

# SPECTRUM

TODAY'S EDITION

See page 5 for information on academic-advising task force.

ROANOKE VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

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## New university Center for Leadership Studies created

By Sookhan Ho

Virginia Tech has established a new Center for Leadership Studies in the Pamplin College of Business that will offer leadership-development programs for students throughout the university, support academic research in leadership, and raise funds for its activities.

The new center will also coordinate leadership programs across campus, including the Corps of Cadets Center for Leader Development, the Department of Management's Business Leadership Center, and the leadership-related activities organized by the Pamplin College's undergraduate programs office, Student Affairs, and Interdisciplinary Studies.

The center seeks to raise \$10 million in private funds over the next three years toward scholarships (\$2 million), professorships (\$2 million), and program support (\$6 million).

Its director will report to Pamplin College Dean Richard E. Sorensen, who will oversee the center with the help of an advisory board. As the position is not currently funded, Sorensen will temporarily serve as director, an appointment that is expected to last for about two-and-a-half years.

"The center provides a convenient home for all leadership programs on campus," Sorensen said. Representatives of various leadership programs around campus moved toward creating the center, he said, recognizing a need to expand leadership opportunities for all stu-

dents—not just business majors or cadets—and to share resources, coordinate existing programs, and avoid duplication of effort.

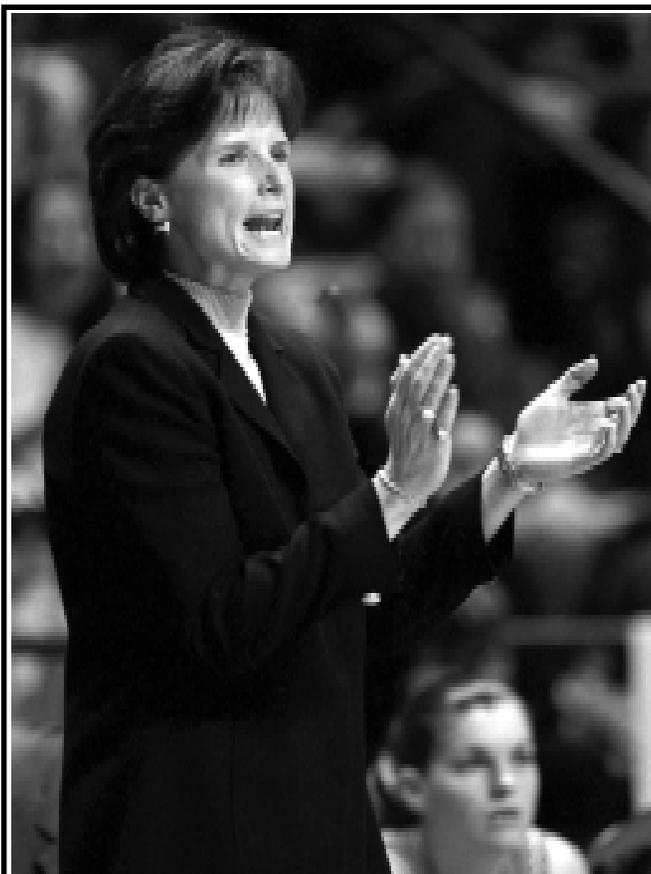
These representatives make up the center's current Advisory Board: Sorensen (chair); Robert Bates, dean of Arts and Sciences; Landrum Cross, vice president for Student Affairs; Henry Dekker, former rector and Corps supporter; Stanton Musser, commandant of cadets; Pat Hyer, associate provost; Jon Shepard, head of Management; and Norrine Bailey Spencer, Pamplin College associate dean for undergraduate programs.

The Corps of Cadets Center for Leader Development (CLD) will move to the Pamplin College from the College of Arts and Sciences, which had initiated and developed the center.

Communications Studies Professor Bob Denton will remain as CLD director and Thomas Rice chaired professor.

Responsibility for the CLD's minor in leadership studies will be transferred to the Pamplin College. The college, through the management department's Business Leadership Center, is developing its own concentration in leadership that will combine experiential learning with classroom instruction in leadership and management theory, ethics, and community service.

The center, directed by Management Professor James Lang, seeks to promote the development of leadership knowledge and skills of both undergraduate and graduate (See NEW on 7)



**SUCCESSSTORY**  
**Women's Basketball Coach Bonnie Henrickson applauds the efforts of her team as they remain unbeaten and nationally ranked at last Friday's game. See page 5 for additional coverage. (J. McCormick)**

## Roanoke city manager takes COTA post

By Larry Hincker

W. Robert Herbert, Roanoke city manager, will become a fellow in Virginia Tech's Center for Organizational and Technological Advancement (COTA) effective April 9.

As a COTA fellow, Herbert will be responsible for identifying training and education opportunities for government and non-profit entities. He will develop workshops, short courses, and other educational programming for governments and other public-sector organizations such as hospitals, health facilities, and public-safety groups.

"Bob is completing a distinguished career of public service punctuated with quiet leadership and achievement. We are quite fortunate to keep him at work helping advance Roanoke's downtown revitalization and improve the performance of governments throughout Virginia," said Minnis Ridenour, executive vice president and chief business officer. Herbert will report to Ridenour.

Herbert will work primarily with conference and training associated with the Hotel Roanoke and Conference Center, but will also develop programming for other continuing-education sites in Blacksburg and Northern

Virginia. "I am proud of my association with Roanoke city leaders and city workers. As I complete almost 30 years of work in the public sector, it is especially gratifying to me that I will be able to continue our work in improving downtown Roanoke and its economic revitalization. Making the Hotel Roanoke and Conference Center project a reality is one of the highlights of my time in City Hall," Herbert said.

Herbert is often credited with important behind-the-scenes leadership and diplomacy that birthed the complex hotel-and-conference-center project in the early 1990s. It was born amid community doubts, a market recession for hotel properties, and funding uncertainties. Today the Hotel Roanoke and Conference Center is the economic anchor of city efforts to create an education complex from the former headquarters of Norfolk and Southern Railway offices on North Jefferson Street.

Herbert, a Cincinnati native, has spent most of his career in Virginia. He has worked for the City of Roanoke since 1979 and been

(See HERBERT on 7)

## Versatile Tech senior wins coveted Marshall scholarship

By Sally Harris

Stacey Smith of Virginia Beach, just awarded a prestigious Marshall Scholarship, is building toward her career goal the way an artist paints a masterpiece—by gradually adding layers and textures and colors and light just where they are needed.

The British ambassador to the U.S., Sir Christopher Meyer, announced that 37 Americans won the Marshall Scholarship, often considered the equal of the coveted Rhodes Scholarship. The British government established the Marshall Scholarship in 1953 in gratitude to the American people for the Marshall Plan. The Marshall Scholarships "finance young Americans of high ability to study for a degree in the United Kingdom in a system of higher education recognized for its excellence."

For Smith, a Virginia Tech senior majoring in biology and Spanish, the scholarship adds yet another major dimension

to her preparation for her goals of researching ways to preserve endangered plants and using that research to influence policy in the direction of protecting valuable habitats.

Her love of nature started on her grandfather's farm, and his gift of a *Peterson's Wildflower Guide*, along with a challenge to record every species of flower at the farm, started her passion for plants. Her interest in Spanish began in high school. She chose to take Spanish because so many Americans and peoples world wide speak that language. "I really started to love Spanish in my fourth year of study when my teacher was a Puerto Rican woman with a strong motivation to get students to speak out and to 'think' in Spanish," she said

By the time she reached Virginia Tech, she was "unusually mature and focussed," according to Barbara Cowles of Virginia Tech's Honors Program. Smith started doing research during her second semester. Instead of spending her first summer vacation

(See VERSATILE on 8)



Smith

(R.STITH)

# ACHIEVERS

**Simone Poirier-Bures** of Virginia Tech's English department has received a \$3,000 Individual Artist Fellowship grant from the Virginia Commission for the Arts.

Ten fiction writers in Virginia received fellowships in the highly competitive program this year, along with 12 visual artists. Poirier-Bures's fellowship will enable her to work on a book of short stories and creative-nonfiction essays dealing with human relationships with animals and the natural world.

Poirier-Bures is the author of *Candyman*, a novel set in Halifax, Nova Scotia, and *That Shining Place*, an award-winning memoir of Crete. She also has published 30 short stories and essays in journals in the United States, Canada, and Australia. Her work has been included in eight anthologies.

**Laura Katz Smith**, manuscripts curator in the Special Collections Department of University Libraries, has passed the Academy of Certified Archivists examination and is now a certified archivist.

**Patrick Carlton**, director of international education in the University Office of International Programs and chair of the Friends of the University Libraries, has been selected for induction into the Senior Army Reserve Commanders' Association Hall of Fame. Induction ceremonies were to be held January 24 during SARCA's annual meeting in Washington, D.C. In making the selection, the national association cited the retired colonel's many years of service as SARCA secretary and his introduction of numerous program and administrative improvements.

**Stephen K. White** of the Department of Political Science has been elected editor of the journal *Political Theory* beginning in July 1999. The journal will move to Virginia Tech from its current home at the University of California-San Diego. It was previously at Columbia and Johns Hopkins.

The book *Cambridge Companion to Habermas*, also edited by White, and published by Cambridge University Press in 1995, will be published shortly in a Turkish translation. In addition, White's *Political Theory and Postmodernism*, published by Cambridge University Press in 1991 and subsequently published in Japanese, is now scheduled to be translated into Chinese.

**Brian Tissue** of the Department of Chemistry presented an invited talk on his recent research results at the International Rare Earths Conference in Fremantle, Western Australia. His talk was titled "Lanthanide Luminescence and Dynamics in Metal-Oxide Nanocrystals."

**Kay Castagnoli**, senior research associate in the Harvey W. Peters Research Center in the Department of Chemistry, attended the Eighth Amine Oxidase Workshop in Balatonoszod, Hungary, where she chaired a session and gave an invited paper entitled "MAO-B Inhibitors and Neuroprotection." She also attended the Thirteenth Congress of the Polish Pharmacology Society in Krakow, Poland, where she presented a plenary lecture on "Monoamine Oxidase B Inhibition and Neuroprotection," which will be published in a special issue of the *Polish Journal of Pharmacology*. Castagnoli attended the International Society for the Study of Xenobiotics 5th International Meeting in Cairns, Australia, where she gave an invited presentation entitled "MAO-B and nNOS Inhibitors and Neuroprotection."

**Neal Castagnoli Jr.**, the Peters professor of chemistry in the Harvey W. Peters Research Center, Department of Chemistry, attended the 13th Congress of the Polish Pharmacology Society in Krakow, Poland, where he gave a plenary lecture on "Enzyme Catalyzed Bioactivation of Cyclic Tertiary Amines to Form Potential Neurotoxins." The lecture will be published in a special issue of the *Polish Journal of Pharmacology*. An International Travel Grant supported his participation in this international scientific meeting.

**Kathleen W. Jones**, associate professor of history, and **Rebecca H. Davis**, assistant professor of political science, presented a workshop on teaching and technology to faculty members and administrators at St. Louis University.

**John M. Carroll**, professor in computer science and

director of the Center for Human-Computer Interaction, has received the Silver Core Award for service to the International Federation for Information Processing.

**J.A.N. Lee**, professor of computer science, received the International Federation for Information Processing (IFIP) Silver Core award. The award recognized his seven years of service as the chair of the IFIP History working group, six years as the U.S. representative to the Technical Committee on Social Impact, and three years as secretary of that committee.

**Kent Holliday**, professor of music at Virginia Tech, was winner of the 1998 Music Teachers Association (VMTA)/Music Teacher's National Association (MTNA) Commissioned Composer Competition for his work "Four Evocations" for solo piano. Holliday received a contract that formalizes the commission of a new work to be premiered at the 1999 VMTA convention in the fall. The commission carries a cash award of \$1,000, which will be presented at the premiere performance. After the premiere, the composition will be submitted as an entry for the MTNA-Shepherd Distinguished Composer of the Year award.

**Klaus Hinkelmann** of the statistics department presented a paper, "Partially Balanced Treatment Incomplete Block Designs," and chaired a session on Experimental Design at the International Biometric Conference in Cape Town, South Africa.

**Karen Hult**, professor of political science, has been named book-review editor of the *Presidential Studies Quarterly*. In addition, Hult and **Charles Walcott**, professor of political science, have been named to the journal's new Editorial Board.

**John M. Carroll**, professor in computer science and director of the Center for Human-Computer Interaction, attended the Thirty-second Annual Hawaii International Conference on System Sciences in Maui. Carroll organized a papers mini-track on scenario-based system development and presented a paper entitled "Five reasons for scenario-based design."

**Mary Beth Rosson**, associate professor in computer science, attended the Thirty-second Annual Hawaii International Conference on System Sciences in Maui. Rosson presented a paper entitled "I Get By with a Little Help from My Cyber-Friends: Sharing Stories of Good and Bad Times on the Web."

**Lisa Rudd**, contracts officer and senior buyer in the Purchasing Department has successfully completed the Certified Purchasing Manager (CPM) certification program offered by the National Association of Purchasing Management (NAPM). This certification program involves a combination of formal and continuing education, related work experience, and the passing of four examinations. Attainment of a CPM is regarded as the highest certification achievement available to procurement professionals.

In her responsibilities Rudd works with a cross section of the university community. She regularly contracts for large hotel and conference

facilities on behalf of Continuing Education. In the past year, she has completed several major service contracts including debt collection services and charter bus services. She is working on a project to establish a prime vendor contract for janitorial and cleaning supplies.

**Spencer Johnston**, associate professor of small-animal clinical sciences, presented "Osteoarthritis: Pathophysiology and Expectations of Treatment," and participated in a panel discussion on the treatment of canine osteoarthritis at the XXIII Congress of the World Small Animal Veterinary Association in Buenos Aires, Argentina. Johnston also presented "GI Ulcers: The NSAID Connection" and "Treatment of Osteoarthritis with NSAIDs" at the annual meeting of the American College of Veterinary Surgeons in Chicago.

**Michael Leib**, professor in the Department of Small Animal Clinical Sciences, presented a series of continuing-education lectures at the Ottawa Academy of Veterinary Medicine in Ontario, Canada. Leib presented lectures titled "Diagnostic Approach to Chronic Diarrhea: A Case Oriented Approach," "Acute Pancreatitis in Dogs: A Diagnostic Dilemma" and

"Helicobacter Gastritis: A Diagnostic Approach." Leib also presented lectures on inflammatory bowel disease, helicobacter gastritis, pancreatitis and other gastrointestinal disorders of dogs at meetings of the North Carolina Academy of Veterinary Medicine in Sanford and at the Virginia Academy of Veterinary Medicine in Roanoke.

**Peter Eyre**, dean, and **Gerhardt Schurig**, professor, in biomedical sciences and pathobiology, recently traveled to Valdivia, Chile, where they met with officials from the *Universidad Austral De Chile* to formalize the establishment of a research and educational exchange program between that university's *Facultad de Ciencias Veterinarias* and the Virginia-Maryland Regional College of Veterinary Medicine.

**Mark Smith**, associate professor in the Department of Small Animal Clinical Sciences, has earned board certification from the American Veterinary Dental College. Smith, who is also board certified by the American College of Veterinary Surgeons, provides leadership for the veterinary dental clinical programs offered in the Veterinary Teaching Hospital. He also operates the college's Laboratory for Comparative Oral Research.

**Stephen A. Smith**, associate professor in the Department of Biomedical Sciences and Pathobiology, presented a lecture titled "Important Fish Pathogens And Disease Syndromes Of The U.S. Aquaculture Industry." to a meeting of the Japan International Food and Aquaculture Society. He also spent a week touring aquaculture facilities and aquariums in Japan.

**Steve Dehart**, facilities support manager in the VMRCVM, made a presentation on veterinary college facilities management at the First Annual Veterinary Facilities Conference of North America at the University of Missouri at Columbia.

**Kent Scarratt**, professor in the Department of Small Animal Clinical Sciences, presented a lecture on "Hepatoencephalopathy in Horses" at the annual meeting of the American College of Veterinary Internal Medicine in San Diego, Calif. He also presented "Activity of Gamma-glutamyl Transferase In Serum of Newborn and Day-Old Calves Derived By In-Vitro Fertilization" in the Technology Transfer Poster Session section of the annual meeting of the American Association of Bovine Practitioners in Spokane, Wash.

**Stephen Holladay**, associate professor in the Department of Biomedical Sciences and Pathobiology, presented a paper titled "Contaminants and Marine Mammal Immunotoxicology and Pathology" at a National Oceanic and Atmospheric Administration sponsored "Workshop on Marine Mammals and Persistent Ocean Contaminants" in Keystone, Colo.

**Beverly Purswell**, associate professor in the Department of Large Animal Clinical Sciences, is serving as program chairman for the Small Animal Theriogenology section of the Annual Meeting for the Society for Theriogenology.

**David S. Lindsay**, associate professor in the Department of Biomedical Sciences and Pathobiology recently served as president of the Animal Disease Research Workers in the Southern States. Lindsay is president of the Southeastern Society of Parasitologists. Lindsay has recently been appointed to the Editorial Board of *Veterinary Parasitology* and is serving as an associate editor of the *Journal of Eukaryotic Microbiology*. Lindsay also presented "Review of the Biology, Pathogenesis, Prevention/Control, and Treatment of the Swine *Coccidium*, *Isospora Suis*, In Swine" at a meeting of Animal Health Researchers sponsored by Eli Lilly in Greenfield, Ind. He presented "Determination of the Activity of Nitazoxanide Against Sarcocystis Neurona In Cell Culture" and "Experimental *Cochlosoma Anatis* Infections In Poultry" at the recent meeting of the American Association of Veterinary Parasitologists in Baltimore.

**Shelley Newman**, clinical instructor in the Department of Biomedical Sciences and Pathobiology, passed her board examinations and has achieved diplomate status in the American College of Veterinary Pathologists.

(See ACHIEVERS on 7)

## Faculty Senate tours Math Emporium

By John Ashby

The Faculty Senate met at the Math Emporium this month, toured the facility and heard Department of Mathematics Head Robert Olin describe the origins and workings of the facility.

The Math Emporium is described as offering "a unique opportunity for observing how a learning community is formed and assessing its impact on student learning and faculty teaching." Olin said the facility opened in 1998. It is now used by nearly 7,000 students in 10 mathematics courses involving students from all colleges, in addition to students who use it to work on other classes.

Located in the University Mall, the emporium is open 24 hours a day, and is staffed by math faculty members 14 hours a day. Students use the Math Emporium to take diagnostic quizzes, use an electronic hyperlinked textbook and interactive, self-paced tutorials. GTA's and faculty members can give students personal help when necessary.

Olin said the idea of teaching math in a computer-enhanced environment began when the math department began using a computer program known as *Mathematica* in two of its first-year calculus classes in 1993. Assessments (See *FACULTY SENATE* on 7)

## Staff Senate Seeks Participants

By Christian Moody

If the Virginia Tech Staff Senate can help build one more staff association this year, President Ben Poe will consider it a successful year. He took the idea from Wayne Worner, retired dean of the College of Education, at a meeting in December. Worner suggested modest goals of growth this year as a measuring stick of success for the senate, which has seen participation decline in recent years as fewer economic hot-button issues rouse debate among staff members on campus.

Prosperous times in the state mean less controversy as the purse strings in Richmond are not as tight. So the staff is not as energized to defend itself against cuts, restrictions and limited pay raises, Poe said.

Successful staff associations have looked past those issues and are working to offer service to the university and community, Poe said. If more can be re-focused, he hopes participation will increase as staff members see they are making a difference. Late last year, for example, the Staff Association for Facilities Employees sponsored a food drive for the Christmas Store of Montgomery County, which provided food, clothing and toys for those in need of assistance.

"Some of the more active groups have a more social and service-oriented focus," Poe said. "They have been working on blood drives, the food pantry, the Christmas Store. We want to convert the focus from issues to something everyone can feel good about."

Focusing the effort of associations on community service offers a win-win scenario, as Poe sees it. The associations provide a benefit to the community and staff members have a chance to increase participation in such activities; and when it comes time to take up issues of importance in governance, a well-organized association is already in place.

By adding an association, or strengthening one or two less-active associations, Poe hopes the number of senators will increase. There are 52 seats in the staff senate, and currently only 24 senators on the roster. Each staff association is represented by at least two senators, with associations over 100 having a third seat.

Of course, there are still issues on the docket. At last week's Staff Senate meeting, Poe quelled a rumor making its way around campus that parking fees would rise to \$100 next year. Parking is a perennial issue for most people associated with the university, and the senate has a representative on the university's Transportation and Parking Committee. The current classification system is an issue, as is a proposal to allow for benefits for 1,500-hour employees. Both, however, are changes which would be made in Richmond. Because many of the decisions which affect staff members, like all state employees, come out of Richmond, Poe hopes to form a consortium of staff employees from colleges across the state.

"When things are announced out of Richmond, we can have a unified voice. I don't (See *STAFF SENATE* on 7)

## Staff Appointments Sought by Senate

The Staff Senate is looking for staff members who want to be active in the university commissions and committees to submit their names for consideration of appointment. Jon Wooge, chairman of the Elections and Nominations Committee for the senate, says staff members who are in areas without a staff association are encouraged to step forward, as they are not precluded from serving. "If someone is not in an association, they can be nominated and we'll see what we can do," Wooge said. According to the Staff Senate by-laws, senators are elected by an active association, but for those committees or commissions which do not require a senator, any staff member can be elected. The Staff Senate will hold elections in May for the committee and commission seats coming open in July. Anyone interested should contact Wooge (e-mail: *jwooge*) or fill out a nomination form which have been given to each department.

The councils, commissions and committees are:

- **University Council:** Assists the president of the university in formulating and implementing university policy. Staff membership: vice president of Staff Senate and three senators.

- **Commission on Administrative and Professional Faculty Affairs:** Studies, formulates and recommends to University Council policies and procedures affecting the employment and working conditions of administrative and professional faculty. Staff membership: one senator.

- **Commission on Classified Staff Affairs:** Studies, formulates and recommends to University Council policies and procedures affecting the working conditions of classified staff and promotes staff participation in the university community. Staff membership: nine classified staff, three from senate, three from academic units and three from administrative units.

- **Commission on Faculty Affairs:** Studies, formulates and recommends to University Council policies and procedures affecting faculty employment and professional standing of the collegiate facilities, the library faculty, Extension, and public-service faculty members on continued appointment. Staff membership: one senator.

- **Commission on Graduate Studies and Policies:** Studies, formulates and recommends to University Council policies and procedures concerning on- and off-campus affairs. Staff membership: one senator.

- **Commission on Outreach:** Studies, formulates and recommends to University Council policies and procedures concerning professional public service. Staff membership: one senator.

- **Commission on Research:** Studies, formulates and recommends to University Council policies and procedures concerning research. Staff membership: one senator.

(See *STAFF* on 8)

## Writing program adding creativity to courses

By Catherine Doss

Art Buikema, professor of biology, has incorporated extensive writing into his honors biology course for several years, but recently he added a new dimension. Buikema has his students express a biological concept creatively through a short story, poem, work of art, music, or dance. The result is always a unique gallery of midterm projects depicting such things as kidney function during pregnancy and the workings of a flu virus.

Buikema is one of many Virginia Tech faculty members who have taken advantage of

the services provided by the University Writing Program (UWP) to help integrate more writing in their courses.

"The most important thing the University Writing Program did for me was assure me that I wasn't crazy for bringing more creativity into my teaching," Buikema said.

The UWP was established in 1993 to support the core curriculum's revised requirements in "Writing and Discourse." Under the revision, students are required to take at least one writing-intensive course in Area One. Thus, various departments now share the responsibility in helping students learn to communicate, which was once relegated exclusively to the Departments of English and Communication Studies.

"We find that when students are asked to write, they learn better," said UWP Director Carol Bailey. "The UWP subscribes to the principles of the writing-across-the-curriculum (WAC) movement, one of which is that through writing, we socialize our students into the written and oral conversations of our disciplines and the larger society."

The University Writing Program, under the Office of the Provost, provides developmental opportunities for instructional faculty members. Working closely with the Center for Excellence in Undergraduate Teaching, UWP assists faculty members in using writing in their classes both as a learning aid and as a means to strengthen student writing.

Some faculty members use writing to motivate students—especially students from other majors—to understand the concepts they often learn by rote. Take business calculus, for example. Margaret McQuain, Debbie Smith, and Jim Washenberger comprise a team of math teachers responsible for completely restructuring the course to combine writing and numbers. McQuain asked her students to write letters about mathematical concepts to younger

readers. In some cases, she even delivered the letters to middle- and high-school students in Blacksburg. The team also revamped the course so that students now must write a five-page paper for which they collect data, find a function to fit the data, analyze the data, and write up the results.

As a result of incorporating writing into the business calculus curriculum, the failure rate dropped by 44 percent in spring 1998 compared to fall 1996. Absenteeism was reduced from 219 days to 141 days, and students with a QCA of 2.0 or more increased by 6.3 percent.

In an anonymous evaluation for the course, one student wrote: "I was initially scared that the writing in this course would be too much for me to handle, but I have to admit that the writing actually helped me understand the concepts instead of just understanding how to do the work."

Another example of writing put to good use was Robert Lyons' writing intensive HORT 4304, "Contemporary Issues in Plant Materials Use." Lyons (who recently accepted a position at North Carolina State University) had his students write fact sheets about plants that mimic similar documents used by the state Department of Conservation of Resources. He then submitted his students' work for distribution by the state agency. He also sent student-written fact sheets to the National Invasive Exotic Plant Council, where they are posted on a web site, and some of his student work was placed in informational boxes in the Virginia Tech Horticultural Gardens.

"I found that students were motivated to use and improve their writing when they had an incentive such as getting their work published with their own byline," Lyons said. "Their learning also improved because they had to talk to experts, discuss various concepts with them, and then put these concepts into writing."

(See *WRITING* on 8)



VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

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# ACTIVITIES

## EVENTS

### Thursday, 28

**YMCA Open University Registration**, 9 a.m.-6 p.m., YMCA Office.

**Bloodmobile**, 10 a.m.-4 p.m., Squires Student Center.

**YMCA Slide Show**, noon, Cranwell Center: "Shores and Coasts of the World," by Bill Hohenboken.

### Friday, 29

**YMCA Open University Registration**, 9 a.m.-6 p.m., YMCA Office.

**Women's Basketball**, 7 p.m.: At Xavier.

**Student Recital**, 8 p.m., Squires Recital Salon: Alex Perez.

### Saturday, 30

**Black History Month Kick-off**, 6 p.m., Squires Commonwealth Ballroom: Candlelight vigil.

**University Chamber Music Series**, 8 p.m., Squires Recital Salon: Audubon Quartet.

### Sunday, 31

**YMCA Hike**, 1:30 p.m., meet in parking lot 403 Washington. St.: Warm Hearth Trails.

**Men's Basketball**, 2 p.m., Cassell Coliseum: LaSalle.

**Women's Basketball**, 2 p.m.: At Dayton.

**University Chamber Music Series**, 3 p.m., Squires Recital Salon: Audubon Quartet.

## FEBRUARY

### Monday, 1

**Salary and Wage Paydate.**

**Black History Month Begins.**

**University Council Meeting**, 3-5 p.m., 1045 Pamplin.  
**Black History Month Program**, 8:30 p.m., Squires Colonial Hall: "Whatever Happened to the Dream? Leadership in the Black Community." Panel discussion.

### Tuesday, 2

**Faculty Development Workshop**, 10 a.m.-noon, NMC, Newman Library.

### Wednesday, 3

**YMCA Mornings**, 9:30-11:30 a.m., Luther Memorial Church: "Heart-Shaped Wreaths."

**Faculty Development Workshop**, 11:15 a.m.-12:15 p.m., north lounge, Johnson Student Center: "Student Evaluation Processes."

**Faculty Development Workshop**, noon-1 p.m., Williams CIC: Digital Discourse, round table discussion.

**Faculty Development Workshop**, 3-5 p.m., Hillcrest dining room: Cooperative Learning #1.

**"With Good Reason"**, 7 p.m., WVTF.

**Black History Month Program**, 7:30 p.m., Black Cultural Center: "White Privilege," by Larry Bechtel.

**Men's Basketball**, 7:35 p.m.: At Duquesne.

### Thursday, 4

**YMCA Slide Show**, noon, Cranwell Center: "Traveling Bed and Breakfast through Europe," by Jack Muench.

**CEUT Videoconference**, 2-4 p.m., Fralin Center: "Tools for Transition: Making the Learning Paradigm a Reality."

**Black History Month Program**, 7 p.m., Squires Colonial Hall: "Don't believe the Hype," by Farai Chideya.

## SEMINARS

### Thursday, 28

**Physics**, 3:30 p.m., 2030 Pamplin: "The Arrow of Time,"

by Marvin Blecher.

**Entomology**, 4 p.m., 220 Price: "Epidemiology of LaCrosse Encephalitis Virus and Its Importance in the Appalachian Region," by Sally Paulson.

**Geological Sciences**, 4 p.m., 2044 Derring: "Sub-Crustal Seismic Structure: What Do We Know and How Do We Know It?" by Arthur Snoke.

### Friday, 29

**MCBB**, noon, 102 Fralin: "Transforming Growth Factor- $\beta$ 1 and Nitric Oxide: Reciprocal Interactions and Possible Relevance to Cardiovascular Disease," by Yoram Vodovotz, Washington Hospital Center.

**Communications**, 3:30-4:30 p.m., First Floor, Hillcrest: "Building a Sense of Community in the On-line Classroom: Pitfalls and Challenges," by Annette Markham.

**Science and Technology Studies Center**, 4-5:30 p.m., 132 Lane: "Eugenic Sterilization and the Politics of Welfare," by Molly Ladd-Taylor, York; and "All Not Fit To Breed," by Mary Bishop, *Roanoke Times*.

## FEBRUARY

### Wednesday, 3

**Science and Technology Studies Center**, 4-5:30 p.m., 132 Lane: "Do Boys Have to Be Boys? Gender, Narrativity, and a Famous Case of Sex Reassignment During Childhood," by Bernice Hausman.

### Thursday, 4

**Entomology**, 4 p.m., 220 Price: "Sex Pheromone Research: From Moths to Elephants," by Wendell Roelofs, Cornell.

## BULLETINS

### Sci-fi collection on display at Newman

Science-fiction aficionados can now view a display of science fiction, horror, and fantasy works from the early 1920s through the late 1980s in Virginia Tech's Newman Library gallery, across the hall from the circulation desk. The display includes American, British, and Australian pulp magazines; reference works; and selections from the library's literature collection.

Derived principally from the William J. Heron Collection of Speculative Fiction, which is housed in the Special Collections Department, the display will remain on exhibit until March and can be viewed during regular library hours.

"There's a little something in the display for everyone, but if you find diaphanous clothing and/or gaudy colors appealing, it's a must-see," said Joyce Nester, the library assistant who organized the display.

According to Nester, the Heron collection consists of materials donated by Heron and purchased from a North Carolina collector.

For more information, call Nester at 1-9205.

### Baird Award nominations sought

The Department of Residential and Dining Programs (RDP) is seeking nominations for the 1998-1999 A. Alan Baird Award. The award honors the student who has contributed the most to the residence-hall program during or culminating in the current academic year. All students are eligible for the award, including those not affiliated with RDP. Additionally, students' past contributions will be taken into account.

The Baird Award is made possible through the generosity of the family and friends of Alan Baird, Class of 1988, who died in March 1992. Baird was the president of the Residence Hall Federation (RHF) during 1987-1988 when he was also president of the Virginia Association of College and University Residence Halls.

Nomination forms are available in 109 East Eggleston Hall, the Hokie Passport office (41 Owens Hall), and at the Area Offices (Payne, West Ambler Johnson, Newman, Shanks, Lee, and New Residence Hall West). The deadline to submit nominations is Friday, Feb. 19, at 5 p.m. Nominations are to be turned into 43 Owens Hall, c/o Lori Greiner (mail code

0223). A web-based nomination is also available at [www.rdp.vt.edu/baird](http://www.rdp.vt.edu/baird). For more information, contact Greiner at 1-8068 or e-mail at [lgreiner@vt.edu](mailto:lgreiner@vt.edu).

### Series examines cooperative learning

Using groups in the classroom effectively means more than placing students into groups. Cooperative learning strategies can be incorporated into teaching to further strengthen learning and make instruction more effective.

On February 3, Margaret Hable, CEUT's faculty development consultant, will begin a four-part series on cooperative learning. The series provides the basics for setting up and using cooperative-learning strategies in the classroom. Participants in this semester-long development activity will learn the basic theory of cooperative learning, basic elements, team-building strategies, small- and large-group cooperative structures, ways to hold individuals accountable, structures for promoting group interdependence, and assessment strategies. A system for peer support and professional reflection necessary for success will be provided, as well. Cooperative Learning #1 is in Hillcrest Hall from 3-5:30 p.m. Pre-register by: sending e-mail to [ceut@vt.edu](mailto:ceut@vt.edu) or by calling 1-8553 or 1-6995.

### Oral-communication workshop set

On February 10, Marlene Preston of Communication Studies will share her strategies for developing students' oral communication. She will discuss types of formal and informal oral communication; ways to integrate those types into your curriculum; approaches for practice and managing nervousness; and criteria for assessing students' oral presentations. This workshop will meet from 3-5 p.m. in the Hillcrest dining room. Register by sending e-mail to [ceut@vt.edu](mailto:ceut@vt.edu) by calling 1-8553 or 1-6995.

### CEUT videoconference planned for next week

On Thursday, February 4, CEUT will sponsor the videoconference, *Tools for Transformation: Making The Learning Paradigm A Reality*. This presentation introduces a framework for institutional transformation, reflecting on issues such as: policy, funding, and accountability, successful examples

of organizational change, educational and institutional assessment techniques, and the care, mentoring, and direction every student must have to reach full potential. The presentation will be in the Fralin Biotech Center from 2-4 p.m. Register by sending email to [ceut@vt.edu](mailto:ceut@vt.edu) or by calling 1-8553 or 1-6995.

### Speaker to discuss women's rights in post-war Japan

Beate Sirota Gordon will present a public lecture, "The Only Woman in the Room: Writing Women's Rights into Japan's Constitution," on Wednesday, Feb 3, at 7:30 p.m. in the rear auditorium of the Donaldson Brown Hotel and Conference Center.

After World War II, Gordon was a member of the Allied Occupation committee charged with drafting a new constitution for Japan. Gordon will speak about her efforts to include gender issues in the discussion.

Sponsoring Organizations are the International Club of Virginia Tech, the American Association of University Women (Blacksburg Chapter), the University Office of International Programs, the Center for Excellence in Undergraduate Teaching, the University Honors Program, Phi Beta Delta, the Women's Center, the Center for Interdisciplinary Studies, the Women's Studies Program, the Humanities Program, the Department of Political Science, the Department of History, and the College of Arts and Sciences.

### Accounting and purchasing update training

The University Controller is offering an afternoon training session on Wednesday, Feb 10, in the Donaldson Brown auditorium. The session will begin at 1:15 p.m. and end at approximately 4 p.m. No advance signup is necessary. This session is appropriate for all employees whose job responsibilities include invoice processing, departmental purchasing, financial accounting and/or travel processing.

The session will provide updated, and in many cases new information on a wide range of topics. A partial topic list includes: accounting payment processes, non-sufficient fund checking, special payments (non-resident aliens and independent contractors), unallowable costs, equipment inventory, Banner accounting-forms review, American Express Corporate purchasing card, ordering furniture, minority and woman-owned vendor sources, new service contracts, surplus

property, unencumbered blanket purchase orders and an overview of future coming changes to Banner Finance.

Persons working at locations away from Blacksburg are welcome. Since this will not be possible for everyone, individual discussions are currently in process with off-campus locations to determine the best method to make the training materials available.

For more information, contact either Rhoda Myers in Accounting Services ([myersrr@vt.edu](mailto:myersrr@vt.edu), 1-7448) or Tom Kaloupek in Purchasing ([kals@vt.edu](mailto:kals@vt.edu), 1-6221).

#### Student cancer conference announced

The Virginia-Maryland Regional College of Veterinary Medicine will present the "Eighth Annual Student Cancer Conference," a day-long symposium for students, practicing veterinarians and physicians on Monday, Feb. 1 in Room 100 from 1 p.m. to 4 p.m.

Sponsored by the Virginia Division of the American Cancer Society and the college, the conference will include

presentations on different aspects of cancer diagnostics and treatment.

Speakers include G. Sylvester Price, an associate professor of oncology at the North Carolina State University College of Veterinary Medicine, and Rupert Schmidt-Ullrich, professor and chairman of the Department of Radiation Oncology at the Medical College of Virginia at Virginia Commonwealth University.

Kristina Douglas and Michelle Wells, VMRCVM students who were selected at 1998 American Cancer Society, Virginia Division Student Summer Fellows, will also make presentations.

The conference is presented annually as part of the oncology curriculum for VMRCVM students. The program objective is to promote veterinary-student interest in the field of oncology and provide continuing education for practicing physicians and veterinarians.

Members of the VMRCVM Planning Committee include Bob Duncan, John C. Lee, Edward Monroe, Mitzi Nagarkatti and Jeff Wolf; and Kristina Douglas, Michelle Wells, and Nancy Sterling.

For more information, contact Nancy Sterling at 1-7913

#### Institute brings Horner in for keynote

The Institute for Connecting Science Research to the Classroom has arranged for noted paleontologist John R. "Jack" Horner to provide the keynote address at the Institute's annual conference at the Hotel Roanoke February 22 and 23.

Horner is curator of paleontology at the Museum of the Rockies in Bozeman, Mont. He has made hundreds of dinosaur discoveries, many of which have been highlighted on PBS and the Discovery Channel. Horner is scheduled to give the keynote address starting at 3:30 p.m. on Monday, Feb. 22.

The institute works with inquiry-based learning in the K-12 environment and, while the audience for the conference will be K-12 teachers from throughout Virginia, Virginia Tech faculty members are invited to attend the keynote session.

For more details, see the institute's web site at <http://www.icsrc.org>, or e-mail [wenrich@vt.edu](mailto:wenrich@vt.edu).

## Task force to hold discussions on academic advising

By Catherine Doss

Virginia Tech's task force on academic advising will hold a series of open discussions this spring to engage the campus community in a dialogue about various aspects of undergraduate advising and to help define the strategies, philosophies, and models of academic advising at the university. The so-called Afternoon Chats are part of a multi-faceted plan to improve advising at Virginia Tech.

The University Task Force on Academic Advising, chaired by Delores Scott, associate provost for academic retention and academic support, was formed last fall with a charge from Provost Peggy S. Meszaros to clarify the definitions of advising and recommend changes to ensure student success and increase student satisfaction with advising.

"The Academic Agenda challenges us to help all student reach their full potential by providing a multi-faceted, supportive learning

environment," Meszaros said. "A very important part of obtaining this goal is to ensure that our advising programs are effective in supporting student success."

Specifically, the task force is looking at student/advisor needs and responsibilities, methods and departmental structures used across campus to advise students, recommendations for the use of technology in advising, and strategies for recognizing and rewarding advising. The overall measures of success for improved advising will include an increase in alumni satisfaction with academic advising as measured by the annual alumni survey, a better understanding of advising models at Virginia Tech, and a clarification of roles and responsibilities in advisor/advisee relationships.

"Each year, the quality of student Virginia Tech recruits increases in terms of SAT scores, GPA's, and high-school class rankings," Scott

said. "Our advising efforts should continue to improve to assist our students in achieving their goals during their college careers."

Scott also stressed the importance of academic advising as it related to retention and graduation-rate statistics. Both of these numbers are used in evaluating the university at critical state and national levels such as the state Core Performance Indicators and *U.S. News and World Report's* annual college and university rankings.

"The work of the task force is an important contribution to the development of strong learning communities, which, will in turn, advance the university," Scott said.

In December, Scott visited the Commission on Undergraduate Studies, and this spring the task force will hold a series of focus groups with undergraduates to learn about their perceptions about advising at Virginia

Tech.

Early next month the task force will mail a survey to associate deans, academic department heads, and departments that provide advising for undergraduates. The purpose is to collect information that will be incorporated into the group's final report in May.

The dates and topics for the Afternoon Chats are February 5—Professional, Faculty, and Informal Advising; February 19—Student/Advisor Responsibilities in the Advising Relationship; March 26—The Intersection Between Career and Academic Advising; April 16—Exemplary Advising Practices and Faculty Rewards and Recognition.

For more information about the Academic Advising Task Force or the Afternoon Chats, or to register for one of the chats, contact Scott at [scottdw@vt.edu](mailto:scottdw@vt.edu). Each afternoon chat is limited to 30 participants.

### Virginia Sickness and Disability Plan Sessions Scheduled

Three more sessions to provide general information and comparisons of the existing sickness and disability programs and new options have been scheduled.

All faculty and staff members participating in VRS must make a decision on remaining in the current plan or enrolling in the new plan by March 31. Sessions are scheduled for January 29, 9-11 p.m. in the Donaldson Brown front auditorium; February 4, 9-11 p.m. in the Donaldson Brown front auditorium; and February 12, 1:30-3:30 p.m. in the Donaldson Brown rear auditorium.

## How-to book offers strategies for leadership

By Sookhan Ho

Leadership is a popular topic, tackled in many a business-school course, management-development workshop, and self-help tome. To Assistant Professor of Management Christopher Neck, however, the discussion has tended to focus on leadership over others. Not enough, he said, has been said about what is perhaps a more important subject—"self-leadership."

"If we don't know how to lead ourselves effectively, how can we expect to lead others well?"

Neck, who teaches in the Pamplin College of Business, addresses self-leadership in a new book he co-authored with Charles Manz, a professor at the University of Massachusetts. Their book, just published by Prentice Hall, is titled *Mastering Self-Leadership: Empowering Yourself for Personal Excellence*.

"We all lead ourselves. But we're not all effective self-leaders," Neck said. Some people lead themselves into the wrong line of work. Others give up their self-leadership potential to others. "In fact, to lead ourselves to do what we really want is difficult, but it can be done if we know how to go about it."

His book, he says, is aimed at helping readers manage their personal and work lives

(See HOW-TO on 7)

### TOTHEHOOP

Freshman Nicole Jones of the undefeated women's basketball team hit an easy jump shot over the St. Joseph's defense in Friday's win at Cassell Coliseum. The Hokies went on to defeat Temple Sunday to remain the only unbeaten team in Division I women's hoops. As of Tuesday, the team was ranked eleventh in the Associated Press top 25. This weekend's crowds were the two largest to see a women's basketball game this year. Friday's announced attendance of 8,373 was a record for a women's game at Tech, and was the largest crowd to watch a game on campus this season.



(J. McCormick)

# EMPLOYMENT

## CLASSIFIED POSITIONS

The employment listing can be found in greater detail on the Personnel Services homepage at <http://www.ps.vt.edu>. For position-availability information, please call the following Job Line numbers: Office/Clerical: 1-6196; Technical/Research: 1-6160; Service/Trades: 1-6176; Professional/Managers: 1-4649; Information Technology: 1-2233. Persons with hearing impairments may call for TDD information at 1-6258.

**Accountant Senior** (2547P) Controller's. Normal Starting Pay: \$29,738 (Grade 11). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: Jan. 29.

**Administrative Liaison** (2325D) Communications Network Services. Normal Starting Pay: \$22,763 (Grade 8). FT. Monday-Friday 8 a.m.-5 p.m. Renewed yearly. Application deadline: Jan. 29.

**Agricultural Supervisor** (3258M) Animal and Poultry Sciences. Normal Starting Pay: \$20,823 (Grade 7). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Animal Care Technician A** (W022155M) Veterinary Teaching Hospital. Normal Starting Pay: \$7.01 (Grade 3). PT. Application deadline: Jan. 29.

**Computer Systems Engineer** (1894T) Computer Science. Normal Starting Pay: \$38,851 (Grade 14). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Computer Systems Engineer** (7414D) Communications Network Services. Normal Starting Pay: \$38,851 (Grade 14). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Electronic Technician Senior** (2437T) Physics. Normal Starting Pay: \$27,204 (Grade 10). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Executive Secretary** (2226D) University Development. Normal Starting Pay: \$19,048 (Grade 6). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Executive Secretary Senior** (7416T) Vice Provost for Outreach. Normal Starting Pay: \$20,823 (Grade 7). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: Jan. 29.

**Fiscal Assistant** (2224H) Residential and Dining Programs/Business Services. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Fiscal Technician** (W020810M) Veterinary Teaching Hospital. Normal Starting Pay: \$9.16 (Grade 6). PT. Monday-Friday-Saturday. Application deadline: Jan. 29.

**Food Operations Assistant A** (W022314H) Residential and Dining Programs. Normal Starting Pay: \$6.41 (Grade 1). PT. Varied. Application deadline: OUF.

**Food Operations Assistant B** (W022315H) Residential and Dining Programs. Normal Starting Pay: \$7.01 (Grade 2). PT. Varied. Application deadline: OUF.

**Food Operations Assistant B** (2986H) Residential and Dining Programs/Southgate Bakeshop. Normal Starting Pay: \$13,338 (Grade 2). FT. Varied. Application deadline: OUF.

**Food Operations Assistant B** (392H) Residential and Dining Programs/Dietrick Dining Hall. Normal Starting Pay: \$10,003 (Grade 2). FT. 11 a.m.-8 p.m. Varies. Application deadline: OUF.

**Food Operations Assistant B** (W022562H) Residential and Dining Programs/Personal Touch Catering. Normal Starting Pay: \$7.01 (Grade 2). PT. Varies. Application deadline: OUF.

**Food Operations Assistant** (W022603G) Donaldson Brown Hotel and Conference Center. Normal Starting Pay: \$5.87 (Grade 1). PT. Varies. Application deadline: OUF.

**Food Operations Assistant** (2927H) Residential and Dining Programs/Shultz Dining Hall. Normal Starting Pay: \$13,338 (Grade 2). FT. Varies. Application deadline: OUF.

**Food Operations Manager A** (478H) Residential and Dining Programs/Personal Touch Catering. Normal Starting Pay: \$22,763 (Grade 8). FT. Monday-Friday 8 a.m. to 5 p.m. Application deadline: OUF.

**Food Operations Manager A** (7266H) Residential and Dining Programs/Dietrick Dining Hall. Normal Start-

ing Pay: \$22,763 (Grade 8). FT. Varied. Application deadline: OUF.

**Food Production Worker A** (W022604J) Child Development Lab. Normal Starting Pay: \$7.01 (Grade 3). PT. Variable. Ends 5-15-99, renewed yearly. Application deadline: Jan. 29.

**Food Production Worker A** (W022480H) Residential and Dining Programs/Owens Dining Center. Normal Starting Pay: \$7.66 (Grade 3). FT. Varied. Application deadline: OUF.

**Graphic Artist** (W020567H) Residential and Dining Programs. Normal Starting Pay: \$9.79 (Grade 7). PT. Monday-Friday 8 a.m. to 5 p.m. Application deadline: OUF.

**Housekeeping Worker** (W022490H) Residential and Dining Programs. Normal Starting Pay: \$5.87 (Grade 1). PT. Monday-Friday 7:30 a.m.-4:30 p.m.. Application deadline: OUF.

**Housekeeping Worker** (7262M) Recreational Sports. Normal Starting Pay: \$12,201 (Grade 1). FT. 5 a.m.-1:30 p.m. Application deadline: OUF.

**Housekeeping Worker** (721H) Residential and Dining Programs. Normal Starting Pay: \$12,201 (Grade 1). FT. Monday-Friday, 7:30 a.m.-4:30 p.m. Application deadline: OUF.

**Housekeeping Worker** (W020214G) Schiffert Health Center. Normal Starting Pay: \$5.87 (Grade 1). PT. 7 a.m.-4 p.m., Monday-Friday. Application deadline: Jan. 29.

**Installation and Repair Tech Senior** (7288D) Video/Broadcast Services. Normal Starting Pay: \$26,604 (Grade 10). FT. Varied. Application deadline: OUF.

**Instructional Technology Systems Manager** (2122D) Educational Technologies. Normal Starting Pay: \$46,429 (Grade 16). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Lab Mechanic A** (7419J) Materials Science and Engineering. Normal Starting Pay: \$15,939 (Grade 4). FT. Monday-Friday 8 a.m.-5 p.m. Renewed yearly. Application deadline: Jan. 29.

**Laboratory Aide** (W020811M) College of Veterinary Medicine. Normal Starting Pay: \$6.41 (Grade 2). PT. Application deadline: OUF.

**Laboratory Specialist** (7280M) Biochemistry. Normal Starting Pay: \$22,763 (Grade 8). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Laboratory Specialist Advanced** (6375M) Food Science and Technology. Normal Starting Pay: \$29,083 (Grade 11). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Laboratory Specialist** (W020041T) Environmental Health and Safety Services. Normal Starting Pay: \$10.94 (Grade 8). PT. TBD End date: June 30, 1999. Application deadline: OUF.

**Laboratory Specialist Senior** (2756T) Environmental Health and Safety Services. Normal Starting Pay: \$24,885 (Grade 9). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Laboratory Technician** (W022601J) Civil and Environmental Engineering. Normal Starting Pay: \$7.66 (Grade 4). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: Jan. 29.

**Locksmith** (218P) Physical Plant. Normal Starting Pay: \$19,048 (Grade 6). FT. Monday-Friday 8 a.m.-4:30 p.m. Application deadline: Jan. 29.

**Occupational Safety Compliance Officer** (6571T) Environmental Health and Safety Services. Normal Starting Pay: \$27,204 (Grade 10). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Office Service Specialist** (7418J) Center for Transportation Research. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday 8 a.m.-5 p.m. Ends 6-30-99, renewed yearly. Application deadline: Jan. 29.

**Office Services Aide** (W022561H) Residential and Dining Programs/Owens Dining Center. Normal Starting Pay: \$7.01 (Grade 2). PT. 3-9:30 p.m., Varies to include weekends. Application deadline: OUF.

**Office Services Assistant** (W022596H) Residential and Dining Programs/Facilities and Services. Normal Start-

ing Pay: \$7.66 per hour (Grade 4). PT. Monday-Friday 8 a.m. to 3 p.m. Application deadline: OUF.

**Office Services Assistant** (W022362M) Veterinary Medicine. Normal Starting Pay: \$7.66 per hour (Grade 04). PT. 8 a.m.-noon Application deadline: Jan. 29.

**Office Services Assistant** (W020272M) College of Veterinary Medicine. Normal Starting Pay: \$7.66 (Grade 4). PT. Monday-Friday; 8 a.m. to noon or 1 to 5 p.m. Application deadline: Jan. 29.

**Office Services Specialist** (6900M) Crop and Soil Environmental Science. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday 8 a.m.-5 p.m. Renewed yearly. Application deadline: OUF.

**Office Services Specialist** (W022600G) Career Services. Normal Starting Pay: \$8.38 (Grade 5). PT. 8 a.m.-5 p.m., Monday-Friday. Application deadline: Jan. 29.

**Office Services Specialist** (6987J) Electrical and Computing Engineering. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday 8 a.m.-5 p.m. Renewed yearly. Application deadline: Jan. 29.

**Painter** (7417P) Physical Plant. Normal Starting Pay: \$19,048 (Grade 6). FT. Monday-Friday 8 a.m.-4:30 p.m. Application deadline: Jan. 29.

**Program Support Technician Senior** (W022294D) Administrative Information Systems. Normal Starting Pay: \$9.79 (Grade 7). PT. Monday-Friday between 8 a.m.-5 p.m. Application deadline: OUF.

**Program Support Technician Senior** (W022069D) Administrative Information Systems. Normal Starting Pay: \$9.79 (Grade 7). PT. Application deadline: OUF.

**Programmer** (7405D) Administrative Information Systems. Normal Starting Pay: \$27,204 (Grade 10). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Programmer** (W022504D) Communications Network Services. Normal Starting Pay: \$13.08 (Grade 10). PT. To be arranged. Application deadline: OUF.

**Programmer Analyst** (6640D) Communication Network Services. Normal Starting Pay: \$32,510 (Grade 12). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Programmer/Analyst** (7246D) Information Systems. Normal Starting Pay: \$32,510 (Grade 12). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: OUF.

**Research Specialist** (7412M) Crop and Soil Environmental Sciences. Normal Starting Pay: \$22,763 (Grade 8). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: Jan. 29.

**Systems Administrator** (758G) Career Services. Normal Starting Pay: \$27,204 (Grade 10). FT. Monday-Friday 8 a.m.-5 p.m. Application deadline: Jan. 29.

**Trades Utility Senior Worker** (0882G) Golf Course. Normal Starting Pay: \$19,048 (Grade 6). FT. Monday-Friday 6 a.m.-2:30 p.m. Application deadline: Jan. 29.

### Restricted to University Employees Only

**Food Operations Assistant B** (385H) Residential and Dining Programs/Dietrick Dining Hall. Normal Starting Pay: \$13,338 (Grade 2). FT. Variable, 11 a.m.-8 p.m.. Application deadline: OUF.

**Food Operations Assistant B** (375H) Residential and Dining Programs/Dietrick Dining Hall. Normal Starting Pay: \$13,338 (Grade 2). FT. Variable, 6 a.m.-2:30 p.m. Application deadline: OUF.

### Off-Campus Positions

**Agricultural Technician B** (3121M) Eastern Virginia Agricultural Research and Extension Center. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday. Apply to: Bob Pitman Eastern Virginia Agricultural Research and Extension Center P.O. Box 338 Rt. 690 Warsaw, VA 22572 Application deadline: Jan. 29.

**Distance Learning Specialist** (7410D) Office of Distance Education. Normal Starting Pay: \$35,539 (Grade 12). FT. Monday-Friday 8 a.m.-5 p.m. Varies. 7054 Haycock Rd., Falls Church. Application deadline: OUF.

**Office Services Assistant** (7420J) Human Nutrition and Foods. Normal Starting Pay: \$7,970 (Grade 4). PT. four hours per day, five days per week. Ends 9-30-

(See EMPLOYMENT on 7)

**HOW-TO***Continued from 5*

more effectively by understanding and improving their self-leadership patterns. His book, he says, is a comprehensive self-help guide that is based on sound principles and more than 15 years of his and his co-author's combined research on self-leadership and related subjects.

The book discusses such concepts as "imagined experience," "opportunity or obstacle thinking," and "external versus natural rewards." It offers step-by-step mental and behavioral strategies and many examples of self-leadership in practice, including cases based on feedback from the authors' trainees or students. "We provide many exercises and practices for readers to try out, including self-assessment questionnaires that help them diagnose their current self-leadership practices."

Neck has served as a consultant to many organizations. At Virginia Tech, he teaches a course on management theory and leadership practice. He has won several awards for teach-

ing excellence, including two Student's Choice Awards. An avid runner, he has completed 12 marathons.

*Mastering Self-Leadership* may be purchased at local bookstores or by calling Prentice Hall at 1-800-922-0579.

**FACULTY SENATE***Continued from 3*

showed that, with only 78 computer and nearly 2,000 students, the students involved in the Information Technology-initiative course were scoring a half-grade higher than students in traditional courses.

"By 1995, other colleges were encouraging the department to bring all its lower-level courses into the stream of technological change," Olin said. The department continued to change its courses technologically, and the idea of the Math Emporium arose from the changes.

**HERBERT***Continued from 1*

its city manager since 1985. During his tenure as city manager, Roanoke was recognized nationally for its innovative programs in local government that fostered successful partnerships between neighborhoods, non-profits, the business community, and city government. Before going to Roanoke, he served as city manager for five years in Covington. He will continue working out of Virginia Tech's Roanoke offices.

**NEW***Continued from 1*

students through classes, interaction with successful business leaders and scholars, and participation in leadership roles in the college and the university.

Additionally, the Pamplin College's Undergraduate Programs Office offers business majors various opportunities to acquire and improve leadership skills. These include cor-

Virginia Tech's Center for Organizational and Technological Advancement was established in 1994 to help Virginia's companies and organizations better compete and perform in an information-driven economy. Through short courses, seminars, and conferences it seeks to improve workforce skills and individual leadership. It focuses on groups in education, business management, government and non-profits, engineering, and biotechnology.

porate-sponsored workshops, the Wheat First Union Distinguished Speakers Series, and the Business Horizons career fair.

The Student Affairs Office launched residence hall-based leadership programs last fall to give non-cadets opportunities to develop leadership skills. and Associate Provost Pat Hyer is developing a women's leadership concentration that will have academic and experiential components.

**EMPLOYMENT***Continued from 6*

99, renewed yearly. Apply to Mary McFerren, P. O. Box 701, Warrenton, VA 20188-0701 Application deadline: Jan. 29.

**Office Services Assistant** (6614J) Human Nutrition Food and Exercise. Normal Starting Pay: \$15,939

(Grade 4). FT. 8 a.m. to 5 p.m. Apply to Judy Midkiff, Northeast District Extension Office, 11 S 12th Street, Suite 210, Richmond, VA 23219 Application deadline: Jan. 29.

**Office Services Specialist** (1895D) University Relations, WVTF Radio. Normal Starting Pay: \$17,424 (Grade 5). FT. Monday-Friday 8 a.m.-5 p.m. Apply to Donna Spitler, Office Manager, WVTF Radio, 4235 Electric Rd. SW, Ste.

105, Roanoke, VA 24014. Application deadline: Jan. 29.

**Trades/Utilities Master Mechanic** (4104M) Hampton Roads Agricultural and Research Extension Center. Normal Starting Pay: \$24,885 (Grade 9). FT. Monday-Friday 8 a.m.-5 p.m. Apply to Peter Schultz, 1444 Diamond Springs Road, Virginia Beach, VA 23455. Application deadline: Feb. 15.

**INSTRUCTIONAL**

**Department of Small Animal Clinical Sciences. Assistant/Associate Professor.** Tenure-track position in cardiology. Responsibilities: 1) Instruction will include participation in didactic instruction in cardiology and related disciplines; clinical instruction in the Veterinary Teaching Hospital; and training of interns, residents, and graduate students. 2) Service will include management of patients and consultation in the Veterinary Teaching Hospital, participation in continuing-education programs of the college, and participation in faculty governance activities. 3) Research will include both independent and collaborative creative scholarship in research missions of the college. 4) Clinical efforts include both instruction and service activities in the Veterinary Teaching Hospital. Non-clinical efforts include classroom teaching, research, continuing education, governance, and profes-

**FACULTY POSITIONS**

sional development. Qualifications: 1) Qualifications include the DVM or equivalent degree and specialty training in cardiology. Diplomate status in the American College of Veterinary Internal Medicine (cardiology) is preferred. However, candidates eligible for certification examination will also be considered. Rank and salary will be commensurate with qualifications and experience of the successful candidate. The starting date will be negotiable. Candidates should submit a letter of application stating career goals and interests, a curriculum vitae, and the names, addresses, and phone numbers of three references to Don Barber, Dept. of Small Animal Clinical Sciences (0442), Virginia-Maryland Regional College of Veterinary Medicine, Virginia Tech, Blacksburg VA 24061. Phone: 1-4994; e-mail: [dbarber@vt.edu](mailto:dbarber@vt.edu). Applications review begins April

1, and continues until a successful candidate is identified.

**NON-INSTRUCTIONAL**

**Virginia Tech Center for Survey Research. Data Systems Manager.** Minimum of bachelor's degree in computational or social science required. Maintain center's IBM-compatible hardware, local area network, and Computer Assisted Telephone Interviewing (CATI) software. Write DOS-based programs. Supervise support staff. Develop database documentation and files, create SAS or SPSS statistical programs, and prepare statistical reports for approximately 35 project clients annually. Beginning March 1, or as soon thereafter as possible. Send resume and names of three references by February 15 to Alan E. Bayer, Search Committee Chair, Virginia Tech Center for Survey Research (0543), 207 W. Roanoke St., Blacksburg VA 24061.

**ACHIEVERS***Continued from 2*

**D. Phillip Sponenberg**, professor in the Department of Biomedical Sciences and Pathobiology, will present an invited paper on breed conservation titled "*Programas de Conservación Involucrando Organizaciones de Productores. ¿ Es Esto Factible?*" at the *Cuarto Congreso Iberoamericano de Razas Autoctonas Y Criollas*. in Tampico, Mexico.

**S. Ansar Ahmed**, associate professor in the Department of Biomedical Sciences and Pathobiology, was invited by the National Institutes of Health to participate in three separate meetings on a new federal effort designed to learn more about the implications of endocrine-disrupting chemicals on the health of human and animals. As part of effort to recommend research priorities, Ahmed discussed immune consequences of exposure to these chemical at the "Characterizing the effects of endocrine disruptors on human health at environmental exposure levels" NIH/NIEHS and EPA-sponsored meeting at the Brownstone Hotel in Raleigh.

Since these chemicals can potentially alter the immune system, he served on an advisory committee recommending research priorities to ascertain the linkage of environmental agents with autoimmune diseases. He presented a paper titled "Gender and risk of autoimmune disease" at a "Linking Environmental Agents and Autoimmune Diseases" symposium sponsored by 7 federal agencies including NIEHS, NIAID and EPA, and two private foundations in the Research Triangle Park, North Carolina. At this meeting, he also chaired one of the workshop group that is setting the research agenda for "Organ-specific Autoimmune diseases." At the "Endocrine Disruptor

Investigators Meeting" sponsored by NIH/NIEHS and EPA in Research Triangle Park, North Carolina, Ahmed presented an NIH-funded paper titled "Diethylstilbestrol, unlike dexamethasone, does not directly induce apoptosis of thymocytes."

**Peter Shires**, professor in the Department of Small Animal Clinical Sciences, presented a paper titled "Digital Images in Practice" and presented a poster on case-based problem solving on the computer at the Richard B. Talbot Veterinary Informatics Symposium held at the recent meeting of the American Veterinary Medical Association in Baltimore. Shires also presented "Specialty Practice Web Sites," "Client Education," and "Digital Images in Specialty Practice" at the 1998 ACVS Symposium in Chicago. Shires is also serving as a member of the American College of Veterinary Surgeons' Public Relations Committee.

**Craig Thatcher**, head of the Department of Large Animal Clinical Sciences, presented a lecture entitled "Enteral Nutrition: Patient Assessment and Nutritional Needs" at the annual meeting of the American College of Veterinary Internal Medicine in San Diego, California and "Enteral Nutritional Support of the Dog and Cat" at the XXIII Congress of the World Small Animal Veterinary Association in Buenos Aires, Argentina. Thatcher has also been appointed secretary/treasurer of the American College of Veterinary Nutrition.

**Thomas J. Inzana**, professor in the Department of Biomedical Sciences and Pathobiology, has been elected president of the Virginia Branch of the American Society for Microbiology.

**STAFF SENATE***Continued from 3*

want it to be politicized, but we should have a voice. If the staff members are not working to make ourselves visible, we will lose some important responsibilities." As an example, Poe cited the pay-scale structure, where staff input is critical, he said.

Poe said the Staff Senate will host a breakfast in March to inform staff members what associations can do. "We will have some of our stronger associations telling what they do." The breakfast will be a chance for departments with interested employees to learn about associations. Poe says he is trying to reach areas of the university where participation has not been strong in the past. The strong associations such as the College of Arts and Sciences Staff Association (CASSA) and the Veterinary Medicine Staff Association will present ideas that helped build their associations and increase participation.

Poe's own participation in the Staff Senate has "opened my eyes." The computer systems engineer, who works in the Department of Mechanical Engineering, says "ME is like a company of itself. This is a great way to get to know people in the rest of the university."

Staff members who are not in an active staff association and want to reorganize the association in their area should contact Poe at 1-9114 (e-mail: [bpoe](mailto:bpoe)); Vice President Cindy Harrison, 1-7439 (*canoe*); Secretary/Treasurer Joy Thorn, 1-6428 (*thorn*); Parliamentarian Terry Lawrence, 1-9005 (*talmdill*); or Elections and Nominations Chairman Jon Wooge, 731-0589 (*jwooge*).

The Staff Senate meets on the third Thursday of each month at 5:30 p.m. in 1810 Litton Reaves.

**STAFF***Continued from 3*

- **Commission on Student Affairs:** Studies, formulates and recommends to University Council policies and procedures affecting graduate and undergraduate student life and morale. Staff membership: one senator.
- **Commission on Undergraduate Studies and Policies:** Studies, formulates and recommends to university Council policies and procedures concerning on- and off-campus undergraduate academic matters. Staff membership: one senator.

**WRITING***Continued from 3*

Lisa Driscoll, assistant professor of educational leadership and policy studies integrated a unique writing assignment into her "Introduction to Disciplined Inquiry" course, a doctoral-level research-methods class. Students compiled a guide book to research terminology by submitting their thoughts and reflections about various research terminology in writing. The end result was an 80-page booklet of mostly qualitative information that will be printed and used in future research methods courses.

The UWP offers a summer seminar each year for faculty members to help them develop and assess writing assignments for their classes, address practical issues of assigning writing, and develop strategies for dealing with student and instructional barriers to writing.

Don Orth, professor of fisheries and wildlife science took the UWP summer seminar in May 1997 and has seen his teaching evaluations go up every semester since then. In one of his courses, Orth posts a question to the class electronically, and students are required to write a response and respond to other's ideas. Readings are assigned, the question is re-visited, and students write their own summary of the on-line class discussion and finally come up with a thesis for their own essays.

"The result," Orth said, "is more well-thought-out essays. There's more peer review before I see something."

In addition, Orth compiles his students' essays on fisheries-management problems into a magazine that he distributes to his students and Extension offices.

While the UWP recognizes that not all faculty members are experts in English, Bailey said the WAC approach does recognize that all faculty members are experts in the writing they must do as professionals in their respective fields.

"We want faculty members to teach students to write like biologists or mathematicians or engineers—whatever it is they do in their own disciplines," she said.

She said that faculty members often have become so enthused over integrating writing in their courses that they offer outreach to various educational groups beyond the university campus. For instance, last year the business calculus team hosted a conference for community colleges and small four-year schools. In addition, Bailey and UWP consultant Lisa Norris recently hosted a two-hour workshop for K-7 teachers at Indian Valley Elementary School in Floyd, focusing on how teachers there could use writing to help fulfill Standards of Learning.

"It was interesting to see that even at the earliest grades, teachers were using writing," Norris said.

For more information about the University Writing Program and/or its annual faculty development summer seminar, visit the web site at <http://www.edtech.vt.edu/uwp/> or contact Bailey by telephone at 1-7534 or by e-mail at [baileyc@vt.edu](mailto:baileyc@vt.edu).

- **Commission on University Support:** Studies, formulates and recommends to University Council policies and procedures related to the three missions of the university. Staff membership: two senators.

- **University Advisory Council on Strategic Budget and Planning:** Serves a primary advisory role for the budget-and-planning process. Staff membership: One officer of the senate.

- **Committee for Academic Support:** Reviews and provides advice on board policy issues relating to academic support. Staff membership: one classified-staff representative.

- **Committee on Athletics:** Reviews and provides advice on board policy issues relating to athletics. Staff membership: one classified-staff representative.

- **Committee on Building:** Makes recommendations concerning the physical development of the university and the planning and construction of buildings and physical

features. Staff membership: one classified-staff representative.

- **Committee on Commencement:** Plans and implements Commencement programs. Staff membership: one classified-staff representative.

- **Committee on Computing and Communications Resources:** makes recommendations for the use of computer facilities and recommends policies that relate to the operation, maintenance and development of the communications network. Staff membership: three names submitted by the vice president for Information Systems. At least one must be a classified-staff representative.

- **Committee on Employee Benefits:** Recommends policies and advises university administration in matters relating to employee benefits. Staff membership: three senators.

- **Committee on Equal Opportunity/Affirmative Action:** Advises the president and

director of EO/AA in planning, development, implementation and evaluation of the university's equal-opportunity and affirmative-action policies and programs. Staff membership: Two classified-staff representatives.

- **Committee on Intellectual Property:** Makes policy recommendations to the provost dealing with patents, copyrights and related mechanisms for the protection/exploitation of intellectual properties. Staff membership: Nine at-large members selected from the faculty, A/P faculty, and classified staff.

- **Committee on Library:** Disseminates knowledge and makes recommendations concerning policies, services and development of the university's libraries. Staff membership: one classified-staff representative.

- **Committee on Transportation and Parking:** Recommends policies relating to the regulation of vehicular and pedestrian traffic and vehicular parking. Staff membership: three classified-staff representatives.

**VERSATILE***Continued from 1*

from college relaxing or working to make money, Smith arranged to spend it in the Great Dismal Swamp compiling species lists and pressing floral samples for a professor's research project involving the endangered Atlantic White Cedar. "Despite the fact that many others had identified these flowers before," Smith said, "each was a new and wonderful discovery for me.... Plant classification links human experience to the natural world through the thrill of discovering each new plant and by instilling respect for the incredible diversity of life."

During her sophomore year, an amazing sequence of intertwined events began. She had been studying and doing research into such subjects as plant molecular biology and genetic engineering. She was encouraged to apply for the Daughtrey Scholarship, set up by alumnus William Daughtrey to provide \$6,000 in tuition and \$4,000 for a unique educational experience of the student's own design. In preparing the application, Smith talked with a professor at the University of Georgia who was working on river shoreline reclamation in Costa Rica. The professor offered Smith a volunteer summer position, which she took. She daily rode a bicycle "from the dense green rainforest of the La Selva Biological Station to the nearby rural communities to conduct personal interviews with local farmers." In the process, she not only learned their way of life and how it affected land use and stream quality, but she started pondering "the interaction

of the people and their tropical ecosystem."

That experience helped shape her project when she won the Daughtrey Scholarship and returned to Costa Rica in the summer of 1997. She had seen, for example, "the fragmentation of tropical forest" and realized that the communities she had come to love were also the ones who were, for reasons of survival, fragmenting the ecosystem to whose conservation she was dedicated. She knew from her genetic-engineering courses that when habitats are fragmented and species isolated into small patches, they cannot "maintain the genetic diversity necessary to fight rapidly evolving diseases and insect attacks."

"Perhaps," she wrote in the Marshall application, "if plants in one patch maintained pollen flow with those in other patches, the genetic diversity would be preserved." She decided that "genetic technology can unravel this question and guide us to the preservation of species threatened by fragmentation." She also realized that scientists addressing the issue "must have the courage to approach it with not only data but a compassion for the inhabitants of the lands."

In designing her Daughtrey experience, she decided "she wanted to live with a rural family so she could better appreciate the interconnectivity of human language, culture and religion with attitudes toward nature," Arthur Buikema, who was her mentor for the Daughtrey experience, wrote in endorsing her for the Marshall Scholarship. "In this way, she would learn how to better work with families to educate them on why their environment should be

preserved. Ms. Smith proposed a unique opportunity for her to better understand her role as a scientist in the greater order of the world, to enhance her understanding of her position and personal role in this world, and finally how she could effect change."

In the meantime, Smith was carrying out her regular studies and activities at Virginia Tech, distinguishing herself in the University Honors Program that deals with the school's top students. She was a member of numerous honor societies, including Phi Beta Kappa, and earned several scholarships, including the Morris K. Udall Scholarship, the Thomas Moss Leadership Scholarship, and the Phi Sigma (Biological Honor Society) Scholarship. Unusual for an undergraduate, she wrote grant proposals and got funding from the Biological Sciences Initiative and the Research Experience for Undergraduates Grant from the National Science Foundation. She presented a poster at the Graduate Student Association Research Symposium and Virginia Academy of Sciences Meeting and one at the North American Benthological Society Meeting.

Through the Marshall Scholarship, Smith hopes to study conservation genetics at the Centre for Plant Diversity and Systematics at the University of Reading's Department of Botany.

She will pursue a research degree in plant sciences, focusing on the impacts of anthropogenic disturbance on plant populations. She plans to focus her research on tropical plants of Latin America, "where human activities like urbanization, agriculture, and, in particular, cattle ranching have relegated the species-rich rainforest into discrete patches and threaten endemic plants and animals." Her objective, she said, "is to determine how human's activities affect gene flow between fragmented plant populations and use the knowledge to better resolve the struggle between conservation and development."

Eventually, Smith plans to become a professor at a research institution "so that I may provide research opportunities for future undergraduates and graduate students."

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