



The Class of Social Studies

Maxwell has swiftly outgrown even its own standards.

Syracuse's Maxwell School of Citizenship and Public Affairs is a good example of where success will get you.

Maxwell is regarded as one of the finest public and international affairs institutions in the nation. Its popularity among students and its reputation in academia are booming. Over the past 15 years the number of Syracuse students enrolled in Maxwell programs has almost doubled. Nearly every one of the University's 11,500 undergraduate students takes at least one course taught by Maxwell faculty and about half of the 3,400 undergraduates enrolled in the College of Arts and Sciences are majoring in Maxwell-taught programs. More than 500 graduate students are in residence.

The school is learning what successful individuals learn, too—that the exhilaration of accomplishment is accompanied by new challenges. Classrooms, faculty, and other resources of the Maxwell School are stretched beyond their limits.

"As we try to accommodate growth, we face increasing competition from numerous elite universities that have large and constantly increasing endowments," says John L. Palmer, dean of the Maxwell School. "We must continue to support the Maxwell School's tradition of excellence and enhance its capacity to meet future needs."

And so the Maxwell School is developing plans for a major fund-raising campaign that will support,

among other things, financial-aid scholarships, programs of study, endowed professorships, and a new five-story building attached to Maxwell Hall.

The building is a crucial, long-overdue need. "Because of the school's growth, we are scattered across the campus," says Palmer, who notes that Maxwell School programs are in nine separate locations on campus. "In an integrated social science complex we will come together to share ideas and responsibilities in exciting new ways."

The new Maxwell building will be named for Chancellor Emeritus Melvin A. Eggers—a tribute to his 20 years as chancellor, which ended with his retirement in August. Before his term as chancellor, Eggers was a professor of economics in the Maxwell School (for 20 years) and chairman of that department.

Eggers Hall will feature five floors of classrooms, public rooms, and office space, designed to encourage day-to-day interaction among students and faculty. Most dramatic of the public spaces will be the two-level Commons, an open, skylighted area that will be the focal

point of the building and a site for symposia, conferences, and public forums.

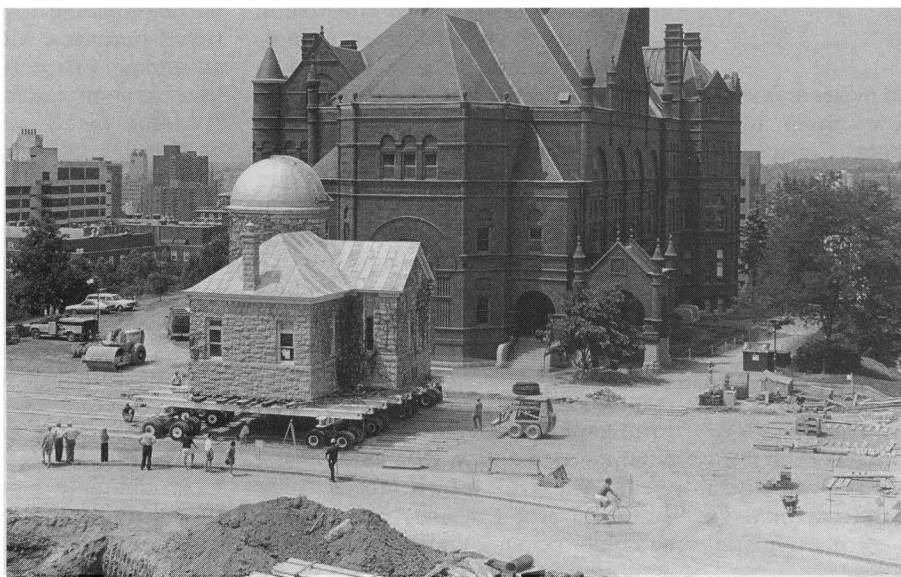
An especially innovative feature of Eggers Hall will be the international exploratorium, a public room combined with an electronic-production-ready classroom, equipped to link the Maxwell School with the nation and the world via television and radio.

The new building is, however, only one part of the Campaign for Maxwell. Endowed professorships have been designated in several disciplines. New programs include the Institute for International Affairs and the Institute for Public Affairs. Funding will also be committed toward highly regarded existing programs, fellowships, and specialized equipment.

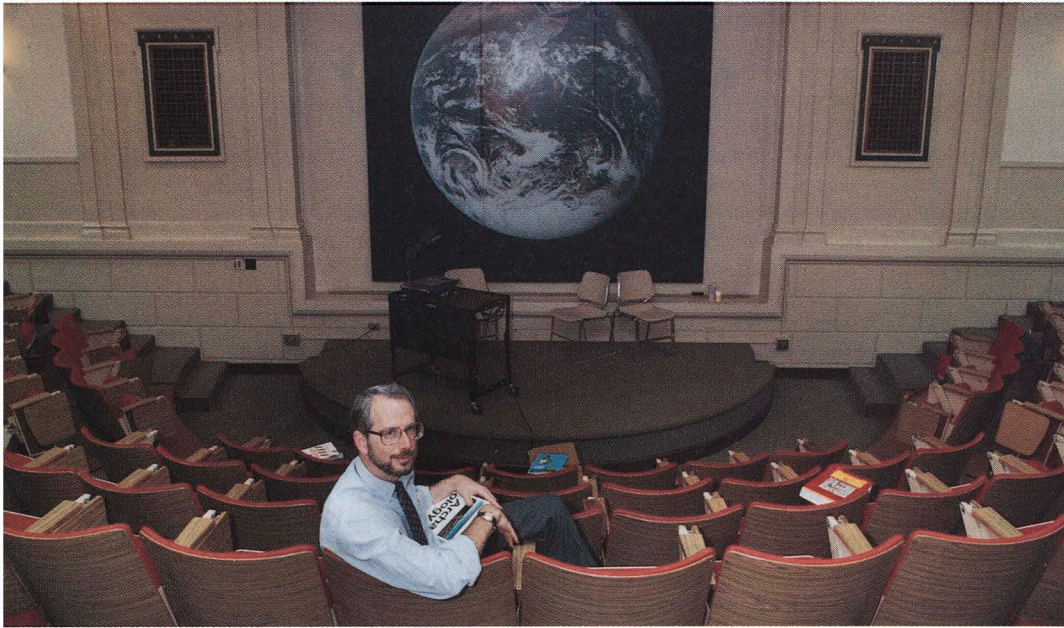
The idea for a Maxwell campaign was described in June by Dean Palmer, during the 20th anniversary dinner for Chancellor Eggers. This spring a formal campaign kickoff will occur, accompanied by a detailed description of support priorities and fund-raising strategies. Already advance donor commitments to the campaign total roughly \$16 million, toward the campaign goal of \$50 million.

"Support will come from alumni and friends who believe in the many contributions the Maxwell School makes to society as a whole," says Palmer. "They understand, as we do, that our future depends on what we do today."

Chancellor Kenneth A. Shaw adds that "the Maxwell School is one of Syracuse University's most



In June, Holden Observatory was lifted from its original site adjacent to the Maxwell School and moved to the western edge of Piety Hill. That makes way for Melvin A. Eggers Hall, which will be funded as part of the Campaign for Maxwell.



John L. Palmer, dean of the Maxwell School, visits venerable old Maxwell Auditorium, one of SU's most famous lecture halls. With undergraduate social-science enrollment on the rise, few students escape from Syracuse without taking at least one class here.

valuable academic assets by virtue of its quality, tradition, and reputation. We must now move aggressively to invest in Maxwell, to strengthen its capacity to prepare our students to become public leaders and responsible citizens."

One part of the Maxwell School initiative is already complete. Holden Observatory, which used to be over here, is now over there.

In June, the observatory—which sat on the future site of Eggers Hall behind Maxwell—was moved. It was an elaborate undertaking, since the observatory weighs 320 tons and has two-foot-thick limestone walls. Workers punched holes in the foundation, slid steel I-beams underneath the floor, and jacked the building up. After lowering it onto eight hydraulic dollies, they pulled Holden 190 feet to the west. That journey took three days, with Holden moving at a rate of four inches per minute. It now sits on the western precipice of Piety Hill, overlooking Onondaga Valley.

The observatory's former site is now a newly seeded, empty lawn eagerly awaiting the ground-breaking for Eggers Hall and the grand plans for the Maxwell School.

Dean Palmer, for one, considers the success of those plans to be of national importance. It is clear that the policy challenges facing federal, state, and local governments are as great as ever in our history. The need for well-trained policy

professionals and for new brands of social science insight is apparent.

"Our primary product is people. We educate and train the men and women who go on to address major issues of public concern," stresses Palmer. "Ultimately, these are the people who will contribute solutions to pressing social problems."

—ANDREA C. MARSH

FUTURE PLANS

Right-Sized

The boom in the Maxwell School is exceptional on the terrain of higher education. Elsewhere, retrenchment and retreat are the bywords. The long-foreseen decrease in college-bound students has arrived. At the same time, budget-strapped governments are cutting aid to education. Those are broad, challenging realities. Colleges and universities are forced to contemplate a future with fewer students and less public funding. And for most of them, the future is now.

SU is not immune. "With Deficits Looming, Syracuse University Considers Major Cuts" was the alarmist title of an October 2 article in the *New York Times*. The hard facts presented in it were accurate: SU faces a significant decline in enrollment and resulting budget reductions over at least the next four years.

But the article's tone of calamity and

tions including SU's College of Nursing and Institute for Sensory Research.

John L. Kreischer '65, appointed as alumni trustee, is managing director of Kreischer, Miller & Co. in Horsham, Pennsylvania.

Elected as organization trustees were Charles W. Beach '58, G'67, and William B. Lawrence. Beach founded C.W. Beach Company in Pittsford, New York. Lawrence is a Methodist minister and superintendent of the Wilkes-Barre District of the Wyoming Conference of the United Methodist Church.

Bird Gets an Overhaul. Last April, the E.S. Bird Library began a major reconfiguration process. Additions will include staircases, compact storage shelving to increase room for collection growth, more study space, and a new on-line catalog system. There will also be a new, first floor entrance on the south side of the building, eliminating the University Place bridge.

Traffic Patterns Altered. Reconstruction of Waverly and Comstock avenues was completed in August, clearing the way for a new campus-bypass system. Both streets were widened to implement two-way traffic. Meanwhile, College Place and sections of University Place, Euclid Avenue, and Irving Avenue have been closed to all but University-related traffic. The plan was devised to increase safety on the campus for both pedestrians and vehicles by better expediting peripheral traffic and limiting traffic flow through the campus.

Early this semester, additional traffic lights were placed at Waverly and Walnut Place, Waverly and Walnut Avenue, and University Place and Comstock Avenue, to improve pedestrian safety.

HEADLINES

Borgognoni Says Good-Bye.

After almost three decades of service, Monsignor Charles Borgognoni retired last spring as the Roman Catholic chaplain at Syracuse University. Borgognoni plans to remain a part of the support system for the University and its athletic programs.

The Reverend James Lang, previously Catholic chaplain at SUNY College at Oswego, is Borgognoni's successor.

New Trustees Named. Five members were elected to the University's Board of Trustees in May.

Wendy Goldstein Cohen '70 and Margot Hancock Northrup are trustees-at-large. Cohen is director of the Alfred & Ann Goldstein Foundation and president of Rowen Ventures Ltd. in Long Island. Northrup has a long history of involvement with several community organiza-

panicky bush-beating was misleading. When Chancellor Melvin A. Eggers retired in August, he left behind a healthy, financially stable institution. He also left the Chancellor's Ad Hoc Advisory Group, an 11-member committee that had been asked to ponder some of SU's basic mid- and long-term policy issues, with a particular emphasis on the anticipated decline in enrollment. That group had already peered deeply into SU's crystal ball by the time the *New York Times* story appeared.

Eggers's successor, Kenneth A. Shaw, inherited the advisory group and its investigations. He presented their preliminary report in September, and it had the desired effect, sparking open, vigorous discussion throughout the campus community. Chancellor Shaw seems determined to make good use of such public rumination. Dozens of forums, faculty meetings, and Senate sessions are being held this semester, focused on the question, What kind of university will a smaller Syracuse University be?

To guide the discussion, Shaw has given the goal a name, which is "right-sizing"—a deliberate, strategic adjustment of University resources to appropriately meet demand. It's an opportunity-culled-from-adversity approach whose spirit is contagious. Judging by their reactions in the press, most members of the University community share the Chancellor's conviction that SU will be a *better*, smaller university.

Smaller, at least, seems certain. "There is the inescapable fact that the numbers of young people ready and able to attend college are going down," Chancellor Shaw told the Senate in September. "... Last year at this time we had approximately 12,200 undergraduates enrolled on our main campus. This year we have 11,495." The Ad Hoc Advisory Group projects that by 1995 that number will drop to near or below 10,000.

The one strategy that might offset such trends is one that the Chancellor and the advisory group reject: lowering admission standards. During the 1980s, SU was able to raise the preparedness standards of its incoming classes at a pace possibly unmatched nationwide. All agree that to reverse such a trend for the sake of maintaining enrollment would be an inexcusable retreat.

The budgetary boundaries are as fol-

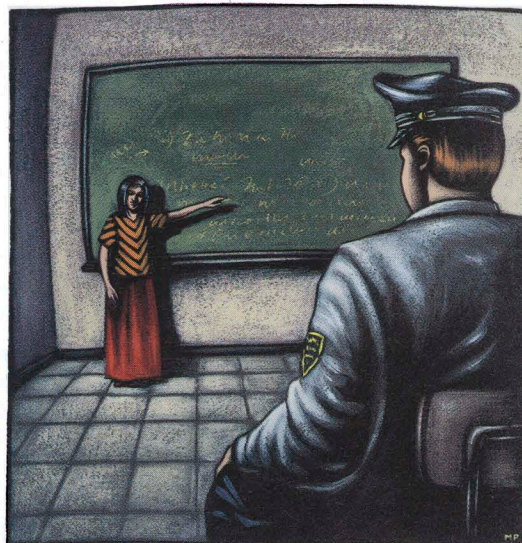
lows: It is assumed that retraction by roughly 15 percent is in order. That translates to a budget \$28 million smaller than the one currently in effect.

The Chancellor is committed to effecting SU's right-sizing in a manner that is selective and strategic (rather than across-the-board). The University's strongest, most valued programs must emerge as stronger still, relative to the institution as a whole.

Early this month, Chancellor Shaw will present a preliminary plan of action, and ask for reactions. Early next calendar year the recommendations will be finalized, and Syracuse University will begin to look different for the future. Smaller. Better.

"This is indeed a challenge," the Chancellor told the Senate. "It is also a rare opportunity to reshape an institution. If we think strategically and choose wisely, we can make this university stronger and better positioned for success into the next century."

—DANA L. COOKE



MAXWELL SCHOOL

Reaching Out

Pon tus maos en la pared!

We hope a Syracuse police officer never bellows this at you. It means, "put your hands on the wall!"

If one does, though, you'll be interested to know (while being frisked and led away) that a Syracuse cop's ability to speak Spanish is probably the product of a new and unusual program in which local Hispanic teenagers teach common

Spanish phrases to civic employees. The program was conceived and coordinated by students of William Coplin, a professor of public affairs in SU's Maxwell School.

As the Latino population steadily grows in Onondaga County, so does the need for community workers to be functional in Spanish.

The initiative was created from Coplin's "Community Problem Solving" course, in which undergraduates take a stab at volunteerism, battling local problems.

As Coplin explains, "Understanding Latino culture and language, and communicating effectively with this growing population was among their concerns—it's a national concern."

Coplin and his students decided to undertake that task in the program "Teens Teaching Spanish." Undergrads recruited the teens from La Liga, the Spanish Action League, coordinated the effort, and helped prepare them for the actual teaching.

In "Teens Teaching Spanish," police officers, social workers, prison workers, and the like learn the latest Latino lingo, as opposed to simply conjugating verbs. They learn such phrases as *¿Cómo puedo ayudar?* (How can I help you?) and *¿Tiene problema de salud?* (Do you have a health problem?). Some of the common words taught are *esposas* (handcuffs), *boracho* (drunk), and *calmese* (calm down).

"Teens Teaching Spanish" is just one of several programs under the auspices of University Reach (U-Reach). Undergraduates pair up with inner-city teens and work together on improving neighborhood life.

The programs created from Coplin's class snowballed into such success that a year-round entity was warranted. Thus U-Reach was created, adding legitimacy to the initiatives begun each semester, and guiding them into a permanent existence.

To date, SU students have steered teens into volunteering their services to nursing homes and homeless shelters, led peer alcohol and drug discussions, and developed a database system for a center that helps the disadvantaged.

Taking aim at broadening their initiative, students in U-Reach have created public service announcements, involved themselves in after-school programs, and mustered up campus volunteers.

The student participants, in essence, become project managers, gaining leadership experience as they recruit, advise, and evaluate the teenagers. In return, the teens develop new skills, career interests, and a new perspective toward society and social work.

"It gives community people a sense of power, because they're helping instead of being helped," says Coplin.

—ANDREA C. MARSH

OPENING WEEK

New Kid on the Quad

Of all things, it was the smell of hazelnut coffee and a poppyseed bagel that almost did freshman Christian Velardi in. He'd already spent two weeks at Syracuse—the longest time he'd ever been away from home—without a pang of homesickness. But as he waited in the lobby of HBC for his biology lecture to begin, there was that smell—that home breakfast smell. Suddenly Chris realized just how far away Branford, Connecticut, was.

Back in August, Chris, a broadcast journalism major in the S.I. Newhouse School of Public Communications, was one of 3,000 new students arriving on

campus one very hot Friday. Hordes arrived in station wagons and rented vans, prepared to undertake a traditional rite of passage, "going to college." But like so many others, this tradition has been altered by progress. Gone were the long lines, confusion, and emotional rollercoasters. Chris and his classmates benefitted from the most sophisticated system SU has ever devised to make the first few days of college comfortable.

Nightmare traffic jams? All gone. Instead, Chris and his parents waited briefly in a holding area at Manley Field House before heading up to Day Hall. Backbreaking schlepping? Swarms of Goon Squad members wrestled suitcases, stereo, and computer into his room.

Even buying textbooks was fun. A 10-minute wait in line at the SU Bookstore to pick up his pre-ordered books barely gave him enough time to discuss with other Newhouse students the lengthy summer reading list they'd received—and to find out, to his relief, that no one else had finished it either.

These days, families are invited to spend the night in Syracuse. In the evening, a parents-only welcoming program includes reassuring presentations by the University's sincerest and best speakers, who tell them bluntly but with

Chris Valardi (center), shown among new friends in his Syracuse University dorm, is a member of this year's batch of incoming undergrads. He benefitted from a greatly improved array of moving-in, advising, and orientation procedures.



PATS ON THE BACK

Marines Cite Desert Shield Courses. In May, the U.S. Marine Corps' Education Branch awarded Certificates of Commendation to 74 SU faculty and staff members for their contribution to the Front Line Series, an independent-study program created by Syracuse University for Marines participating in Operation Desert Shield. Eight undergraduate courses were offered, adapted for the conditions of the desert front lines.

Briefly: Michael A. Lytle, SU's director of federal relations and a Reserve lieutenant colonel, was awarded the Army Commendation Medal for directing a Defense Intelligence Agency task force studying Iraq's world-wide business interests. 🐾 **The Graduate School** received the second annual Peterson's Award for Excellence in Graduate Admissions for Minority Students, recognizing increased enrollment from underrepresented groups. 🐾 SU's **Computer Engineering Program** was ranked third in the nation after a recent assessment by the University of Missouri-Rolla. 🐾 **David J. Kieber**, an ESF assistant professor of chemistry studying the photochemistry of dimethyl sulfide in the oceans, received a 1991 Young Investigator Award from the Office of Naval Research. 🐾 **John Western**, associate professor of geography, is a recipient of the National Council for Geographic Education's Distinguished Teaching Achievement Award for 1991. 🐾 **Deborah Pellow**, associate professor of anthropology, received a Fulbright grant to lecture in Japan during this academic year.

IN THE BLEACHERS

Schedules Are Available. Competition schedules for varsity teams are available by writing to the SU Sports Information Office, attn. Sue Cornelius, Manley Field House, Syracuse, New York 13244.

NCAA Rules Summarized. Those people interested in reviewing the "Quick Reference Guide to NCAA Rules and Regulations" may do so by writing SU's Department of Intercollegiate Athletics, Manley Field House, Syracuse, New York 13244-5020, or calling (315) 443-2385.

Team Results: At press time, the following varsity news was available. The women's **Field Hockey** team was nationally ranked throughout its season, 11-3-1 by October 31. Two seniors, Yvonne Milionis and Kelly Larkin, were battling for the SU career points record. 🐾 Also nationally ranked, the **Football** team, under first-year coach Paul Pasqualoni, was 6-2 and anticipating its fifth straight bowl bid. 🐾 Women's **Volleyball** was 18-5, with senior Jessica Paarlberg ranked nationally in blocks and hitting percentage. 🐾 Freshman Sara Dickson won her flight at the SUnity Life Tennis Classic, the first SU player to ever do so in this tournament. The women's **Tennis** team tied for second at the Big East championships. 🐾 For the latest SU sports news, call 1-900-860-1870. Cost is 99 cents per minute.

comedic delivery what the next year will be like for them and for their children. The students are off socializing with hallmates and making the first tenuous connections with their new lives.

The next morning brings the Chancellor's official welcome in the Carrier Dome, and features unexpected pageantry, as faculty members parade in full academic regalia. "It got the message across that academics was serious business," Chris says, "but to tell the truth, it looked kind of funny."

His parents' leave-taking that afternoon was less traumatic than all of them had expected. "It was good we had a day-and-a-half together on campus to get used to the idea, but we knew it was going to happen," Chris says.

Over the next two days he attended a Newhouse orientation ("Pretty standard stuff. The same things I said to high school freshmen when I was a senior"), got a great deal of official advice, socialized, and started classes.

Certainly one of the things that made Chris's transition easier was SU's array of support services. Over the past decade, the University has implemented a host of new tutoring, advising, and orientation programs. Chris confides the advising component alone was sometimes overwhelming. Among advisers he can consult are his residence hall advisor, special Orientation advisers, a peer advisor in his major, and his faculty advisor.

He's also part of FAN (Freshman Advocacy Network), a pilot program for Newhouse and management students that has senior administrators "looking out" for freshmen, advising them on everything from handling the University bureaucracy to buying groceries. His FAN advisor is Barbara Baker, director of residence life.

"I've only met some of my FAN students because getting six of them together at one time isn't easy," Baker says. "But we had fun, I answered many of their questions, and they obviously enjoyed meeting one another. I'll have them all over for dinner soon."

Chris Velardi admits, "I have more advisors than I feel I need at this point," but he adds that too many advisors is better than the opposite. "I'm sure each will be valuable for different things as I go along. They all made Syracuse seem really friendly," he says. "I like living here a lot. It already feels as though I've been here forever."

—CAROL NORTH SCHMUCKLER



Lynda Maccini is one of 20 students who get up early in the morning to keep the Crouse Chimes tradition alive.

EXTRACURRICULARS

Ding-a-Ling

Lynda Maccini might be the last person you would expect to find this morning ringing the chimes in Crouse College's bell tower.

"When I first started, I was afraid of heights," the music education major and pianist confesses, as she stands in the tower's fourth-floor entry chamber and looks over at the steep and narrow metal staircase that shoots upward to a small opening in the ceiling. The first few times she climbed the steps in a turtle-like pace, she admits. Now a senior, Maccini darts up the steps with relative ease, to the chamber where the chimes will be rung this morning at 8:15, as they are each weekday.

Standing at the clavier she bangs out "Ode to Joy," depressing the hand levers and thrusting her weight into her movements.

"You have to slam down hard to make the clappers hit the bells," she explains. The levers activate cables that extend upward and cause the clappers to swing within the bells. The bells themselves do not move.

Surrounded only by a few comrades who await their turn at the chimes, Maccini works in relative solitude. The melodies ring out from the tower, draping over a wide radius, heard by a scattered audience numbering in the thousands.

Twenty students are collectively known as the SU Chimesmasters. Because of the physical wear and tear on the hands, three or four students are typically scheduled for each concert, to allow them to alternate playing. New members are usually paired with more experienced members as a form of apprenticeship. "If you can read music, it helps, but if you can't, we can teach you. It's very rewarding for me, as a music major, because I'm doing a lot of the teaching," she says, "and that's what my major is all about."

Mark Cutone, who serves as the group's chairperson, is one who had to learn music. "This is the first—and only—instrument I ever learned how to play," says Cutone, a fifth-year architecture major.

Cutone climbs to a higher chamber level for a closer look at the bells and points to the largest of the 10 bells, weighing in at 3,000 pounds. "We call it 'Big John,'" he says of the bell nicknamed for John Crouse, the donor for whom Crouse College is named.

History is written on the tower's lower walls. A century's worth of names have been inscribed by generations of bell-ringers, from tiny pencil signatures dating back to the early 1900s to large day-glow sprawlings of more contemporary times. The plaster that surrounds the brick-interior of the rotunda is falling in places and with it goes some of that visual history. The newest generation of

chimesmasters now scrawl their names and messages in a scrapbook.

In their long history the bells have fallen silent only twice: in 1981-82 for major repairs and renovations, and in 1986 when the fraternity that once held exclusive bell-ringing responsibilities left campus. In 1989 a group of School of Music faculty and students reactivated the tradition, with music education major Daniel Beich '90 spearheading the efforts. Membership was opened to all SU students. Today's group is a mix of men and women in various majors.

They have a repertoire of about 250 songs arranged for Crouse's chimes. The pieces are short. Typically each 15-minute concert may include about 10 tunes. The material is diverse, from hymns to popular music: "Ash Grove," "Aura Le," "Happy Birthday," "Ode to Joy," "Morning Has Broken," etc. Two 15-minute concerts are played weekdays at 8:15 a.m. and 5:45 p.m., and the bells are also tolled daily at noon.

Maggie Madden is a sophomore mechanical-engineering major who plays the piccolo in the Marching Band. On this particular Tuesday morning, Madden would have liked to sleep a little longer. But she was scheduled for the 8:15 concert and had to postpone her typical morning ritual to make it to Crouse College on time.

As the bell-ringing concludes at 8:30 and students settle into those early-morning classes, Madden heads back to her home for the breakfast that she didn't have time for earlier. A scenario, no doubt, that generations of chimesmasters who came before her would understand only too well.

—PAUL GERMANO

SCHOOL OF MANAGEMENT

Back to Business

Things are happening in the School of Management. The new dean, George R. Burman, came on board little more than a year ago. The time since has been one of new ideas and vigor.

The University's standards for a new dean of management—the standards that eventually led to Burman—were tough. The search lasted more than two years and, although the results seem to justify the wait, that period was one of deferral for the School of Management. An accrediting organization placed the

school on probation in early 1990, and warned about the need for a strong new dean to keep the school on track.

Burman is that dean: the president of Chevron's American Gilsonite Company when SU found him, an individual with solid business connections and an M.B.A. and Ph.D. in economics (University of Chicago). His arrival signaled a blossoming of the school's fortunes. The probation has been lifted and the school is fully accredited, on very good standing.

Burman is a rugged, outgoing man—a former NFL football player—who smiles easily when discussing the challenges of his post.

What are your indices of success and progress?

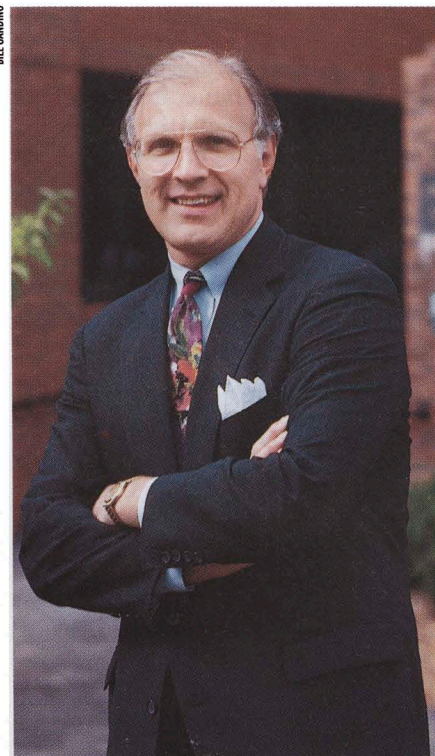
The most important one is what the outside world thinks of us. Are they aware of us? Do they view us as a quality school? We need to constantly monitor that and let people know about us—to know about the quality of our programs.

How do businesses judge a school of management?

By its graduates. . . . The bottom-line criterion is, Are we producing a product that they want?

I work with people in placement and people in development to contact people in industry. We pay particular attention to recruiters, of course. But we like

George R. Burman, dean of the School of Management, has the school moving.



HOT OFF THE PRESS

New from SU Press: **Adirondack Faces**, with photographs by Mathias Oppersdorff and text by Alice Wolf Gilborn, is a collection 50-plus portraits of Adirondackers, accompanied by each character's own words. ☛ **The Congressman Who Got Away with Murder**, by Nat Brandt, is a true account of power, sex, and murder in pre-Civil War Washington, D.C. Congressman Daniel Sickles murdered his wife's lover and, in one of the most publicized murder trials in American history, was the first person acquitted on a plea of temporary insanity. ☛ **Desktop Publishing in the University**, edited by Joan N. Burstyn, is not a how-to book, but a collection of nine essays about the impact of desktop publishing on universities. ☛ **Virginia Woolf and War: Fiction, Reality, and Myth**, edited by Mark Hussey, contains essays about Virginia Woolf's ideas on war, as seen throughout her fiction writing. This book illustrates the roots of Woolf's sensitivity to violence and how she connected the myths and the realities of war with the private violence of the patriarchal family.

For information about any SU Press title, call (315) 443-5547.

SIGNS OF THE TIMES

D.O. Headlines We Noticed: In September, "**Students asked to conserve paper napkins**" explained that 6.72 million unused napkins were tossed in the trash by students last year, and proposed that people worry about this year's waste. ☛ "**Bart's Bad Habits**" was the name of a letter to the editor, appearing in September, complaining about a popular Bart Simpson "Absolut Syracuse" teeshirt. The writer was disturbed by the shirt's inappropriate pro-alcohol message. ☛ Student voter apathy was the topic of "**Low voter turnout causes extension of SGA elections.**" Fewer than 700 students cast votes in a recent Student Government Association election. ☛ "**Fat Cats don't have to work . . . But you may have to**" was the catchy slogan used by the Community Internship Program to lure students into service. ☛ "**'America's Funniest People' seeks SU silliness**" promoted an on-campus search encouraging students to audition for a spot on the national television program. ☛ In a satirical editorial, "**Stupid people must be deported,**" the writer skirted political correctness by proclaiming his prejudice toward not ethnic, racial, or sexual groups, but rather the basically stupid. ☛ "**Dome spirit is dead**" concluded a letter to the editor. Revering the atmosphere of an outdoor campus stadium, the writer complained of sedate fan support at SU and suggested cutting a hole in the dome to create a Syracuse Skydome.

to go beyond that, to operating people who are familiar with our students.

How do your alumni judge the school? If you were to meet an alumnus of the school today, what would she or he likely tell you?

I think it's safe to say that the alumni, like students and parents, were upset about the probation. Likewise they were very pleased that we got off of probation and achieved reaccreditation.

We try constantly to increase the amount of interaction we have with our alumni. My impression is that they feel positive about the school and that they have a sense the school is moving in the right direction.

The success of any school is a function of its wider community. Our alumni play a very critical role in our success. We need to know what they think about us. We need their help. So, while we can do all the things we're doing to improve ourselves internally—the quality of the programs, the relevance of the programs—we must always seek closer relationships with industry and alumni, to build that larger community.

Of late, the M.B.A. has been losing its significance and is apparently not as valuable as it once was. How is the environment of management education changing?

The complaints about the M.B.A. stem from a notion that it has been too technically oriented, that it produces people with a set of technical skills but not a lot in the general areas of leadership, teamwork, and communication. [These are] skills that traditionally haven't been part of the curriculum. We have a major revision of our curriculum underway.

What are the emphases within the new curriculum?

We are looking at a set of what we might call processes or skills that pertain to some of the major changes underway in industry—communication skills, better understanding of how organizations actually function.

We gather that there is a trend away from diverse specialization and toward "core competency."

We think that the whole of the core curriculum, in and of itself, has to produce a person with broad skills. That means that the whole thing must flow, must be integrated. It takes a lot of tending over time to make sure that before students begin to pursue specialties they really

got a broad business education. That means not only a focus on how the curriculum is designed but a focus on how it is taught. You want students to see the core as the most important part of our curriculum.

What do you consider to be your most significant contribution here so far?

We began a reorganization of the dean's office, with addition of an associate dean for academic affairs, Distinguished Professor S.P. Raj, to provide leadership to the faculty in all areas; and the addition of academic program directors, professors John Collins and Jim Vedder, for undergraduate and master's programs.

We added a director for the freshman program, Ted Wallin, a professor of transportation and distribution management. He will interact with freshmen—who don't take any management courses—bringing them closer to the school, helping them through that year and preparing them for the beginning of their management courses.

We have secured the endowment of three research centers: the Walter S. Keibach Institute for International Business, the Robert Brethen Institute for Operations Management, and the George Bennett Tax Research Center. These will provide additional support to specific types of research, as well as assisting our academic programs.

What is your fondest hope for the school over the next three to five years?

That we indeed prosper, assist the University in its efforts to deal with a tough marketplace, and achieve the kind of reputation we set out to achieve. Achieving national recognition for this school particularly will benefit the University, since we are seeking to take advantage of some of the diversity within. Effective this fall is a University-wide management minor, to attract those students who don't want a major in the School of Management but need some management component. The minor will attract students to this university.

How have you found SU in general?

It is a university with all the right instincts. It's been moving in a positive direction, stressing quality. I think this university has the potential to be one of the winners coming out of what will be a very difficult time for higher education.

It's an exciting time, and a time to move relative to our competition. These

are tough times, but if we are aggressive, the situation can be viewed more positively as an opportunity. There should be a certain amount of anticipation and excitement on this campus, as well as apprehension. Simply put, I think we have a lot going for us here.

LUNCH HOUR

The 16th Man

It's 1:37 p.m. I slip back into the office as inconspicuously as possible. Due back from lunch 45 minutes ago, I don't want to admit what's kept me.

But the flushed face and lingering beads on the forehead are a give-away. I've come from Monday-Wednesday-Friday pick-up basketball in Flanagan Gym, and once again I've played too long.

The MWF Pick-Up Club—so named only by this author—has been a regular thing for at least a decade, according to the only member who has participated since then, a technician/teacher in the College of Environmental Science and Forestry named Paul. (Last names are rarely known.) Membership is fluid, consisting of 10 or so semi-regulars and a loose league of occasional others. It's like so many other informal crossings of paths in a community this large, born spontaneously by mutual interest, without decree or sanction. Regular patrons of People's Place and Hacky-Sack circles on the Quad might be comparable.

Because attendance is random, participation is uncertain. The first 10 to arrive choose teams. Eleven through 15 form the next. Winners hold the court.

Nothing dooms a day more certainly than arriving in the gym to discover I'm the 16th man.

2:05 p.m. My metabolism is back to normal and I'm settling back into my professional role. Here, as in all organizations, I have a place in a hierarchy.

On the floors of Flanagan, however, everyone begins as an equal, and rank is determined by jump-shots and look-aways. A master's candidate is welcome to thread a pass between the legs of his department chair if he can get away with it. The dean of Hendricks Chapel is in every respect a learned and upstanding man—the moral beacon of Syracuse University. When caught defending a three-on-one break, though, he's not above a cheap foul.

It's tempting to draw connections. Bill

is an accomplished but easy-going forward, skilled enough to lead a team, yet philosophical about the shortcomings of those around him. He must make a fine provost. A vice president who played years ago was gritty, slashing and perhaps a bit too aggressive. I'm glad I never served on his staff. Faculty members play a heady game, full of strategy and clever

ing, shake-your-hand people. The racquetball players sport country-club duds. We basketballers are a comparatively motley collection, all shapes and sizes bound only by an unhealthy competitiveness. Because I am one of them, I'm sitting here, mid-afternoon, replaying missed lay-ups and fouls that should have been called. My teeth are grinding.

If all organizations had locker rooms, you could know all organizations by them. At Syracuse University, locker rooms contain the thundering of showers and talk of games won and lost. But over time I've also listened to tales of carefully organized field trips that no undergrad bothered to attend; of Fulbrights recently awarded; of disagreement within the department; and of tenure granted and tenure denied—a topic that *never* loses its intrigue.

The bulletin board holds exercise diagrams, triathlon times, and an amusing exchange of messages between the recreation director and professors who passed a hat and collected \$20

to contribute toward a new locker-room fan—protest loosely veiled as magnanimity.

4:17 p.m. Hurry five o'clock. The physical release that I sought by attending MWF Pick-Up Club has curdled and turned to fatigue. My head is heavy on the desktop. Tonight after dinner I will insist on a nap.

A doctor tells me to get this exercise. Lunch-time recreation is recommended therapy. Why has it left me tense and tired? Why do I bother at all?

Because this is a small community within the large, where the transgressions of office, lab, and lecture are traded in for comparatively trivial defeats on the pick-and-roll. We skins will tread on those shirts if possible, and say hello tomorrow when we pass on the Quad.

—DANA L. COOKE

GIFTS AND GRANTS

Apple Computer Project Funded. In an attempt to make all SU graduates computer literate, the University has entered an initiative to incorporate computers into new areas of course work. Supported by a two-year, \$339,000 grant from Apple Computer Inc., "Teaching through Advanced Technology to Undergraduates" began this fall, developing course work and training faculty to use computers and various software. Initial plans will be implemented in the Writing Program, the Department of Foreign Languages & Literature, and the Department of Mathematics.

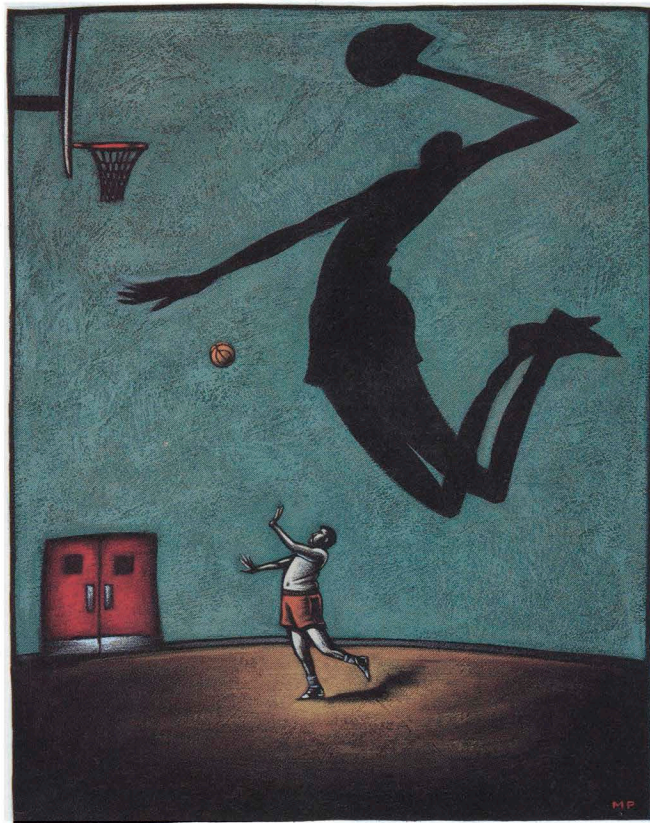
Briefly: The Maxwell School of Citizenship and Public Affairs received a \$50,000 contribution from the **Rosamund Gifford Charitable Corp.** to support the creation of the Institute for Public Affairs. ☛ SU alumnus and Syracuse native **Philip H. Burrell** left a \$200,000 bequest in his estate to SU's Belfer Audio Laboratory and Archive. ☛ **UST**, a holding company for United States Tobacco Co., International Wine & Spirits Ltd., and UST Enterprises Inc. has pledged \$50,000 to SU's "Our Time Has Come" campaign, the University's fund-raising effort for scholarship assistance to African-American and Latino students. ☛ The University has received a three-year, \$330,000 grant from **General Electric Foundation** as part of the Faculty for the Future program. The funding will provide select doctoral degree candidates with loans that will be nullified if they pursue academic faculty positions in science or engineering. ☛ **The New York State Government** gave \$640,000 to SU's Advanced Computing Technology, Innovative Now (ACTION) program. ACTION is designed to integrate high performance computing into the state's commercial and industrial enterprises.

PROGRAM NOTE

Caribbean Course Offered. Over the summer, William Waters G'90 led a three-week fieldwork program in the rural Haitian community of Pasbwa-dom—a program jointly sponsored by the Division of Summer Sessions and Department of Anthropology. Participants studied natives by living with them and emulating their lifestyle.

Summer Sessions also sponsored student participation in an excavation project at an African-Jamaican settlement in Seville, Jamaica, this year. Led by anthropology faculty member Douglas Armstrong, the students spent a month examining questions concerning African-Jamaican transformation and settlement patterns in the late 17th and 18th centuries.

For more information about these and similar programs planned in 1992, call Summer Sessions at (315) 443-4181.



passing. This is as it should be.

Attrition has been heavy lately. Teddy, for example, left mid-semester to pursue post-doc work in biology at Duke. Teddy was a Larry Bird in this league, skilled in every aspect of the game and deadly from three-point range. And, no matter how superior, he was supportive of teammates, passing equitably and encouraging all to take their shots—a rare combination of skill and humility. If it is accurate to make these connections, Duke's biology department should be well-served.

3:30 p.m. I wish I were a long-distance runner. In the locker room, the runners are a beaming, confident, vital lot—made superior by their dedication to a rigorous endeavor that bears no rewards except its doing.

The weight-lifters are rugged, outgo-