

Outlook

The University of Maryland at College Park Faculty and Staff Weekly Newspaper • Volume 9 Number 13 • November 28, 1994

Banneker Scholarship Program

Campus and Nation Show Their Support

Since the federal appeals court ruling that the university's Benjamin Banneker Scholarship program must be discontinued, President William E. Kirwan and the university have received extensive support both within the campus community and nationwide.

Individuals, organizations, universities and the media all have shared the message that the race-based scholarship program is important and effective for recruiting, maintaining and graduating African-American students.

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.

Kirwan has appealed the decision to the full appellate court, saying, "We will do everything we can to see that the decision is overturned."

On Nov. 9, members of the Black Student Union (BSU) held a candlelight vigil and march in support of the Benjamin Banneker Scholarship Program. Joined by 13 other student, faculty and alumni

groups, members of the BSU marched from the Stamp Student Union to the Main Administration Building, where they presented Kirwan with a letter of support for the university's efforts to keep the scholarship program.

The letter of support read:

"We, the leaders of several black student organizations on campus, would like to formally commend you on efforts taken to preserve the Banneker Scholarship Program. As black students, we are directly affected by the verdict as it stands, and are highly disturbed. We appreciate your expedient response and firm stance on the necessity of

retaining this program. As students, we will continue to expect similar actions concerning this and future dilemmas. With your continued support of the Banneker Program, you can expect our full cooperation, both visibly and vocally. We thank you in advance."

The letter was signed by representatives from the Black Student Union, NAACP,

Black Women's Council, Black Business Society, Maryland Gospel Choir, A.D.A.M.S., Dance Afrika!, Black Engineers Society, Dimensions, *The Black Explosion*, *The Eclipse*, N.A.B.J.,



The Main Administration Building was the site of a candlelight vigil of support.

New Generation Campus Ministries, Delta Sigma Theta, Alpha Kappa Alpha and Kappa Alpha Psi.

The New York Times issued a request to The Black Alumni Association for a statement regarding the court decision. The statement that was submitted read: "The leadership of the University of Maryland Black Alumni Association is deeply saddened by the recent decision of the U.S. 4th Circuit Court of Appeals. The university, through the Banneker Scholarships and other proactive programs, has

aggressively sought to address the lingering effects of segregationist policies that ended at the institution only two generations ago. Grandparents—and in some cases, even parents—of today's prospective students were denied access to the state's public university solely because of the color of their skin. The vestiges of that state-sanctioned discrimination run deep. The estrangement of major segments of the African-American population from their state university is real. Therefore, we are in

—continued on page 2

More Students Join the Work Force to Help Pay for College

A generation ago, many parents would have discouraged their offspring from holding down a job while pursuing a college degree. The emphasis should be on education, they'd say.

These days, however, most parents don't have a choice. The cost of college tuition continues to increase, fewer parents can afford to pay for their children's education and financial aid has been unable to meet the growing demand.

That reality is no less true for the University of Maryland. That's why, at President William E. Kirwan's request, the CQI Student Employment Team was created to address the increasing interference between academic requirements and student job situations.

The team, chaired by Frank Brewer, director of Physical Plant, conducted a national data search and collected infor-

mation from University of Maryland students by means of surveys, focus groups and MARS. Peer comparisons also were sought in terms of services offered to students who work.

After conducting their national search, the team identified three fundamental causes of conflict between academic success and student employment: Today's students work much more than past students

because they must; the university tends to view student employment as a "necessary evil" rather than as an education-

al opportunity; and, student employment can cause students to withdraw from the university, especially when they work off campus.

"We have a tremendous missed opportunity at this university in not acknowledging the benefit of work experience," says Susan Komives, associate professor, counseling and personnel services, who served on the team.

Indeed, a considerable number of students are "working their way through school." In 1972, 35 percent of students worked; by 1991,

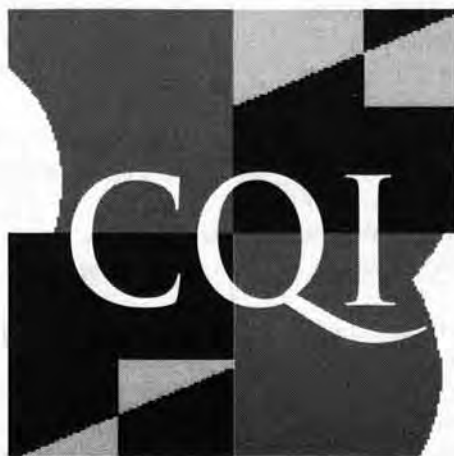
that number increased to 47 percent. Over the last 10 years, the total cost of attending college rose 21 percent, yet, the median family income during this same period increased only 6 percent.

Tuition at UMCP increased from \$5,363 in 1983-84 to \$10,117 in 1993-94 and there has been a 20 percent increase in applications for financial aid since 1990.

"Working can be viewed as an educational experience," says Janet Schmidt, acting director of institutional studies and the team's facilitator. "As someone on our team said, 'credit is currency.' You don't always have to pay students in dollars, but in credit."

As the team's facilitator, Schmidt was responsible for incorporating CQI techniques into the process. "We used the fishbone diagram for problem identi-

—continued on page 6



End quote

How do you think the Republican congressional sweep will affect the nation, if at all?

"The federal government will be slashed, spending on weapons will go up, spending on the poor will go down, the rich will get a tax break, the working stiff will take it on the chin and lots of Democratic congressional aides will be out looking for work."

—Paul Hermson, associate professor, department of government and politics



"Because I teach environmental education here and am involved in environmental matters, I have great concern that many of the environmental programs may be interrupted or cut back or something like that. I'm sort of a one-issue type person."

—Donald Messersmith, professor, department of curriculum and instruction

"We'll have a tougher crime bill, we'll reform welfare, we'll cut back on congressional staff, we'll cut taxes—especially capital gains—which will get the economy moving, we'll probably have voucher programs for schools. We'll have a balanced budget amendment that will give the president veto power. And we'll cut spending. That's the biggest thing I suppose. It'll be dramatic."

—William Nickels, associate professor, College of Business and Management



"The first thing it will do is foreclose options for the Clinton presidency, and it will probably move us back to a far more conservative position on deficit issues, defense and welfare reform. It will probably mean a serious continuation of downsizing federal agencies, and an overall shift to states and localities, that was initiated under Reagan and Bush and was temporarily stalled under Clinton."

—Suzanne Slater, lecturer, School of Public Affairs

"We're in for a rough ride for the next two years. There is certainly going to be a lot of contention between the Republican congress and the president, in virtually every way. It's going to be a rough ride in part because America doesn't know what it wants yet."

—Eric Uslaner, professor, department of government and politics



Showing Support for Banneker Scholarship Program

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full agreement with the position of President Kirwan in appealing this decision, and we wholeheartedly support the university in its efforts."

Black Issues in Higher Education devoted a substantial portion of its Nov. 17 issue to the court ruling. Titled "Banishing Banneker," the cover story focused on the University of Maryland and also featured reactions by other colleges and universities and Latino educators and advocacy groups, as well as a legal analysis of the 4th circuit court's ruling. Copies of the article are available from the office of public information, by calling 405-4621.

Support for Kirwan's efforts also was expressed by Suheil Bushrui, professor, Baha'i Chair for World Peace. His letter is reprinted below:

10 November 1994

Dear President Kirwan:

It is with temerity and profound humility that I wish to express my admiration for the noble and courageous stand you have taken with regard to the Banneker Scholarship affair. It is in times such as these that the true mettle of noble minds is tested and proven to be of the quality of stainless steel.

I, in my own humble way, have been following in your footsteps. In the classroom and in my public lectures at the university and in professional gatherings, I have tried to explain your staunch and magnanimous stand and to define

for everyone the ideals which our university upholds.

If we are ever able to heal the wounds of a people who have suffered for too long, we must ask those who have suffered to forgive, while the rest we must ask to redress the balance and recognize the needs of those who have been deprived of both education and the dignity of a human being for over two centuries.

The following Arab allegory comes to mind, which seems appropriate in the present controversy over this issue:

A man was asked:

Who of you children is most beloved and receives most of your care?

He answered:

The one who is away, until he returns;

The one who is sick, until he recovers;

And the one who is young, until he grows.

Perhaps we could add to that:

The one who has been wounded, until he is completely healed.

Please let me know how I could help to support you and the university in what I believe is a just and noble cause.

Yours sincerely,
Suheil Bushrui
Professor
Baha'i Chair for World Peace

Sun, Ingenuity Help Put 'Eggcitement' Back into Engineering Education

Using nothing but the sun and their own ingenuity, more than 400 freshman engineering students are competing to design and build solar-powered cookers powerful enough to boil eggs.

Each team of six students designs the solar-powered cookers using computer-aided design and spreadsheet skills learned during the semester. The devices, which will be tested Nov. 30 through Dec. 8, must be portable, cost less than \$150, and, according to the instructions handed out at the beginning of the semester, should "gather and concentrate solar radiation in a manner that a minimum of one-half liter of water can be raised from ambient temperature to boiling and maintained for a time sufficient to perform a useful function (i.e., three minutes to soft boil one or more eggs)."

The challenge is the culmination of the A. James Clark School of Engineering's innovative introduction to engineering course which substitutes lectures and exams common to most freshmen classes with hands-on experience in designing, building and testing an actual project. Previous first-year projects have included windmills and human-powered water pumps.

Chemical engineering professor Thomas Regan, who co-founded the

course three years ago and has since seen it adopted by a number of other schools, says it aims to integrate design throughout the introductory engineering curriculum. "The goal is for students to learn how to learn," he says.

The course is an outgrowth of the National Science Foundation-funded ECSEL engineering education coalition, a group of seven engineering schools dedicated to increasing the exposure of students to engineering design.

"We are trying to get these students hands-on experience in an active learning environment, rather than just a lecture format," Regan says. The class, he adds, helps to retain students who might otherwise drop out of engineering because of the heavy emphasis on lectures in science and math.

"They learn how to make critical judgements and prepare themselves for the next four years, and hopefully they begin to master skills necessary for a lifetime of learning."

An added bonus is that students begin to understand how their work benefits people all over the world. The solar cookers could theoretically be used in poor Third World countries with little access to power, much like last year's human-powered water pumps.

The testing will take place outdoors in direct sunlight, and indoors under a simulated 4,000-watt sun. The students will have 15 minutes to set up their project, which must be small enough to fit through a doorway. Safety devices such as an automatic shutoff must be included and no human contact with the cooker is allowed during testing.

Limited by the \$150 spending cap, students have become fairly inventive, with landfills being a favorite source of materials. Regan says the class gives students a sense of control over their education they may never have had.

"The students take ownership of their knowledge and learning," says Regan, "and recognize that what they learn does not have to be limited by what the teacher happens to present on the blackboard."

Correction

The article on math counselor Elizabeth Shearn ("Elizabeth Shearn's Divine Intervention"), which appeared in the Nov. 14 issue of *Outlook*, failed to include the author's name. The article was written by Cynthia Johannsen.

UNIVERSITY OF MARYLAND AT COLLEGE PARK

Outlook

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

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Thoughtful Analysis to Assess Maryland's Future

At the Nov. 10 meeting of the College Park Senate, Daniel Fallon, vice president for academic affairs and provost, presented a talk on "Divining the Future." Reprinted below are excerpts from that speech.

Commenting on his own field, the famous theoretical physicist Hans Bethe once remarked that "Prediction is extremely difficult, especially if it is about the future."

We may not be able to predict exactly, but we can use our thoughtful analysis of the past and the present to make reasonable guesses about the [university's] future. I will focus on just two issues that are of special interest to us this year: continuing education and strategic planning.

In my comments to you last year, I presented a historical analysis of the situation facing today's research university, centered principally on two fundamental social changes with potentially profound implications for the future. These are, first, the advent of mass higher education; and, second, a movement in the leading indicators of our political economy away from the production and consumption of manufactured material goods and toward the production and consumption of knowledge and information. These new realities, along with others, have created a truly revolutionary environment for research universities. As in all dynamic settings, those universities which most effectively grasp the new opportunities will be best able to participate most fully in shaping the profile of the research university of the future. [This university] will be among those leaders in American higher education.

One of the areas that will be affected by the new conditions is continuing education. Nannerl Keohane, former president of Wellesley College and current president of Duke University, is among the observers of higher education today who perceive the power of the changing times we live in. She has recently written:

"... it may well be time for a bold redefinition of our mission; not just to provide a traditional baccalaureate education followed by graduate and profes-

sional training culminating in an advanced degree, but also to serve as resource centers for people at various stages of their lives."

Keohane has glimpsed a future we must prepare for. It is a future in which a highly educated citizen workforce systematically requires recurrent engagement with the most recent formulations of knowledge at the frontier of what we know. This is not education that could be provided just as well by a local community college. It is, by its very nature, education that can only be provided by the faculty of a research university.

The research university cannot avoid confronting the challenge of continuing education in the new era. At Maryland, we have an opportunity to meet this challenge forthrightly, relatively free of prior encumbrance, and thus to blaze a valuable trail for the research university of the future.

University College is Formed

The university has by virtue of its organizational history a peculiar relationship with continuing education. In the 1950s, when the university could still easily be characterized as a coherent, integrated campus, its continuing education function expanded rapidly, especially through contracts with the federal military. The size of the enterprise led to a large organization which was ultimately given its own administration and later formed the now independent unit known as the University of Maryland University College.

As one consequence, the College Park campus was academically separated more than a generation ago from any substantial involvement with continuing education. In this respect we are unlike such peers as Illinois, Michigan, Berkeley or Minnesota, which have evolved traditions in this kind of instruction. Our position presents us with an opportunity to define continuing education in a new way, one that is especially suited to the role of the research university in modern society.

Last year I appointed a special task force on continuing education which submitted its report to me earlier this semester. I have distributed this report widely and will be considering all of the

commentary before returning to you with recommendations for how we should be proceeding. We will want to assure that the continuing education we provide possesses the characteristics we associate with a leading research university: high quality in every aspect of design, delivery and review; close commerce with the most important discoveries and interpretations; and effective inclusion and participation of our regular rostered faculty.

Planning for the Future

Our engagement with the issues and opportunities presented by continuing education highlights, for us, the foremost purpose of strategic planning. It is to try to make intelligent guesses about the future, and, with this foresight, to put into play the complex mix of decisions that are most likely to position the university as a leader in the future.

With good planning we can enjoy two principal benefits, both valuable to College Park: first, we can stretch available resources farther because we apply them effectively toward university goals; and, second, over a period of time we can substantially increase the resources received by the university. To achieve these benefits, planning must become part of our culture.

Our current strategic planning process is proceeding on schedule. The vice presidents are preparing strategic plans for the divisions they administer. The largest of the divisions, academic affairs, is developing strategic plans within academic colleges under the leadership of the deans. Our process emphasizes broad scale involvement of faculty and students, in agreement with an analysis by the distinguished Chicago statistician Steven M. Stigler, which concluded that "a university's own faculty is the greatest source of wisdom for the reshaping of its programs." By this method, we can expect to achieve clarity of purpose as we develop areas of scholarship, research and creative work where we are strong and distinctive among leading research universities.

In addition to the careful efforts by faculty, staff and students within the university, we have begun a systematic analysis of the economic, social and

political environment outside of the university. This analysis is being conducted under the guidance of the Academic Planning Advisory Committee. The task is to identify and look at national, international and local trends that we believe are likely to influence the university in the future.

Seeking Input

We will also be asking you for your opinion. The student caucus of the College Park Senate, for example, will form the heart of a student focus group whose counsel will be sought on ideas we should consider and are considering. This focus group will help us formulate questions which will later be asked of a stratified random sample of students by a professional survey research firm. The faculty will also similarly be polled as will the staff.

By early summer, the general shape of a university-wide plan and proposed strategies will be apparent, and a written version of the plan will be ready for distribution by next fall.

The purpose of planning is to enrich and not to constrain. The final plan will be a guide that takes into account our principal aims and goals as a leading research university, and suggests productive strategies for achieving them. It will also encourage creative entrepreneurial thinking, and will permit us to change direction quickly, accommodating new realities as they emerge.

A written plan will not conclude the strategic planning process. Rather, the plan will be a representation of our best thinking at the time that it is completed. Our emphasis will continue to be on maintaining a creative planning environment as a means to promote rational ordering of immediate objectives and prudent adjustment of tactics in pursuit of well-defined goals.

Our process will be designed to test our assumptions at every point, and measure the progress we expect to be making toward the achievement of our goals. By focusing our creative energy in this way, we can proceed with confidence to a leading position among American research universities in the coming century.

Time capsules

The Fire of 1912

It was the peak of the holiday ball—Nov. 29, 1912. According to George Calcott's *A History of the University of Maryland*, a band from Washington, D.C., was playing and the auditorium of the new administration building was festively decorated. Guests were lining up for the 10:30 p.m. buffet when someone announced the outside rafters were on fire.

Although the Hyattsville fire department arrived quickly, the wind began to rise and water pressure began to fall. All hands were used to empty furniture and student records. The railroad rushed fire-fighting equipment from Washington, but there was no one at the station to unload it.

The two largest buildings of the then-Maryland Agricultural College crashed into ruins. Every dormi-



tory room, half the classrooms and offices, and most of the college records were destroyed. The loss was appraised at \$250,000.

The morning after, students and faculty decided to continue classes as usual in the remaining buildings and barns. People from around the state sent used

clothes to the students, while nearby residents volunteered to board the 415 boys for the rest of the year.

*This photo is from the holdings of the University Archives. For more information about the archival collection, call 405-9058 or come to the Maryland Room at McKeldin Library.

Calendar

Nov. 28-Dec. 7

Arts

Photo Exhibit and Reception: Mon., Nov. 28, through Jan. 6, 1995, "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 Porter Room and in the Maryland Room of McKeldin. 5-9058.

Monday Night Music Series: Mon., Nov. 28, Broadway Melodies and Sing-Along, Elaine Hughes, 7:15 p.m., Memorial Chapel. 4-9866.

University Theatre: Wed., Nov. 30 through Sat., Dec. 3, and Tue., Dec. 6 through Sat., Dec. 10, 8 p.m., and Sun., Dec. 4, 2 p.m., "Leonice and Lena" by George Buchner, translated by Eric Bentley, Tawes Theatre, \$10, \$7 students and seniors, \$5 student and senior groups. Sign interpretation on Sat., Dec. 10 - early reservations requested. 5-2201.*

Maryland Opera Studio Concert Performance: Fri., Dec. 2 and Tue., Dec. 6, 7:30 p.m., and Sun., Dec. 4, 2 p.m., "The Return of Ulysses to His Homeland" by Claudio Monteverdi, University of Maryland Symphony Orchestra, Leon Major- director, Tawes Theatre, Tawes Fine Arts Building, \$16, \$10 students and seniors. 5-1150.*

AIDS Awareness Month Dramatic Presentation: Fri., Dec. 2, "Jewish Voices from the AIDS Memorial Quilt," a six-person play performed by the Maryland Theater Ensemble about Jews who have died of AIDS dealing with the transmission of HIV and AIDS and the fears people have about the disease, 7:30 p.m., Atrium, Hillel, 7612 Mowatt Lane, 422-6200.

Campus-Wide Auditions for a New Work by Jawole Willa Jo Zolar: Sat., Dec. 3 and Sun., Dec. 4, Dorothy Madden Theater, Dance Building. Results will be presented on Thu., Feb. 23 and Fri., Feb. 24. 5-3185, 5-3189 or 277-1711.

University of Maryland Chorus Christmas Concert: Sat., Dec. 3, 8 p.m., and Sun., Dec. 4, 4 p.m., Memorial Chapel, \$9. 5-5568.*

The Concert Society at Maryland Olde Musicke Series: Sat., Dec. 3, Philadelphia Renaissance Wind Band, 8 p.m., Church of the Annunciation, 3810 Massachusetts Ave., NW, Washington, D.C., \$19, students \$9. Free pre-concert seminar at 6:30 p.m. 403-4240.*

Significant Losses: Artists Who Have Died From AIDS Dramatic Presentation: Mon., Dec. 5, "The Way We Live Now," by Susan Sontag, performed by National Players, 3 p.m., The Art Gallery, Art/Sociology. 5-6692.

University Theatre National Players: Wed., Dec. 7 and Thu., Dec. 8, "The Tempest," William Shakespeare, 9:45 a.m., Tawes Theatre, Tawes Fine Arts Building, \$10, \$7 students and seniors, \$5 student and senior groups. School matinee. 5-2201.*

Writers Here and Now Reading: Wed., Dec. 7, Susan Howe, 7:30 p.m., University Book Center, Stamp Student Union. 5-3820.

Significant Losses: AIDS Awareness Monthly Reading Series: Wed., Dec. 7, Writers Living with HIV/AIDS, 7:30 p.m., Parents Association Art Gallery, Stamp Student Union. 5-3820.

Lectures

Entomology Colloquium: Mon., Nov. 28, "Biosystematics and The Evolution of Gall Formation in Hackberry Psyllids, Pachypsylla Homoptera: Psylloidea," Man-Miao Yang, 4 p.m., 0200 Symons. 5-3911.

Physics Colloquium: Tue., Nov. 29, "Does How We Teach Match How Students Learn?" Lillian McDermott, University of Washington,

4 p.m., 1410 Physics. 5-4804.

Astronomy Colloquium: Wed., Nov. 30, "IR Spectroscopy," Michael Skrutskie, University of Massachusetts-Amherst, 4 p.m., 1113 Computer and Space Sciences. Lectures are preceded by coffee in Rm. 0254. 5-1531.

Maryland Collaborative for Teacher Preparation Colloquium: Wed., Nov. 30, "Performance Assessment Strategies for Science and Math," Phil Brohawn, 1994 Winner of the Maryland Association of Science Teachers of Excellence for Administration and Supervision, 4-5:30 p.m., 102 Wiseman Building, Bowie State University. 5-0031.

Art History and Archaeology Lecture: Wed., Nov. 30, "The Roman Career of Michelangelo and the Sistine Chapel Controversy," James Beck, Columbia University, 5 p.m., 2203 Art/Sociology. 5-1482.

University College Graduate School of Management and Technology Colloquium: Wed., Nov. 30, "Women and Leadership," Meleleine Kunin, Deputy U.S. Secretary of Education, 5:30 p.m., UMUC Center of Adult Education. Coffee will be served at 5 p.m. 985-7040.

Institute for Systems Research Colloquium: Thu., Dec. 1, "Manufacturing Research," Michael Wozny, 2 p.m., 1100 Instructional Television Facility. 5-6634.

The Distinguished Lecturer Series of the Graduate School: Thu., Dec. 1, "Sustaining the Nation," Kwame Anthony Appiah, 3:30 p.m., 2203 Art/Sociology. 5-1501.

Entomology Colloquium: Mon., Dec. 5, "Honeybees and Biodiversity: Testing an Enterprise-based Approach to Conservation in Southeast Asia," Gordon Allen-Wardell, 4 p.m., 0200 Symons. 5-3911.

Physics Colloquium: Tue., Dec. 6, "Probing QCD with Electromagnetic Meson Production," Aron Bernstein, MIT, 4 p.m., 1410 Physics. 5-4804.

Astronomy Colloquium: Wed., Dec. 7, "Cosmology, Gravitational Lensing, Omega," Nick Kaiser, CITA, 4 p.m., 1113 Computer and Space Sciences. Lectures are preceded by coffee in Rm. 0254. 5-1531.

Meetings

Counseling Center Research and Development Meeting: Wed., Nov. 30, "Women, Images and the Media," Paula Matabane, Howard University, noon-1 p.m., Counseling Center Testing Room, Shoemaker. 4-7690.

Consortium Research Networking Seminar on the Mental Health of African Americans Monthly Meeting: Wed., Nov. 30, "Funding at NIDA," 7-8:30 p.m., Howard University Counseling Center, 6th and Bryant Sts., NW, Washington, D.C. 5-4012.

Counseling Center Research and Development Meeting: Wed., Dec. 7, "UMCP's Wellness Center and Relation of Physical to Mental Health," Coke Farmer, 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: 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



Philadelphia's Renaissance Wind Band performs Saturday, Dec. 3 at 8 p.m.

discount on all AIDS-related titles, excluding textbooks. 4-BOOK (4-2665).

Center for Young Children First Annual Holiday Bazaar: Wed., Nov. 30, 10 a.m.-3 p.m. Start your holiday shopping early while helping to support the center. Featuring children's books, toys, personalized gifts and crafts. 5-3168.

National Archives Film Series-A Year on Film: 1944: Wed., Nov. 30, "Meet Me in St. Louis," a charming musical starring Judy Garland and directed by Vicente Minelli, 7 p.m., College Park National Archives Auditorium, 8601 Adelphi Road. (202) 501-5000.

Baltimore-Washington Venture Group Networking Breakfast: Thu., Dec. 1, "One Year After an IPO: Lessons Learned," 7:30-9:30 a.m., Holiday Inn, Tyson's Corner, VA, \$40. 5-2144.*

Lifting Our Voices on World AIDS Day: Thu., Dec. 1, 12:30-1 p.m., Atrium, Art/Sociology. The program will incorporate reading of names, music, and panels from the NAMES Project AIDS Memorial Quilt. 5-6692.

Undoing Hollywood: Black History and Culture in Independent Films: Thu., Dec. 1, "Nothin' But A Man," directed by Michael Roemer, 7:30 p.m., 2205 LeFrak. Sponsored by the Committee on Africa and Africa in the Americas. 5-7856.

Holiday Craft Bazaar: Fri., Dec. 2, 11 a.m.-4:30 p.m., and Sat., Dec. 3, 11 a.m.-2 p.m., Rossborough Inn, \$2, light luncheon served at special price of \$5. 4-8013.*

Nyumburu Cultural Center Annual Miss Black Unity Pageant: Sat., Dec. 3, 7 p.m., Tawes Theatre, Tawes Fine Arts Building. 4-7759.

Nyumburu Cultural Center Annual Kwanzaa Celebration: Tue., Dec. 6, 4 p.m., Tawes Theatre, Tawes Fine Arts Building. Admission is one can of food for the needy. 4-7758.*

Seminars

Physical Chemistry/Chemical Physics Seminars: Wed., Nov. 30, "Ultracold Photoassociative Spectroscopy: When Atoms Go Bump in the Light," Paul Lett, NIST, 4 p.m., 1325 Chemistry. 5-1867.

Personnel Staff Development Seminar: Thu., Dec. 1, "Understanding FAS (Financial Accounting System)," 9 a.m.-3 p.m., 1101U Chesapeake Building. 5-5651.

Institute for Systems Research Seminar: Thu., Dec. 1, "TRMM Seminar: Identification Problems Involving Conditional Characteristics," Jacek Wesolowski, 3:30 p.m., 1313 Math Building. 5-6634.

Seminar in Materials, Reliability, and Radiation Effects: Thu., Dec. 1, "High Heat Flux Erosion of Fusion Materials," John Gilligan, N.C. State University, 4 p.m., 2110 Chemical and Nuclear Engineering. 5-5208.

Geology Seminar: Fri., Dec. 2, "Mantle Heterogeneity in the Azores," E. Widom, National Institute of Standards and Technology, 11 a.m., 0105 Hornbake Library. 5-4089.

Botany Seminar: Fri., Dec. 2, "Phenetic and Phylogenetic Studies on Spiraeoideae (Rosaceae) Based on Vegetative and Reproductive Centers," Gang Li, noon, 2242 H.J. Patterson Hall. 5-1588.

Zoology Seminar: Fri., Dec. 2, "The Motor Control of Birdsong: Functional Lateralization Acoustic Diversity," Roderick Suthers, Indiana University, noon, 1208 Zoology/Psychology. 5-6887.

Mental Health Service Lunch 'N Learn Seminar: Fri., Dec. 2, "Fear Itself: Anxiety, Panic, and Things That Go Bump in the Night," Donald Moss, 1-2 p.m., 3100 E University Health Center. 4-8106.

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

German Department Graduate Student Panel: Fri., Dec. 2, Medieval Literature, 17th century drama and the 19th century "Bildungsroman", 3-5 p.m., 3203 Jimenez. 5-4091.

Meteorology Seminar: Fri., Dec. 2, "Application of Wavelet Analysis to Climate Time Series," Hengyi Weng, NASA Goddard Space Flight Center, 3:30 p.m., 2324 Computer and Space Sciences. 5-5392.

Committee on Africa and Africa in the Americas Discussion: Mon., Dec. 5, "Viewpoints on the Caribbean and Brazil," panel of experts, 3-5 p.m., Multipurpose Room, St. Mary's. 5-2118.

Personnel Staff Development Seminar: Tue., Dec. 6, "Taking the Puzzle Out of Procurement and Supply," 9 a.m.-noon, 1101U Chesapeake Building. 5-5651.

Seminar in Materials, Reliability, and Radiation Effects: Tue., Dec. 6, "Chemical Processing and Application for

Nanocomposite Materials," Bernard H. Kear, Rutgers University, 4 p.m., 2110 Chemical and Nuclear Engineering, 5-5208.

Personnel Staff Development Seminar: Wed., Dec. 7, and Thu., Dec. 8, "Speaking Confidently," 9 a.m.-noon, 1101U Chesapeake Building, \$20, 5-5651. *

Sports

Men's Basketball: Tue., Nov. 29, v. Loyola College, 8 p.m., Cole Field House, 4-7070.

Men's Basketball: Sat., Dec. 3, v. Bucknell University, 8 p.m., Cole Field House, 4-7070.

Women's Basketball: Sun., Dec. 4, v. University of Tennessee, 7 p.m., Cole Field House, students free, faculty/staff half-off, 4-7070.

Men's Basketball: Mon., Dec. 5, v. UMBC, 8 p.m., Cole Field House, 4-7070.

Women's Basketball: Wed., Dec. 7, v. Coppin State University, 7:30 p.m., Cole Field House, students free, faculty/staff half-off, 4-7070.

Workshops

Peer Computer Training: Mon., Nov. 28, "Introduction to Windows," 6-9 p.m., 3330 Computer and Space Sciences, \$5, 5-2941. *

Peer Computer Training: Tue., Nov. 29, "WordPerfect for Thesis Writing, Part 2," 6-9 p.m., 3330 Computer and Space Sciences, \$5, 5-2941. *

Peer Computer Training: Thu., Dec. 1, "Introduction to Microsoft Word," 6-9 p.m., 3332 Computer and Space Sciences, \$5, 5-2941. *

Caribbean Dance Theatre Master Class: Thu., Dec. 1, 7:15 p.m., Preinkert Gymnasium, 5-3185 or 277-1711.

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.

Mitchell Patrick Hébert Acts Out

Ask any professor—research is an important component of the job. But how many get to do their research at the Kennedy Center or Arena Stage? Mitchell Patrick Hébert, head of the university's acting department, is one of the lucky ones. He appears in at least one or two Washington-area dramatic productions each year.

"I don't know how I could continue to grow or offer anything to a student if I can't continue to keep learning by doing and then coming back to the classroom with that," Hébert explains.

A nine-year veteran of the university, Hébert teaches all levels of acting and his research is "to go out and play a role in a professional theater with other professionals."

This year, he will be performing in three shows: "The Misanthrope" at the university in February; "Escape From Happiness" at the Roundhouse Theater in Wheaton this spring and "The Artificial Jungle," which opened Nov. 7 and runs through Dec. 4 at the Woolly Mammoth Theatre in Washington, D.C.

Written by Charles Ludlam, founder of New York's Ridiculous Theatrical Company, "The Artificial Jungle" is a parody of the "Double Indemnity" and "The Postman Always Rings Twice" genre of film. Ludlam also incorporated Emile Zola's 1800s novel, *Therese Raquin* into the play. According to Hébert, "[The Artificial Jungle] really weaves all three together and is a parody of that whole thing."

The plot involves a loveable pet shop owner, his wife Roxanne and his mother. Along comes a drifter named Zachary Slade (played by Hébert) who sees a "Help Wanted" sign in the win-

dow and gets a job at the pet shop. He and the wife fall in love and plot to kill the pet shop owner.

But the two are absolutely inept, one thing after another goes wrong and they end up feeding the shop owner to the piranhas (kept in a tank in the store). Of course, the ghost comes back to haunt them.

"The whole thing is pushed to an extreme to heighten the parody and comedy of it," says Hébert. "But it has to have a reality as silly as it is, as absolutely bonkers as this thing is—feeding someone to a piranha."

Some parts of the play, says Hébert, mimic the whole film noir "What's the matter baby, are you afraid he's worth more to you dead than alive?" kind of dialogue—hard-bitten and tough.

But toward the end of the play,

Hébert adds, it's very much like the Zola novel in which the lovers have killed themselves and the mother-in-law sits with the dead bodies in the room for 12 hours just to enjoy the fact that the two are finally dead.

Hébert says he's never been in a play like this before. "We really struggled in rehearsal because what Charles Ludlam gave us in the text was really an outline to create around and that's how you approach it."

According to Hébert, comedy is hard work: "It's very tedious and meticulous and you've got to get timing exactly right and traffic patterns and so forth." While rehearsals aren't always fun, he adds, "you just hang in there until the thing opens—then you have a good time."

After earning a bachelor of fine arts degree in theater from the University of Wisconsin in Milwaukee, Hébert went on to earn his MFA from the University



Mitchell Patrick Hébert

of Washington in Seattle. He started teaching part-time a few years later, a move he never really planned.

In the life of a professional actor, 90 percent of the time is spent trying to find a job; the other 10 percent involves actually working. "And it made me crazy," Hébert admits. "I have to be doing something all the time. I have to get up in the morning and know there's a place to go where I can do what I like to do—not go and sell Time Life books by phone, which is what I was doing."

Hébert says he learned an important lesson: "I need to be around this thing that I really love all the time—either doing it as an actor or teaching it or directing it. And I'm extremely lucky that I can do what I want to do both here and as an actor."

Teaching provides Hébert with "a wonderful renewal every semester. There are new students and each class is unique. Whether or not it's the same subject I'm teaching—it's different."

He says students come in with different perspectives "which causes you to keep learning and growing. And that's why nine years here can go by like that."

—JANET CHISMAR



Campus Club Seeks New Members

The Campus Club, founded by Adele Stamp in 1938, is an organization for female faculty and staff and wives of faculty and staff.

The goal of the club is "to unite the women of the university community for the promotion of their common interest in intellectual, civic and social affairs." Throughout the year, members participate in a variety of special interest groups and charity functions, as well as social activities.

When the club was formed, membership was high. Few women worked outside the home, so the club was primarily composed of faculty wives. In recent years, as women have taken a larger role in higher education, the club has grown to include female faculty and staff as well.

In addition to monthly meetings, members participate in special interest groups, ranging from needlework to bridge to gourmet cooking.

Although primarily social, the club also participates in several charity functions and volunteers its time at different charity functions on campus.

Unfortunately, one thing that the club is lacking is many members.

Club President Lois Schlimme expresses her discontent about the recent decline in membership. "Women are being pulled so many places nowadays. They can give part of themselves, but they can't give it all."

For this reason the club tries to keep events and meetings close to campus, during the day. "Many women do not want to come back to campus at night. They don't want to park and walk alone at night," says Schlimme.

Meetings are generally held at local churches or at the Rossborough Inn. The group plans to start holding events and meetings at the new archives building on Adelphi Road.

"We don't have the numbers we used to have, but the people that come really look forward to the things that we do," she says. "Maybe it is only once a month or so, but it's here and it's for you, and you're welcome."

Anyone interested in joining the Campus Club is encouraged to call Membership Chairman Caroline Hummel at (301) 445-0020 or Schlimme at (301) 935-5784.

—TRACEY LOGSDON

University Theatre Presents 'Leonce and Lena'

"Leonce and Lena," by Georg Buchner, opens Nov. 30, presented by University Theatre. Performances will be held in Pugliese Theatre Nov. 30-Dec. 3, and Dec. 6-10, at 8 p.m. A matinee will be performed on Sunday, Dec. 4 at 2 p.m.

"In 1836, 22-year-old Buchner wrote 'Leonce and Lena' to mock the aesthetic and social conventions of his era," says Cheryl Black, dramaturg for the production. "In 1994, both his subject and tone seem strikingly relevant for a contemporary audience. Witty, irreverent and profoundly political, 'Leonce and Lena' examines generational conflict, the nature of existence, love, sex, death and romance with an oddly cheery cynicism. Fairy tales do come true (even when they shouldn't)."

Directed by Zeljko Djukic, "Leonce and Lena" features set design by Scot Hartsock, costume design by Debbie Serbousek, lighting design by Dan Wagner, sound design by Bill Brandwein and technical direction by David Kriebs.

Sign interpretation is available Dec. 10 and Pugliese Theatre is accessible to people with physical disabilities.

Tickets are \$10 standard admission and \$7 for students and senior citizens. Special group discount rates are also available. For additional information, call 405-2201.



Students Learn about AIDS via Artistic Expression

Helping children understand issues associated with AIDS is the purpose of Family Education Days and school group visits to the "Significant Losses: Artists Who Have Died From AIDS" exhibit on display at The Art Gallery through Dec. 23.

"Significant Losses" features the work of regional and internationally recognized artists who have died from complications associated with AIDS. The exhibit aims to celebrate and commemorate the cultural contributions of the artists and educate the public about the disease and its impact on society.

According to education coordinator Julie Nelson, "Family Education Days encourages dialogue between parents and children—it's a way to talk about AIDS through viewing art."

The next Family Education Day will be Saturday, Dec. 3, from 1 to 5 p.m. Families, individuals and groups are welcome to participate.

In addition, some 350 students from the Thomas Pullen School in Landover, are in the process of visiting the exhibit. After touring the gallery displays, students participate in theater performances and discussions moderated by



Education coordinator Julie Nelson explains the "Significant Losses" exhibit to students from Thomas Pullen School, with the AIDS Memorial Quilt in the foreground.

health professionals.

Especially interesting for the students are hands-on creative workshops such as one in which they construct colorful cutout posterboard human and animal figures based on artist Keith Haring's cartoon-like approach to addressing social issues. Students may also use a polaroid camera to photograph a fellow classmate standing

before a life-size cartoon figure.

Other workshops focus on photography, expressive movement/dance, paper quilt making, still life, wall murals and found-object sculpture.

For more information about Family Education Days or school visits, contact Julie Nelson at 405-2763.



Docent Martha Bari, left, and Nelson pause to view the Names Project AIDS Memorial Quilt.



Bari guides students from Thomas Pullen School through the exhibit.

Jewish Community Looks to Past during Hanukkah

How easy it is to get caught up in the holiday frenzy of finding the best gifts and the most exotic foods. We sometimes forget the traditions behind this special time of year.

For some on campus, tonight marks a time to reflect on family heritage with reverence and solemnity—it is the beginning of the Jewish holiday Hanukkah.

Rabbi Seth Mandell of Maryland's Hillel House says the word Hanukkah means dedication, referring to the rededication of the Jewish temple after the war between the Maccabees and the Greeks.

After winning the battle in about 165 B.C., the Maccabees wanted to purify their temple which had been desecrated by the Greek army. But all the flasks of oil used to light the candelabra—except one—had been broken.

The Jewish people had to decide whether to use the oil that was left or travel north for more oil which would take seven days. They acted on faith and used the sparse remaining oil which miraculously lasted eight days. This is why one candle of the eight-candle menorah is lit during each night of the Hanukkah celebration.

According to Mandell, Hanukkah is a minor festival in the Jewish tradition. Children are given dreidls (four-sided tops) and gelt (chocolate coins). Two special foods—latkes (potato pancakes) and sufganiyot (jelly doughnuts) are enjoyed during Hanukkah.

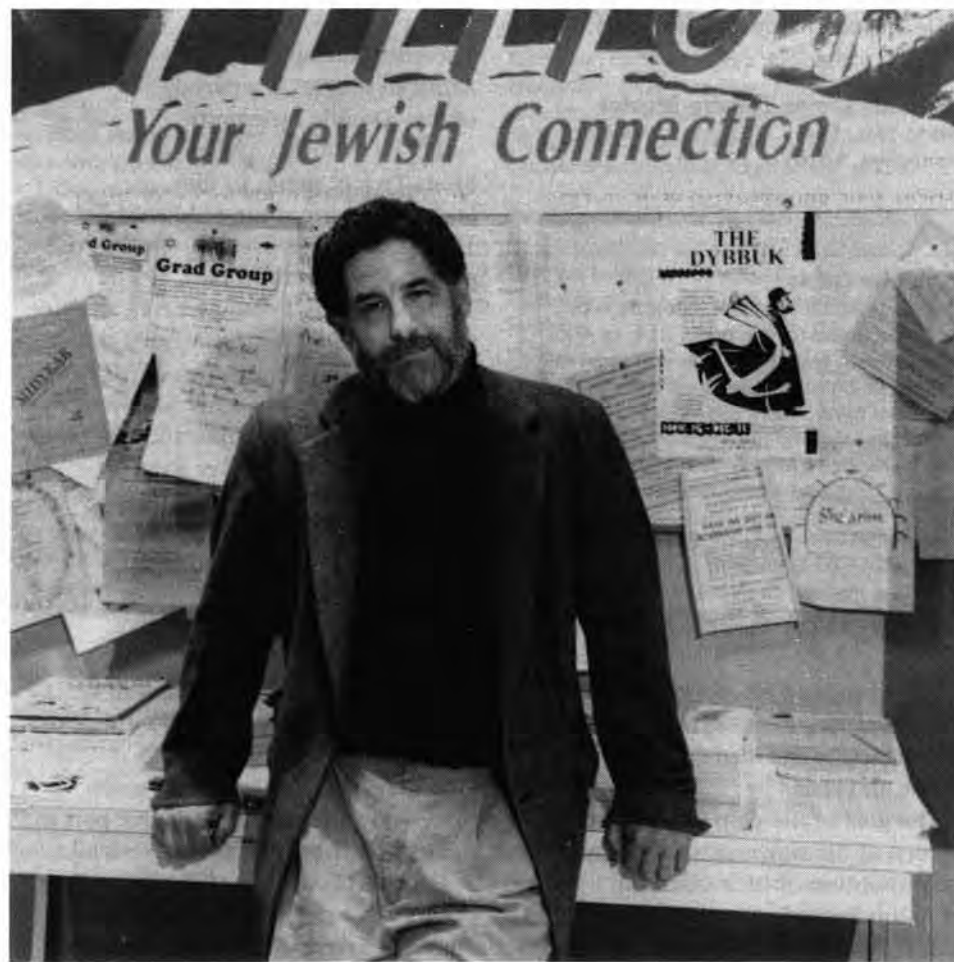
Members of the campus Jewish community will gather to light candles at the Hillel House, 7612 Mowatt Lane, each evening this week at 6:30 p.m.

Hillel serves as the hub of Maryland's Jewish community, supporting 6,000 students as well as faculty and staff. Mandell says, "We try to be here for as many people as possible. We are the resource for Jewish issues on campus."

In addition to activities at Hillel, students will conduct candle-lighting ceremonies in various dorms on campus. The Greek Jewish Council is planning an open party Wednesday evening; faculty and students will visit the Holocaust Museum on Dec. 4; and on Dec. 5, Easton Hall will host a Hanukkah/Christmas/Kwanzaa celebration, featuring special foods from all three traditions.

For more information about Hillel, contact Rabbi Mandell at 422-6200.

—JANET CHISMAR



Rabbi Seth Mandell oversees Maryland's Hillel House.

Student Employment Team

continued from page 1
cation," she says. Peer analysis provided a benchmark. Using e-mail, the team gathered data on what comparable career and peer counseling centers were doing.

In addition to Brewer, Komives and Schmidt, team members included: Marilyn Berman (Engineering); Paul Hanges (Psychology); Barbara Jacoby (Commuter Affairs); Paul Maloni (University Book Center); Traci Martin (Career Center) and Frank Valines (Student Financial Aid). William "Bud" Thomas, vice president for student affairs, was the team sponsor.

The team was successful in not only assessing problems, but also in identifying solutions and making recommendations, which include:

(1.) Promote 24-hour access to the university through INFORM or other means, including student employment job listings and job applications. In addition, create one-stop shopping for both on and off campus employment service through a proposed new student employment center (SEC).

(2.) Require a 386 course option in each department, create experiential credit for freshman and sophomores and work with on-campus employers to

highlight the learning aspects of their job offerings.

(3.) Encourage on-campus employment through university student employee benefits like priority parking, advanced registration, workshops, a competitive wage scale, textbook discounts and create managerial opportunities.

One major change related to student employment has already occurred. In October, the career planning and placement office was moved from the office of the vice president for academic affairs to Thomas's office.

"One of the main reasons for the

move is that many on-campus jobs are positioned within the student affairs area, such as housing, health, food services and the student union," says Thomas. This move will help facilitate the arrival of the new SEC.

About the new SEC, Thomas says, "we've put together a proposal that has essentially been approved." Once the proposal gets the go-ahead, additional funds will be provided to create the SEC. "This will allow us to hire two or three people to add to the career development staff," says Thomas, who hopes to have people on board in January.

Take note

Toll Named Washington College Acting President

John Toll, chancellor emeritus and professor of physics, has been nominated to serve as acting president of Washington College in Chestertown. Toll's appointment as interim president of the 212-year-old liberal arts college is expected to be finalized Dec. 3.

Founded in 1782, Washington College was Maryland's first institution of higher learning and is the 10th oldest chartered college in the nation.

From 1978 through 1989, Toll served as president of the University of Maryland and as the university's first chancellor. From 1965 through 1978, Toll was a professor of physics and the first president of the State University of New York at Stony Brook. Until Congress last year eliminated funding for the Superconducting Super Collider project in Texas, Toll had served as president of the Universities Research Association, the managing entity for the Super Collider and the Fermi National Accelerator Laboratory.

Toll will serve as acting president beginning Jan. 1, 1995 when the college's current president, Charles Trout, begins a sabbatical leave. A presidential search committee is currently engaged in conducting a national search for a permanent successor.

Lesbian, Gay and Bisexual Staff Conference

The first system-wide conference of lesbian, gay, and bisexual staff and faculty was attended by 25 representatives of five university campuses.

Participants at the Nov. 5 conference at UMBC unanimously supported resolutions that the UM system (1) adopt a policy of non-discrimination based on sexual orientation and (2) provide employment benefits to domestic partners.

The group plans to hold quarterly meetings at campuses around the state on a rotating basis. For more information, please contact Vicky Foxworth at the office of human relations programs, 405-2840.

Trade and Technology

The first University of Maryland Trade and Technology seminar will be held on Wednesday, Dec. 7, at 4 p.m. in the Fort McHenry Room of the Inn and Conference Center, University College Adult Education Center. The seminar is being co-sponsored by the World Trade Center Institute.

Attendance at the seminar is by invitation only and the discussion is off the record. The seminar will be followed by a reception in the Chesapeake Room. There is no charge for attending the seminar or reception.

The seminar, titled "Trade and Technology Policy Initiatives in the Clinton Administration," will be chaired by Ann Prentice, dean of the College of Library and Information Services and acting assistant vice president for computing. Mary Good, the U.S. Department of Commerce's undersecretary for technology will speak at the seminar.

Two discussants, James R. Nelson and Glenn J. McLoughlin will also attend. Nelson is the director of the

Martin Marietta Corporation's international programs and McLoughlin is specialist in the science policy research division of the Library of Congress' Congressional research service.

For more information call 405-4772.

A Crafty Holiday Bazaar

Catch the holiday spirit while getting a head start on your shopping at the Holiday Craft Bazaar. The two-day event will be held at the Rossborough Inn Friday, Dec. 2, from 11 a.m. to 4:30 p.m., and Saturday, Dec. 3, from 11 a.m. to 2 p.m.

Browse through a wonderland of assorted crafts including gold leaf eggs, decorative baskets, mohair sweaters, personalized china, yo-yo quilts, stuffed animals, Christmas ornaments, fine jewelry and homemade chocolates.

Although the event is annual, organizer Randi Dutch says the mix of vendors makes the bazaar different every year. "And you won't have to leave the campus to do your shopping—everything is under one roof," she adds.

A light luncheon will be served at a special price of \$5. Admission to the show without lunch is \$2. For more information, contact the Rossborough Inn at 314-8013 or 314-8012.

Panel Discussion to be Beamed to Campus

On Wednesday, Nov. 30, at 1:45 p.m., ABC News senior correspondent Carole Simpson will moderate "Information Highway," a panel discussion featuring leading information technology and education experts. The discussion will explore implications of rapid technology advances for higher education.

The presentation will be beamed, free-of-charge, to colleges and universities around the world via satellite from the annual CAUSE conference at the Walt Disney World Dolphin Hotel, in Orlando, Fla. CAUSE is a non-profit organization of college and university administrators responsible for managing and using information resources.

Locally, UMCP Libraries and non-print media are sponsoring the conference, which can be seen—free of charge—in Room 0220 of Jimenez Hall. For more information call 405-9255.

Laboratory Equipment Exhibition

The Biological and Chemical Hygiene Committee (BACH) is sponsoring a laboratory equipment exhibition with related seminars at the Stamp Student Union's Grand Ballroom on Friday, Dec. 2. The exhibition and seminars are free to all UMCP laboratory researchers and instructors. More than more 50 manufacturers will be on hand to provide information and samples.

In addition to scientific equipment presentations, many of the exhibitors will display specialized safety equipment for use in the laboratory. Exhibitors include: Promega; Precision Scientific, Inc.; Cruchem; Fisher Chemicals; Oak Technical Products and the International Equipment Co.

The exhibition is scheduled to run from 9:30 a.m. to 3 p.m. Admission is free to all campus laboratory workers. Door prizes will be awarded throughout the day, and refreshments will be served. For more information, please call Stacey Spinella at 405-3982.

MBA Students Gain Experience with Quality Improvement

The Maryland Business School has recently adopted a series of Experiential Learning Modules (ELMs) in the MBA program as a special complement to traditional classroom learning. Each ELM lasts one week and provides day-long intensive exposure to contemporary business issues. During the second ELM of this academic year (Oct. 17-20), all first-year MBA students were provided up-close contact with the ideas and practices of Total Quality Management (TQM). Many of the same fundamental principles of TQM apply to the activities of Continuous Quality Improvement (CQI) at the university.

Arjang Assad, professor of management science and statistics, served as coordinator of the Total Quality (TQ) ELM. Assad included management professors Frank Alt and Judy Olian in the program, as well as Geno Schnell from the office for continuous quality improvement. On the first day of the program, these campus speakers provided students with an overview of TQ principles and practices. Olian used video segments from outstanding service corporations to demonstrate how profits are created by the alignment of organizational processes, performance measures and stakeholder interests. Schnell led the students in an interactive exploration of a campus quality improvement project.

Alt introduced students to the ideas of W. Edwards Deming, a pioneer in quality management thinking, through a demonstration called The Red Bead Experiment, which is centered on an urn filled with red and white beads representing products. The red beads represent defective products. Students, acting as managers, scooped out beads, avoiding as many of the red beads as possible.

This experiment taught students about quality control and that no matter how careful, there will always be some defective products produced by the system. According to Assad, students learned that, "sometimes you've got to solve problems by going to the source of the problem, which is not the poor worker scooping out the beads, but the production process that caused the red beads, or defectives, to occur in the first case."

On day two of the ELM, students were organized into cooperative learning groups and provided self-paced instructions for applying problem analysis tools. Students worked on their own to analyze their concerns and experiences with UMCP. Each group selected a leader to guide the team and an observer who provided feedback about group dynamics, and participation. By the end of the morning, each group had used several TQ tools to understand the problem, constructing a fishbone diagram that organized possible causes of a real-life problem into major bones and sub-causes.

Assad remarked that it was "important for the students to learn how to solve problems in a group setting. They worked on something they knew, and they did it systematically. They were also assured that what they did would be given to the MBA office because we also wanted to show that their customer feedback would not be ignored."

During the afternoon of the second day, students participated in a management simulation called "Geezenstacks." Olian contacted trainers from Xerox Corporation and Oracle Corporation to guide students in this exercise. Teams of students took on the roles of departments in a manufacturing company. Problems in production were exposed through process analysis and then eliminated by applying systems thinking and process redesign techniques.

Students also had direct contact with industrial applications of TQM. Phil Scanlon from AT&T, John Rochstroh from Bethlehem Steel and Stan Green from Bell Atlantic each made presentations about bringing TQ into a company and how to encourage workers to embrace and practice TQ. Two days after Scanlon visited the group, AT&T received a record-breaking third Malcolm Baldrige Award from the U.S. Department of Commerce recognizing their excellence in quality products and services.

On the third day of the program, groups of 25 students visited five local businesses, including Black & Decker and Marriott Suites. The following day, the groups presented their observations to each other and whether they thought it was indicative of TQM principles and practices. Second-year graduate student and assistant to Assad, Alex Rettich believes the visits were stimulating because it was an "effective way of learning what is going on in companies with TQ management." Another student, Brett Katener, said, "I thought it was pretty successful. I was able to see the TQ approach and apply more or less what I had seen."

Next year, Assad would like to provide more active forms of learning in the program and streamline duplication in the presentations. Comments from all participants also will be studied so that the next module can be improved. Overall, the ELM was a success. Student participants were given opportunities to hear from business leaders about quality improvement initiatives, a chance to experiment with TQM tools and techniques and, finally, to actually observe businesses in their practice of TQM.

—ESTA RIGAKOS

Continuous Quality Improvement

Jud Samon:

Family Member, Father Figure, Friend

Scattered among the museum-like treasures in Jud Samon's warm and welcoming home, amidst the collection of clocks, beautiful framed watercolors and exotic vases, are photographs.

Samon, coordinator of international student and faculty services for International Education Services (IES) and a recent recipient of the Outstanding Associate Staff Award, points to a portrait of a young Greek couple on their wedding day. He proudly tells how he introduced the two. Then he lovingly picks up another photograph of two blonde-haired children, his godchildren living in Norway.

Samon has no children of his own, but he is not without a family. His family stretches around the globe and across cultures and nationalities.

Through his work with IES during the last decade, Samon, has advised countless students and faculty members on academic, international, financial and personal matters. It is his job, he will humbly say. Yet, speak with those that he has helped and you will hear him referred to as friend, confidante, father figure, "like family."

"There is something in this man that exists in few others," says Barbara Varsa, assistant director for international admissions for IES who has worked with Samon for the last 10 years. "People want to make him a godfather, an uncle, a member of the family."

One hears story after story from those he has helped: the professor from Beijing and his desperate struggle to bring his family to the United States; the Yugoslavian student who returned to his homeland this summer and was unable to leave; and the Norwegian grad student who found himself on this campus and in this country without luggage or a place to stay.

Samon, who received both his master's and Ph.D. degrees in American History from the university, first came to campus in the early 1960s as a graduate student. Throughout his career at College Park, he has been an admissions counselor, coordinator of freshman admissions, associate director of Undergraduate Admissions and director of Graduate Admissions and Records.

As coordinator of freshman admissions he was responsible for improving

relations with secondary schools and created a variety of innovative programs, including the Chancellor's Scholar Program, the Early Admissions Program and Special Summer Programs for High School Students.

A first-generation American, Samon is especially drawn to the plight of international students. "It takes a very special person to go abroad and study," he says.

"International students are very talented, but need a little bit more attention and a little bit more support," he adds. Unlike American students they don't have proximity to family and friends. They come from a different culture and often speak another language. Yet, they do very well.

Growing up in a small town in Nevada, Samon saw his own mother, who came to the United States from Finland, struggle to adjust to life in America.

"My mother was determined that we were going to be Americans. She didn't want us to be immigrants," says Samon, who was not allowed to learn Finnish, even though his grandparents spoke no English.

When Samon would ask his mother about her life in Finland, she would reply that her life began when she stepped onto the shores of Ellis Island.

Now Samon does what he can to help the ever-growing international community on campus adjust to life in a new country, within a new culture.

"Jud and I, we are like relatives," says Geir Hjelmeland, the young Norwegian student who found a friendly haven in Samon's home while he was pursuing his M.B.A. degree. "He's as close to me as any of my family members."

Hjelmeland vividly recalls arriving in Washington, D.C., in the middle of the night after a long and bumpy flight from New York only to discover that he and his fiancée Hege had no luggage. Hjelmeland visited IES the next morning.

"After a while Jud came along and asked if I needed some help," he recalls. "He took me into his office, and I told him about the problem with the luggage and also that we had no place to stay."

Later that day Samon took Hjelmeland and Hege to collect their



Jud Samon displays some of his favorite collectibles in his home near the campus.

luggage at the airport and that night instead of the sofa offered them his own bedroom. And after his fiancée finished her education in Norway and joined Hjelmeland in the United States, the two rented a room from Samon.

"We developed this very close friendship," says Hjelmeland, who is now employed by Phillips Petroleum in Norway.

So close was the friendship that when Hjelmeland and his fiancée returned to Norway to marry, Samon was not only invited to the wedding, but accompanied the couple on their honeymoon as well, going on a sight-seeing tour of Norway.

Samon is the godfather of the couple's two children. "It's the best I can do to give an expression of how important I feel Jud is to us," says Hjelmeland. Ognjen (Auggie) Djekic also describes Samon as a close friend. When Auggie found himself stranded this summer in his native Yugoslavia, he immediately contacted his friend Samon.

"The first order of business was to call Jud," says Djekic, now a graduate student at the California Institute of Technology. "I knew that he would try to help."

While an engineering student, Djekic had worked in the IES office for Samon. "I felt that I could turn to him, not just as a boss, but as a friend," says Djekic.

Samon had warned Auggie not to go to Yugoslavia, for fear that he would have trouble returning to the United States. But Auggie hadn't seen his family in a year and a half and decided to go anyway.

Although Djekic was no longer a student at College Park, Samon went to work on helping him return to the United States. He contacted the California Institute of Technology about Djekic's situation and faxed a letter to the U.S. embassy. Samon then phoned

the embassy and stated Djekic's case. Djekic was eventually allowed to return in time to start graduate school.

"He's very modest," says Djekic of Samon, "but he played a huge part in the whole thing."

Guangming Zhang has no doubts about the role Samon played in helping reunite his family. "It wouldn't have happened in my lifetime," says Zhang, who came to campus in 1989 and holds a joint appointment with the mechanical engineering department and the Institute for Systems Research.

For two long years, Samon worked diligently to bring the Zhang family, a wife, a son and a daughter from Beijing to the United States.

Zhang's daughter, who was the last to join the family, remained in Beijing with her grandmother. He remembers all too well feeling helpless as he heard his daughter sobbing on the other end of the phone after she had been repeatedly denied entry into the United States.

After one especially distressful call, Zhang contacted Samon, who encouraged Zhang and his wife to come to his home to discuss the matter, even though it was 11 o'clock at night. The three worked until one o'clock in the morning preparing documents.

And when the situation seemed all but hopeless, Samon suggested, as a last resort, the family write to then-first lady Barbara Bush, explaining the situation. Zhang is not sure how much influence the letter to the first lady had, but the next time his daughter requested entry, she was allowed to join her family.

"I don't know how to thank Jud," says Zhang, his voice full of emotion. "I never would have believed it could have happened without his support. We foreign faculty members talk to each other, and all feel he's just wonderful. His knowledge is invaluable."

—LISA GREGORY



Samon relaxes amid his many museum-like treasures which include clocks, exotic vases and framed artwork.