mon., Nov. 14, "Secure Network Protocols," Sandra Murphy, Trusted Information Systems, 4 p.m., 0111 Classroom Building. 5-2661.

Physics Colloquium: Tue., Nov. 15, "Doing Physics in Cyberspace," Larry Smarr, University of Illinois at Urbana-Champaign, 4 p.m., 1410 Physics. 5-4804.

Current Issues in Planning Fall Brownbag Lecture Series: Wed., Nov. 16, "Planning in the New Russian Economy," Marie Howland, noon-1:15 pm, 1179 LeFrak. 5-6798.

Center of Population, Gender and Social Inequality: Wed., Nov. 16, "Meditations on the Measurement of Inequality in a Multicultural Context: The United States, 1940 to 1990," Omer Galle, University of Texas, noon, 2115 Art/Sociology. 5-6403.

Astronomy Colloquium: Wed., Nov. 16, WFPK Results, Jeff Hester, 4 p.m., 1113 Computer and Space Sciences. Lectures are preceded by coffee in Rm. 0254. 5-1531.

Meetings

Retention 2000: Wed., Nov. 9, "Student Self Empowerment: How Do We Get There From Here?," Gary Y. Okihiro-Cornell University, Nikki Giovanni-Virginia Tech, 8 a.m.-4 p.m., Stamp Student Union, \$95. 5-5618.*

Counseling Center Research and Development Meeting: Wed., Nov. 9, "Dream Interpretation in Therapy," Clara Hill, noon-1 p.m., Shoemaker Counseling Center Testing Room. 4-7690.

College Park Senate Meeting: Thu., Nov. 10, 3:15 p.m., 0200 Skinner. 5-5805.

Counseling Center Research and Development Meeting: Wed., Nov. 16, "Grief and Loss in Children and Adolescents," Janice Krupnick, Georgetown, noon-1 p.m.,

Counseling Center Testing Room, Shoemaker. 4-7690.

Miscellaneous

University Book Center Book Sales: Through Wed., Nov. 30, in celebration of Native American Heritage Month, the University Book Center will offer a 20 percent discount on all Native American related titles, excluding textbooks. 4-BOOK (4-2665).

University Book Center Book Sales: Mon., Nov. 7 through Fri., Nov. 18, The McGraw Hill Bookfair, the University Book Center will offer a 20 percent discount on all McGraw Hill titles, excluding textbooks. 4-BOOK (4-2665).

University Book Center Book Sales: Through Fri., Dec. 23, in support of "Significant Losses: Artists Who Have Died from AIDS" and AIDS Awareness Month, the University Book Center will offer a 20 percent discount on all AIDS-related titles, excluding textbooks. 4-BOOK (4-2665).

National Archives Film Series-"A Year on Film: 1944": Wed., Nov. 9, "Laura," a classic murder mystery starring Gene Tierney and Dana Andrews, 7 p.m., College Park National Archives Auditorium, 8601 Adelphi Road. (202) 501-5000.

AIDS Awareness Month Panel Discussion: Mon., Nov. 7 "Let's Talk About Sex," student panel, 7:30 p.m., Hoff Theater, Stamp Student Union. 4-7608.

National Archives Film Series-"A Year on Film: 1944": Thu., Nov. 10, "D-Day Remembered," Charles Guggenheim's acclaimed documentary on the Normandy invasion, noon, College Park National Archives Auditorium, 8601 Adelphi Road. (202) 501-5000.

Technology and the Composer Panel Discussion: Fri., Nov. 11, "Compositional Strategies for Tape Music," Thomas DeLio, moderator, 2 p.m., 2154 Tawes Fine Arts Building. 5-2201.

AIDS Awareness Month Education Program: Sat., Nov. 12, through Sat., Dec. 3, "Family Education Days," 1-5 p.m., Art Gallery, Art/Sociology, and Art Center, Stamp Student Union. 5-2763.

Technology and the Composer Panel Discussion: Sat., Nov. 12, "The Aesthetics of Electroacoustic Music," Wesley Fuller, moderator, 2 p.m., 2154 Tawes Fine Arts Building. 5-2201.

National Archives Film Series-"A Year on Film: 1944": Wed., Nov. 16, "Cover Girl," Jerome Kern-Ira Gershwin musical starring Rita Hayworth, 7 p.m., College Park National Archives Auditorium, 8601 Adelphi Road. (202) 501-5000.

Seminars

Ninth China Regional Seminar: Tue., Nov. 8, "Hong Kong: What to Expect Between Now and 1997," David Lampton, President of the National Committee on U.S.-China Relations, 4-6 p.m., Chesapeake Room, UMUC Center of Adult Education. 5-4312.

Meteorology Seminar: Thu., Nov. 10, "The North American Summer Monsoon," Eugene Rasmusson, 3:30 p.m., 2324 Computer and Space Sciences. 5-5392.

Seminar in Materials, Reliability, and Radiation Effects: Thu., Nov. 10, "Needs and Opportunities in Materials Sciences at the Department of Energy," Robert Gottschall, Department of Energy, 4 p.m., 2110 Chemical and Nuclear Engineering. 5-5208.

Botany Seminar: Fri., Nov. 11, "Basic Concepts in Plant Multicellularity," Todd Cooke, noon, 2242 H.J. Patterson Hall. 5-1588.

Microbiology Seminar: Fri., Nov. 11, "Novel Molecular, Chemotherapeutic, and Immunological Approaches to the Treatment of Acute Leukemia," Allen Greenberg, University of Miami, 3 p.m., 1207 Microbiology. 5-5435.

Two Theatre Programs Commemorate Work by Visual Artists Lost to AIDS



The Way We Live Now

based on a short story by Susan Sontag and arranged for the stage by Edward Parone, takes place Monday, Dec. 5 at 3 p.m. Both pieces will be presented at The Art Gallery in the Art/Sociology Building.

Adapted and directed by UM theatre doctoral student Sharon Grosshart, "Undeniable Understandings" gives voice to the words of artists whose work is represented in "Significant Losses."

"We are trying to discover, by looking at the words of the artists, critics, friends and loved ones, how their art and view of the world changed once the artists were diagnosed," says Grosshart. "We also want to communicate how the artists went from anger and alienation to appreciation and urgency."

In "The Way We Live Now," the conversations of 26 people provide insight on how their lives are affected and transformed by a friend living with AIDS. National Players, the resident touring company of the theatre department, will present this performance as part of its 46th annual tour.

"Our department is proud to lend its talents to those artists all over the world who have helped their communities begin to understand the impact of the AIDS epidemic," says William Patterson, associate professor of theatre and coordinator of the presentations.

By presenting "Undeniable Understandings" and "The Way We Live Now," the theatre department hopes to underscore the importance and purpose of "Significant Losses: Artists Who Have Died from AIDS." In the words of Terry Gips, director of The Art Gallery, the campus wishes "to celebrate the important contributions of these individuals, educate our viewers about the devastating impact of the AIDS pandemic on the arts, and commemorate these artists and others lost to us as a result of the disease."

For more information, call 405-6692.

Undeniable Understandings

Mental Health Service Lunch 'N Learn Seminar: Fri., Nov. 11, "Special Counseling of Gay and Lesbian Students," Robyn Zeigler, 1-2 p.m., 3100 E University Health Center. 4-8106.

UMIACS Seminar on Algorithms: Fri., Nov. 11, 2-3 p.m., 2120 A.V. Williams. 5-6722.

Conversations About Teaching Seminar: Wed., Nov. 16, "Outstanding Teaching and Curriculum Innovations on Campus: Samples from Various Content Areas," noon-1:30 p.m., Maryland Room, Marie Mount. 5-9368.

Physical Chemistry/Chemical Physics Seminars: Wed., Nov. 9, "Statistical Mechanics of Complex Fluids," Scott Milner, Exxon, 4 p.m., 1325 Chemistry. 5-1867.

The Committee on Africa and Africa in the Americas Panel Discussion: Wed., Nov. 16, "Viewpoints on Africa," 3-5 p.m., Maryland Room, Marie Mount. 5-2118.

Physical Chemistry/Chemical Physics Seminars: Wed., Nov. 16, "Molecular Structure Research," Istvan Hargittai, Hungarian Academy of Science, 4 p.m., 1325 Chemistry. 5-1867.

Sports

Men's Basketball: Tue., Nov. 8, v. Polish National Team, 8 p.m., Cole Field House. 4-7070.

Women's Basketball: Thu., Nov. 10, v. Latvia (Exhibition), 7:30 p.m., Cole Field House, students free, faculty/staff half-off. 4-7070.

Women's Basketball: Tue., Nov. 15, Thu., Nov. 17, Sat., Nov. 20, and Tue., Nov. 22, National Invitational Tournament, 7:30 p.m., Cole Field House, students free, faculty/staff half-off. 4-7070.

Men's Basketball: Wed., Nov. 16, v. Verich Reps, 8 p.m., Cole Field House. 4-7070.

Workshops

Peer Computer Training: Mon., Nov. 7, "Introduction to NeXT," 6-9 p.m., 4352 Computer and Space Sciences, \$5. 5-2941.

Peer Computer Training: Wed., Nov. 9, "Network Tools," 6-9 p.m., 4352 Computer and Space Sciences, \$5. 5-2941.

Peer Computer Training: Thu., Nov. 10, "Intermediate Quattro Pro Windows," 6-9 p.m., 3330 Computer and Space Sciences, \$5. 5-2941.

AIDS Awareness Month Workshop: Mon., Nov. 14, "Wet, Wild and Well: Safer Sex for Lesbians," noon-1:30 p.m., Parents Association Gallery, Stamp Student Union. 4-8129.

Peer Computer Training: Mon., Nov. 14, "WordPerfect for Thesis Writing, Part 1," 6-9 p.m., 3330 Computer and Space Sciences, \$5. 5-2941.

Peer Computer Training: Tue., Nov. 15, "Introduction to WordPerfect Windows," 6-9 p.m., 3330 Computer and Space Sciences, \$5. 5-2941.

Peer Computer Training: Wed., Nov. 16, "Introduction to Unix," 6-9 p.m., 4352 Computer and Space Sciences, \$5. 5-2941.

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.

Jacob Lee Systematically Makes Life Simpler



Jacob Lee

An overwhelming desire to help students is what drives Jacob Lee to work each day. As a systems analyst in Academic Data Systems (ADS), Lee's ideas are being used by students to simplify life on campus.

"I really want to empower the students because they are the important element of university life. We need to serve the students fast, and they need our support," Lee says.

As a member of the ADS team, Lee has helped develop several programs to make life for Maryland students just a little bit easier.

The first is the electronic transcript exchange system which began as an idea from the director of ADS, one that was not taken seriously at first. Lee, however, decided to make that idea a reality.

In the past, students had to go to the records office to get their official transcripts signed and sealed, then mail them out. With the electronic system, transcripts can be transferred online, through the telephone system, saving postage and time. The system is very secure and records remain confidential. Only those with passwords can access the information through the Internet.

Other colleges and universities across the state are joining in the cooperative transcript system, and Lee hopes the idea will soon go nationwide.

Lee also helped develop the midterm grading system, which began last year on a trial basis. The system helps students track their progress in 100- and 200-level classes with grade reports given halfway through the semester.

"I think the main focus of the midterm grading system is that we want to have better retention. We have a lot of students dropping out because of difficulties with classes, so I think this midterm grading system will help," Lee says.

Another ADS claim to fame is the coding process that coordinates student ID cards with Dining Services. Each ID card is given an electronic barcode at the time it is processed, allowing it to be read by cash registers in the dining halls and other eateries on campus.

On the heels of his other successful

projects, Lee also wants to get involved in developing a system for electronic admission applications. Students could input their personal data into a program and apply to any university in the country.

"If a potential student sees that Georgetown, UNC, Virginia or [any other college] offers better services, they may go there. We have to give them better choices than anywhere else," Lee says.

As a result of his work with ADS, Lee was asked by President William E. Kirwan to serve on the Asian, Hispanic and Native American Task Force of the President's Commission on Ethnic Minority Issues.

"[Nearly 16] percent of the students at the university are Asian Americans. They need some role models to look upon and discuss their problems with. Sometimes I can help them because I have experienced how to overcome the obstacles that I face in daily life and as a student."

When Lee came to the United States in 1977, he had already lived a lifetime of struggles. He was only 4 years old when Communist aggressors began to invade South Korea at the start of the Korean War. The war claimed the lives of both his parents.

Eventually, however, the war made up for some of what Lee had lost.

In exchange for lessons in Tae Kwon Do, young high school students like Lee began to practice their English skills on American GI's who occupied Korea after the war. Korean school teachers taught grammar and written English, but students were exposed to virtually no conversation.

Also during his high school years, Lee became pen pals with a student at Auburn University and further developed his English conversation skills through letters to her.

"Things like this were my first real contact with America," he says.

Lee graduated from Kyung Hee University in Seoul with an economics degree and was offered a job at the Gold Star Electronics Company. He worked there until his wife Esther decided to come to the United States to pursue a career as a registered nurse.

Once he arrived in the United States, Lee decided to get some formal training to sharpen his English skills. He enrolled in a six-month language course at Georgetown University and worked as a dishwasher in a hotel to help support his family. Initially, Lee experienced culture shock.

"I began to learn a new world. It was a totally new adjustment."

In 1979, Lee came to work for the university and took night courses at University College. Five years later, he graduated with a bachelor's degree in information systems management and was offered a job with the General Services Administration. He returned to his alma mater in November of 1985 to work in Academic Data Systems.

Lee says he loves his job, because the people he works with are so open-minded and understanding. "My culture may be different, but [my coworkers] see my culture as my strength, not my weakness," he says.

—TRACEY LOGSDON

Robin Gerber

Where Are the Volunteers?

More than 150 years ago Alexis de Tocqueville warned that self-government which did not regularly involve individual citizens in their own governance was doomed to fail. Today the wall of estrangement between citizens and their central government is a constant theme in public discourse. More and more Americans mistrust Congress, have a low opinion of politicians and generally feel that their government is not working. Most significantly, when called to perform the "rare and brief exercise of their free choice," as Tocqueville put it, fewer Americans are entering the voting booth at all.

Ironically, the culture of modern congressional campaigns contributes to citizens' profound alienation from the electoral process. Campaigns in 1994 eschew the participation of ordinary citizens in favor of a new and costly technocratic science of victory.

Thirty years ago no politician would consider a campaign without volunteers as a core component. Telephone banks, literature drops, mailings that required envelopes to be stuffed, sealed and addressed all relied on average unpaid citizen power. Willis Gradison, 30-year Republican member of the House of Representatives, remembers back to when he started in Congress and the local party "could generate a lot of dedicated folks."

From urban to rural to the growing suburbs, campaign basics used to mean finding and keeping good volunteers. They gave some time and effort and got a free soda, cookies and a chance to get a thank-you from the candidate up close and personal. If they walked some precincts or worked the polls, they met their neighbors and friends, and the community grew closer.

Modern campaigns disdain the nostalgia of late nights stuffing envelopes. Favored instead is television advertising for campaigns where the dollars spent on congressional campaign ads ballooned in 1992 to \$170 million. Democratic Congressional Campaign Committee Political Director David Dixon gives this advice to candidates, "In modern campaigns, you can't go from 35 percent in the polls to 49 percent with volunteers and field organization. You must have TV, radio and direct mail."

Prominent Democratic pollster Mark Mellman explains the transition away from citizen participation in campaigns this way: "Campaigns used to be primarily about mobilization, but the atomization of society forces campaigns to be primarily about communication. Also, the rapidity with which things happen in modern campaigns means tactics change hour to hour. Strategy based on people makes it much harder to turn the ship around on a dime."

Today's technology-driven campaigns are built on money and professionals. Money for baseline polls to determine direction and theme, and for tracking polls to see if the media are "moving the numbers." Money for computerized telephone banks, which are more reliable

and faster than those staffed by volunteers. Money for mail houses that handle direct mailings from start to finish, no stamp licking required. Money for the biggest media buy you can make.

In this new age of insular campaigns, you can get what you want and need, but you had better buy it. So say the paid experts, who with savvy and experience map courses to victory on the technology highway and leave volunteers waiting at the rest stops. The message is consistent from pollster to media consultant to party campaign committees, "If you want to win, you will pay for what will get you there."

The professionals say the new methods work, and they are right with respect to producing winning candidates. There is a cost to the democracy, however, in winning in a vacuum, isolated from your constituents: It fosters the very contempt for Congress that the members themselves complain about.

Five-term Rep. Bart Gordon of Tennessee, a Democrat, likens modern campaigns to agricultural practices that try to breed animals to the highest level but end up making them sterile. In the same way, he reasons, techno-campaigns are being pushed to the point of sterility so that momentum from the energy and activism of volunteers is lost.

A paid staffer in a Maryland campaign that is considered by professionals to be very well-run related that when a bunch of volunteers sent by the congressman showed up at headquarters recently, he felt not elated but distinctly uncomfortable. For the truth was that with the campaign's heavy emphasis on voter contact through paid communication, there was little for the volunteers to do. And people don't have time to waste, nor do they fail to sense that the campaign machinery has passed them by.

This feeds a cycle that makes it harder to find the volunteers and easier to buy what they would have given. As this approach/avoidance sequence plays out across the nation's campaigns this election year, more voters who would be activists become cynics.

Perhaps the challenge then for those paid to plot strategy will be to realize that the best campaigns of the future must find a new role for volunteers. In this way will citizens, rather than being estranged by political campaigns, instead feel invested in the democratic ritual of elections and motivated to take their important and rightful role as active participants. If not, Tocqueville's dark forecast for democracy's decline, in which citizens gradually lose "the faculties of thinking, feeling, and acting for themselves," may be realized.

The writer is political and legislative director of the Carpenters Union and a senior fellow at the Center for Political Leadership and Participation at the University of Maryland.

©The Washington Post Sunday, Oct. 23, 1994

Lawyers Plead for Part-Time Work

"If you are an attorney and you want to work part-time, you better be darn good and you better have a good reason," says Katherine Klein, summarizing the results of a survey of 200 attorneys in the Washington metropolitan area. Klein is associate professor of industrial and organizational psychology.

The study was designed to identify factors that influence law firms' willingness to grant attorney requests for part-time work. Klein found that the attorneys most likely to be allowed to work part-time are high performing, difficult to replace, well-connected women who want to work part-time for child care reasons and who threaten to leave if their requests are denied.

The reason an attorney requested part-time work and the quality of the attorney's performance were the most important factors in determining whether the attorney would be allowed to change employment status, Klein found. Gender played a small, but statistically significant role. Survey respondents believed that in their firms, women are more likely than men to be allowed to work part-time, even if the men and women were identical in every other respect.

The survey also indicates that senior partners may question the commitment of part-time attorneys to the practice of law.

"Our results are only preliminary," comments Klein, "but they suggest that it may be relatively easy for an attorney to get permission to work part-time, but relatively hard for a part-time attorney to maintain his or her standing in

the firm."

Not surprisingly, Klein found that more traditional, bureaucratic and rule-dominated firms, were less likely to approve an attorney's request for part-time working arrangements.

However, factors such as the percentage of female attorneys in the firm, the percentage of female partners, the number of hours in the firm's billable hours standard, the number of attorneys in the firm or the economic health of the firm (as rated by the survey respondent) did not affect whether or not a firm approved an attorney's request to work part-time.

Klein surveyed 200 randomly selected Washington area lawyers. Participants in the study were given 64 scenarios describing hypothetical situations where an attorney requested to work part-time. Within the survey, six characteristics were manipulated: gender, reason for seeking part-time work (to take care of an infant or to write a novel), ease of replacement (easy or difficult), performance (excellent or mixed), connections to partners (senior or junior partners) and threat to leave if part-time request was denied. After reading each scenario, respondents were asked to rate, on a seven point scale, how likely their firm would be to approve the attorney's request; and, how senior partners of their firm would assess the attorney's commitment to the practice of law at their firm. Lori Berman and Marcus Dickson, two graduate students in the psychology department, assisted with the study.

Take note

Space Robot Ranger Debuts in 367,000 Gallon Water Tank

Ranger, the 6-foot-long space robot designed at the Neutral Buoyancy Research Facility to work on orbiting satellites, was unveiled and demonstrated on Nov. 2 at the facility.

The Ranger Telerobotic Flight Experiment will be launched in 1997 to demonstrate the feasibility of using telerobotic spacecraft to service satellites in Earth's orbit. Developed by the university's Space Systems Laboratory in partnership with NASA and industry, the Ranger program is based on an innovative development process. The process was designed to provide the practicality of rapid, extremely low-cost space flight experiments. Part of this process involved the development of an underwater vehicle that is functionally equivalent to the actual Ranger Robot to serve as a testbed for the technologies to be used on the flight vehicle. It is this neutral buoyancy vehicle, the predecessor to the flight unit, which was unveiled at the roll-out ceremonies.

During the demonstration, the Ranger Neutral Buoyancy Vehicle displayed its capabilities for free flight, rendezvous and docking and equipment manipulation in a realistic servicing task scenario.

Engineering and Computer Sciences Benefactors of Minority Scholarship Program

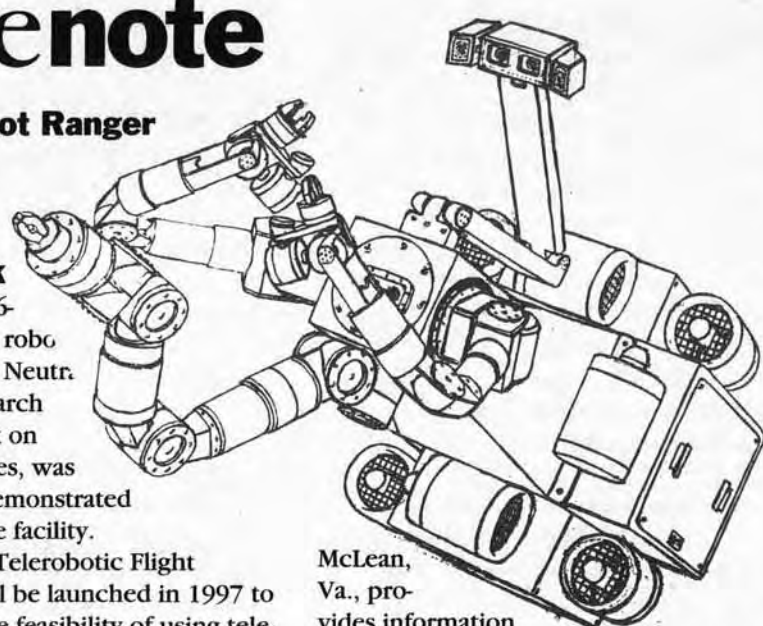
The colleges of engineering and computer sciences, along with North Carolina A&T State University, have been named as initial partners in the BDM Federal, Inc. Information Technology (IT) Minority Scholarship Program.

Each student selected to take part in the IT Scholarship Program will receive \$2,500 towards tuition, plus a paid summer internship with the company. BDM staff members will serve as mentors to individual interns. To be considered for the program, applicants must be minority students majoring in engineering, computer science or other information sciences, maintaining a 3.0 grade point average and entering their sophomore, junior or senior year if college.

"We are very pleased that BDM has chosen the University of Maryland," says William Destler, dean of the James A. Clark School of Engineering. Richard Herman, dean of the College of Computer, Mathematical and Physical Sciences, echoed Destler's sentiment, adding, "This kind of business-university partnership is good for both the aspiring student, the university and the corporation. It is a win-win-win situation for all three."

The selection process for the first scholarship recipients will be completed by mid-December. Scholarship awardees will receive tuition assistance for the spring semester of 1995 and will begin their internships at BDM in May.

BDM Federal, Inc., headquartered in



McLean, Va., provides information technology, systems and services, and services to U.S. and international public sector clients.

Maryland Athletes and Exxon Make Things Happen

"You can make it happen" is the message that university scholar-athletes tried to leave with 200 area school children who converged on the campus last Friday for the Kids and College Program.

Team Maryland, an outreach effort including athletes from nearly all university athletic programs, hosted students from Baltimore County's Sinclair Elementary, Frederick County's Walkersville Middle and the Options School in Washington, D.C. Jointly sponsored by the Exxon Company U.S.A. and the Atlantic Coast Conference, the Kids and College Program is designed to introduce at-risk youth to the college experience.

Highlighting the day's activities was an appearance by Maryland's All-American basketball star Joe Smith. Smith, along with members of the athletic administration and coaching staff, met and mingled with the students in an informal setting in Cole Field House.

Members of Team Maryland also gave the students a VIP tour of the university, including a behind the scenes look at Tyser Tower, the football team house and state-of-the-art academic facilities. They concluded with their motivational seminar, heard by more than 18,000 students in the past year.

Rob Fox, Team Maryland coordinator, says the student-athletes who participate in the program are committed to community service and making a difference in the lives of young people who are facing life-limiting choices. "Team Maryland challenges young people to control their own destiny," Fox says. "It is my hope that each student left with a feeling of what college is like and feel better prepared for their future."

ACC Commissioner Gene Corrigan says participation in outreach efforts like the ACC-Exxon Kids and College Program is an integral part of the student-athlete experience at ACC institutions. "The schools in the Atlantic Coast Conference have a rich history of producing excellence in individuals, both on and off the field of play," he says

President William E. Kirwan established the Continuous Quality Improvement (CQI) Council in the Summer of 1993 to lead the campus in implementation of systematic quality improvement. CQI offers a means for developing an educational enterprise regarded by faculty, staff, students and the community as being focused, responsive and responsible with resources. Over time, CQI should play a significant role in reducing red tape, improving collaboration between units, increasing retention and satisfaction of students and staff, adopting educational innovations and expanding participation in governance.

The council brings together the major leadership mechanisms of the university including the divisional vice presidents joined by representatives from the College Park Senate, Graduate Student Government, Student Government Association, faculty, staff and alumni. Kirwan chairs a monthly meeting of the council. Administrative support is provided by the office for continuous quality improvement, the president's staff organization for CQI activities on campus. Since Spring of 1992, George Dieter has served as director of the office.

The council's first decision was to capitalize on the experiences of pilot CQI activities that had been developed throughout the university since 1989 but never systematically structured or coordinated. Since the council had decided to focus on undergraduate students as the primary customers of the university, it chose to develop a small set of problem-solving teams that could serve as demonstration projects. Through a cycle of experimentation, evaluation and improvement; the council hopes to enhance and institutionalize what has been learned about making CQI work in a university setting.

A portfolio of student satisfaction data was used to determine major student pain points. Data sources included a two-year follow-up of graduates, surveys of students in their senior year as well as those who had disaffiliated prior to graduation, and small samples of student feedback collected through other campus CQI initiatives. With this student satisfaction data in hand, the CQI Council looked for trends across the data, brainstorming a list of possible issues for consideration. The issues were then matched to several criteria for creating projects such as: overlap with other initiatives, cross-divisionality, potential for impact on student retention and readiness for change.

The selection process resulted in four areas: effectiveness of the student financing process, sensitivity of the campus climate to student needs, instructor and student frustrations with large classes and interference between academic requirements and student employment situations. Team charters were developed around these four areas that included a problem statement, need to address the problem, possible project scope and potential team membership. Each team was asked to limit membership to six to eight people, to include student representatives when possible and to find a means for gathering the input of students, faculty and staff in the process.

Each of the vice presidents of the university agreed to serve as a sponsor for one of the projects. Duties of the sponsors included selection of the team members, arranging for administrative support to the team, assisting the team with focus and integration into other campus initiatives and assuring empowerment of the team. While the sponsors were not regular participants in team meetings, team progress was monitored through direct reports by the team leaders. In several cases, the sponsor attended one or two meetings to assist the group with clarification of its ideas and to offer support for new initiatives. All teams were limited in their work to 120 days and were asked to present their findings and recommendations at one of the monthly council meetings.

Articles about these four teams and their work are being featured in issues of *Outlook* and other campus publications. With all team presentations now completed, the office of institutional studies is conducting an evaluation of the projects that includes a team survey on group process, focus groups with team members and individual interviews with team leaders, team sponsors and team facilitators. When the evaluation is completed, the CQI Council will review the feedback obtained, discuss its plans for follow-through on recommendations and determine its future actions.

Current members on the CQI Council:

Chair-William E. Kirwan, President UMCP

Kathryn Costello, vice president for institutional advancement

Christopher Davis, chair, 1994-5 College Park Senate

George Dieter, director, office for continuous quality improvement

Howard Dobin, chair, 1993-4 College Park Senate

Daniel Fallon, vice president and provost for academic affairs

Andrew Fellows, president Graduate Student Government

Paul Mandell, former president, Student Government Association

John Meyers, alumnus, BMGT

Eugene Schnell, assoc. director, office for continuous quality improvement

Charles Sturtz, vice president for administrative affairs

William Thomas, vice president for academic affairs

Erytheia Wilkes, assistant director, personnel

Andrew Wolvin, professor, speech communication

Continuous Quality Improvement

Different Paths Lead Destlers to Academia

Despite growing up the sons of a highly regarded history professor, neither I.M. (Mac) or Bill Destler had any desire to join the ranks of academia.

Mac was drawn to the inner workings of government and public policy. Bill became interested in engineering and the hands-on opportunity to conduct high technology research.

"It was an act of rebellion on my part," says Bill. "I had the greatest respect for my father and the work that he did, but I wanted to do something real with my life."

"We were certainly driven in different directions," adds Mac.

And yet, today both are not only well-respected experts in their fields of choice, but are deans on the same campus, as well. Mac is the acting dean of the School of Public Affairs and Bill is the newly named dean of engineering. In all actuality, neither has strayed so very far from his original career path, only combined it with the family tradition of academia.

"I guess it's in the genes," says Bill with a wry smile.

As the brothers sit side by side in Mac's office in Van Munching Hall, the family resemblance is obvious. One can see it in the eyes and across the bridge of the nose.

Mac laughingly recalls visiting the campus while he was being recruited as a faculty member and overhearing a secretary in then-Provost William E. Kirwan's office remark to a co-worker, "Well, he certainly looks like his brother."

What is more telling, though, is the easy familiarity the brothers have with one another. As soon as Bill walks into Mac's office, the two launch into animated conversation, temporarily oblivious to those around them.

The fact that both are on campus now has enabled the brothers to reacquire themselves somewhat. Of course, there is the slight problem of logistics with Mac moving into the new Van Munching Hall.

"We started out at opposite ends of the campus, and we've been moving farther apart ever since," says Mac.

"Now we actually see each other more than we did before because of the deans' council meetings," says Bill.

Then with a grin, he adds, "However, we do not constitute a voting block on the council."

Bill, considered an international authority in the areas of advanced microwave devices and accelerator technology, was the first to come to College Park. He joined the university in 1973 as a research associate with the Electron Ring Accelerator Group. And never left.

"This is the only job I've ever had," he says, seeming a bit in awe of that fact himself.

Bill, who received his bachelor's degree with high honors from the Stevens Institute of Technology in 1968 and his Ph.D. from Cornell University in 1972, originally came to College Park in the interest of research only. But during his second year on campus he taught a course and was hooked on the idea of teaching, after all.

"I realized that I could probably do that better than I could do anything

else," he says.

Even as dean, he hopes to continue to teach at least one course a year. "I still find great satisfaction in walking into a classroom and teaching, the instant feedback you receive from the look on students' faces," says Bill, who is the two-time recipient of the IEEE Outstanding Professor Award, a Distinguished Scholar-Teacher and the recipient of the College of Engineering Teaching Award for Senior Faculty.

Bill became an assistant professor in 1975 and an associate professor of electrical engineering in 1980. He was named a full professor in 1985 and chair of electrical engineering the fol-

lowing year. Under his guidance the department of electrical engineering thrived, becoming one of the largest and most productive electrical engineering departments in the nation.



Seven years separate older brother Mac Destler, left, from Bill Destler.

lowing year.

Bill comes to the helm at a very exciting and challenging time for the engineering program at College Park. Enhanced by a \$15 million gift from

the Higher Education Act was passed. The Department of Housing was established. All of this made quite an impression on young Mac.

"It was an incredibly exciting time," he says.

Mac, who received both his M.P.A. and Ph.D. from the Woodrow Wilson School of Public and International Affairs at Princeton University, became

The fact that both are on campus now has enabled the brothers to reacquire themselves.

alumnus and construction magnate A. James Clark, the program, as Bill put it, "is poised to join the ranks of the most distinguished schools in the nation."

As dean of engineering, he will oversee the Glenn L. Martin Institute of Technology and the A. James Clark School of Engineering, the research and education units that formerly comprised the College of Engineering.

An internationally recognized expert on economic and foreign policymaking, Mac, who directs the Center for International and Security Studies at Maryland (CISSM) and the Maryland Seminar on U.S. Foreign Policymaking, came to College Park by a very different route.

"Mac went to work in public policy circles in Washington, and I ended up in academia a lot sooner than he did," says Bill.

After graduating from Harvard magna cum laude with a degree in government in 1961, Mac signed up for the Peace Corps and taught at the University of

Nigeria. He, too, enjoyed the classroom, and later would go on to teach at Princeton and the International University of Japan.

"But at the time I concluded from that experience that I didn't want an academic career," says Mac. After the Peace Corps and graduate study, he went to work as an assistant to then-Sen. Walter Mondale, writing speeches and developing and managing legislative proposals. During the mid-60s, Washington, D.C., was a whirlwind of activity with landmark legislation resulting in new programs. The Medicare bill became law. The Voting Rights Act was passed.

He was approached by the School of Public Affairs while a senior fellow at the Institute for International Economics.

"I had talked to universities from

time to time," he says. "In some cases I was offered positions that I decided not to take."

College Park was different. Bill, his brother, was there, of course. But as Mac points out that was not a sufficient reason to make a career change.

"It was a definite plus that Bill was here," he says. "It added a very nice personal dimension to the situation."

But the real convincing factor for Mac, who joined the faculty in 1987, was the university's close proximity to Washington, and the quality of the School of Public Affairs with its first-rate scholars across a range of disciplines.

"I remember Michael Nacht, dean of the School of Public Affairs at the time, told me, 'We're trying to recruit your brother to come here as a faculty member. Would you help us?'" recalls Bill. "I said, 'Well, he's my older brother. He doesn't listen to anything I say.'"

Although Bill's comment is made with good humor, the seven-year age difference between the two brothers admittedly prevented them from being very close as they were charting their respective life courses.

"I was always very fond of Bill when we were together as kids, but for the most part as he was growing up, making decisions, I wasn't there," says Mac. "I was in college, in the Peace Corps. We're peers now, but as children, we were separated by those seven years."

Bill, however, does remember travelling up to Harvard for the weekend to visit his older brother and going to Boston Garden to see the Celtics play. "I really enjoyed that," he says. He also admits that at times it was a bit intimidating to have such an accomplished older brother.

"I never felt competitive toward him," says Bill. "But he succeeded so admirably that at times it was hard to follow him."

Now that the two are located on the same campus, they do have more contact with each other. Both Mac and Bill are married and have children, and the families get together on occasion. "But we haven't done a lot of reminiscing," says Mac.

When encouraged to talk about the past and their family which, besides Mac and Bill, includes another brother and a sister, the two speak of their parents with great warmth and admiration.

They talk about their mother going to work for the Red Cross and struggling to make ends meet when their father became seriously ill. And they talk about their father.

"My father had a wonderful reputation as a teacher," says William. "I think that he was genuinely a gifted teacher."

They also talk about how pleased Chester Destler was with their professional accomplishments.

"Sometimes I would hear Dad describe my achievements," says Mac. "The small details were quite accurate. But the larger story? He tended to magnify things a bit."

"I think that he took tremendous pride in the fact that two of his sons pursued scholarly careers," says Bill.

—LISA GREGORY