Project Zeus adds key research partner

W
ashington University in St. Louis and Ascom Timeplex are participating in a $110 million dollar research agreement to collaborate on switch and signaling technology in Washington University's fast-packet switching research program.

Fast-packet switching is known in the telecommunications industry as an asynchronous transfer mode (ATM). Washington University is a pioneer in this technology. Fast-packet networks can transmit voice, video, data and high-resolution images at tremendous speeds over fiber optic wire. Ascom Timeplex, based in Woodcliff Lake, N.J., sells, services and supports networking solutions in more than 60 countries. It is the core business unit in the Eastern North American Division of the Ascom Group. Based in Berne, Switzerland, Ascom is a $2.1 billion international telecommunications and service automation company.

Washington University, which always has been extremely pleased to have Ascom Timeplex support and collaborate with our telecommunications research program," said Ascom's chairman William H. Danforth. "Their involvement will greatly enhance our efforts to advance the telecommunications technology of the future.

"As a leader in enterprise networking, Ascom Timeplex is pleased to sponsor and participate with the technology leader at Washington University in this unique project," said Professor of Music at the University, authenticated the score. Macdonald is general professor and Berlioz scholar. Berlioz, who grew up bilingual in Moscow. Sachs' father grew up bilingual, learning English from his American-born parents. His mother, a native of Russia, taught English to her children.

French Romantic composer Hector Berlioz's first large-scale work, which he claimed to have burned, has been found in Belgium and recently authenticated by a Washington University professor and Berlioz scholar. Berlioz, who lived from 1803-1869, is best known for his development of orchestral music.

Hugh Macdonald, Ph.D., a Visiting Professor of Music at the University, authenticated the score. Macdonald is general editor of the New Berlioz Edition, a 25-volume collection of Berlioz's complete works published by Bärenreiter-Verlag, a German publishing company. He has been working with Berlioz's handwritten music for many years and has no doubts about its authenticity, Macdonald said.

The full-scale work in 14 movements, titled "Messe solennelle," is scored for soloists, chorus and orchestra. The work runs about 3 hours. Berlioz composed it in 1824, when he was 20. The composer had always claimed to have burned the score after its second performance, in 1827.

"(In the beginning) I was with them (the couples have a young son and the third couple is expecting their first child in February. None of them speaks English. They have this money in their pocket, but they have no frame of reference," Sachs notes. "They have no idea what is cheap or expensive when it comes to renting a house or buying clothing and food."

Sachs helps them negotiate those types of transactions, though luckily, he says with a sigh of relief, his duties don't include doing contract negotiations or traveling on the road with the team. He did help them get driver's licenses by arranging for them to take the written test in Russian. Sachs taught them to recognize street signs by their shapes.

"The other hockey players called me their "baby-sitter," says Sachs with a smile. "(In the beginning) I was with them (the Russian players) 12 hours a day, helping them do everything. I drove them around because they didn't have cars, I would talk on the phone with them a lot, order food for them."

Research component of the Washington University ATM network is called Project Zeus. The network switch was developed by Jonathan S. Turner, Ph.D., professor and chair of computer science. The network is installed at Washington University and two other locations in the St. Louis area. Project Zeus is the first ATM network architecture to be installed on a university campus and the only switching architecture with the inherent capability of broadcasting to millions of different locations. Future multimedia applications of Project Zeus include the electronic transmission of medical images from a central location to others miles away, and interactive teaching and conferencing sessions, among others.

Under the agreement, Ascom Timeplex is participating in the Washington University program on several levels. It is a "Supporter" of the Washington University...
Local sportswriter Bob Broeg, left, talks to Barnes and Noble representative Leland Chrisco during the grand opening of the new Barnes and Noble store. Robert Bardwick, opened the Washington University Medical Bookstore in November on the ground floor of the Clinic Residence Hall on the medical school campus. Broeg was on hand to autograph copies of his book "Richbords: The Centennial Celebration of Cardinal Baseball.”
Robins probes lives for answers, research

Unlike many School of Medicine researchers who gather data with test tubes and microscopes, Lee N. Robins, Ph.D., collects information by asking people questions. “On subjects from family history and arrest records to drug use and sex, I could get all the information I needed from people who would answer them willingly,” she says.

She began her studies in psychiatry and social medicine at Harvard Medical School. Since then, Robins has developed a large volume of records from a study she started 40 years ago.

Her first study eventually became the book Deviant Children Grown Up. She launched the study in the late 1950s following a series of serendipitous events.

How she came to conduct the study is a famous story in the Department of Psychiatry. Robins’ husband, Eli Robins, M.D., professor emeritus and former head of psychiatry, was working with colleague Patricia O’Neal, M.D., when they uncovered a large volume of records from a historic psychiatric child guidance clinic that had opened in the 1920s. The old records were stored at Malcolm Bliss Mental Health Center, but the hospital needed more space and had decided to destroy them.

Instead, Lee Robins and O’Neal took possession, got a grant from the Foundations Fund for Research in Psychiatry and tracked down 524 patients who had been treated for psychiatric problems as children 30 years earlier. “That study provided longitudinal data for the first time ever,” says Eisenberg. “They had a set of observations in the 1920s, and in the 1950s we were able to see how things turned out. It was enormously important work.”

Many were surprised when the study showed early antisocial behavior to be the chief predictor of problems in later life. More than social class, economic status or family background, early behavior indicated which children would do well as adults and which would have problems like alcoholism, marriage difficulties or incarceration. School performance also was a powerful predictor.

The study also found that the children most likely to receive psychiatric treatment were generally “the wrong kids.” Psychiatrists, Robins says, “were treating kids who were nervous and fearful. Most of those kids did fine later on even without treatment. The kids who were antisocial did not.”

Robins has proposed that day-care centers serve as the laboratory where preventive methods of rearing children can be developed. The day-care center is a natural environment for that,” she says. “My hunch is that antisocial behavior is a lot like I.Q. There are probably some kids who are antisocial and are not damaged essentially from birth, but I think the majority of them are victims of difficult environments and many of their problems could perhaps be prevented or overcome in some way.

In addition to its landmark conclusions, Robins’ first study established her as a researcher who could get people to talk. Although her studies often deal with delicate subjects, she averages a 90-plus percent cooperation rate. “Embarrassing questions are embarrassing chiefly to the interviewer, not to the subject,” she says.

Robins says in her deviant children study, when psychiatrists interviewed former patients they often avoided questions about sex because they feared it would interfere with the relationship between interviewer and subject. So, Robins began to use lay interviewers, which at that time was still new to psychiatry, and she hired medical students to do some interviews.

“People like to talk, but they prefer talking to strangers because there’s nothing riding on it for them,” Robins says. “We instruct our interviewers never to talk to anyone they know personally. People put on an act for those they care about, but they don’t do it for strangers. You ask the questions, and they tell you about their lives.”

Robins most enjoys asking questions, but she also likes the early stages of a study when the questions are tested in small groups. “I really like writing questions,” she says. “I like trying to be absolutely clear and being certain the meaning can’t be misinterpreted.”

Clarity is essential because Robins relies almost exclusively on lay interviewers who have no expertise to ex- press questions that may be unclear.

She also likes tracking down previous study subjects. “It’s like being a detective; it’s really a lot of fun, particularly in the follow-up studies,” Robins says. “You’ve seen the people before, and you try to find them many years later.”

Robins’ favorite study was one she did regarding Vietnam veterans who were locally located. Several government agencies assisted her search. “I could ask for anything, and I got it,” she says. “It was the kind of power I’d never had before. When we wanted to talk to men still in service, we could go to the Department of Defense and use the worldwide locator to see where they were stationed and get them on the phone.”

“I wanted.”

Robins’ list included all of the U.S. enlisted men who left Vietnam in September 1971. In the summer of 1972, her team interviewed about 1,000 of them. They were interviewed again after the men had been home for three years. “The men were thrilled to be interviewed. They had a story to tell,” Robins recalls. The results of that study helped influence thinking about the natural history of heroin addiction.

More recently, Robins has been involved in two mammoth projects. She continues to review data and follow up on subjects interviewed in the early 1980s for the Epidemiologic Catchment Area study (ECA) hoping to discover new facts about mental illness. In that study, more than 20,000 Americans were interviewed to determine the prevalence of psychiatric illness in the general population.

“As it happened, we interviewed people for the ECA study just before the flooding and dioxin problem at Times Beach (Mo.),” Robins recalls. “I worked with Dr. Elizabeth Smith, from our department, studying responses of disaster victims. Unlike previous studies, where the first contact with victims is made after a disaster has occurred, the ECA sample revealed the state of their mental health before the disaster. Then we followed up to learn whether new symptoms occurred any more often in those exposed to the disaster than in people living outside the disaster site.

Robins and Smith are now doing similar work with victims of radiation exposure. They are finding that people with prior psychiatric problems are more vulnerable to problems as a result of disasters. The primary impact seems to be a strain on those in the community who had already had them. "Others get very angry and upset, but that's not the same as being psychologically ill," Robins says.

Robins also is working with the World Health Organization (WHO) to translate criteria for psychiatric diagnosis into standard interviews that can be given by lay interviewers and scored by computer. She has led an effort to develop and employ the Composite International Diagnostic Interview (CIDI), which should allow for cross-national comparisons of mental illness rates, in the same way that the ECA study projects mental illness in the U.S. population.

The CIDI has already been published in German. An English edition will soon be available, and translations in 15 other languages will follow. Norman Sartorius, M.D., Ph.D., director of the Division of Mental Health with WHO in Geneva, Switzerland, calls Robins’ work a keystone to the success of his efforts to standardize diagnosis. "It’s a mammoth task, but I believe we have been successful to a large extent. It is the ability of Dr. Robins to coordinate such a huge project that makes success possible," he says.

Robins has received numerous awards over the years, but her greatest satisfaction comes from knowing that her data have stood up to scrutiny from her peers. Though some of her early conclusions have raised some eyebrows, they have not been contra-
dicted.

Robins enjoys going back to her old studies. “I have always been sort of dragged to new projects, feeling that I haven’t quite finished the old ones,” she says. “I’m very pleased with what’s been accomplished, but I like exploring new frontiers. To me, that’s the fun part.”

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Dec. 10—Jan. 16, 1993

"Selections From the Gift of Mr. and Mrs. Edwin Grossman." Through Jan. 29. Olm Library, Special Collections, Level 5. Hours: 9:00-5:00 p.m. weekdays. For more info, call 935-5495.

"Unfathomed Waters, Undreamed Shores: The Role of Reminiscence Medicine and Discovery." Through Jan. 2. Glaser Galleries, School of Medicine, Room 701, seventh floor. 660 S. Euclid Ave. Hours: 9:00-11:00 a.m. and 1:00-5:00 p.m. weekdays. For more info, call 362-4229.

"Weissburg's Catholics and Quakers. An exhibition opening, Jan. 15. Exhibits continue through the spring. J. Gallery of Art, lower gallery, Steinberg Hall. Hours: 10:00 a.m.-5:00 p.m. weekdays, 1:00-5:00 p.m. weekends. For more info, call 935-4523.

"Art in Motion," shown at 8:30 p.m. Graham Chapel. For more info, call 935-4523.

"Affordable Tickets Available," also shown at 8:30 p.m. Stix Department Store. For more info, call 362-8822.


"A New Frontier of Science, Society, and Culture." At 6:30 p.m., the Hillel Student Association of WU, and at 9:00 p.m., WU Club, Linkup, 4th floor, 660 S. Euclid Ave. For more info, call 363-5056.

"The World of Renaissance Medical Illustrations," presented by the Turtle Island String Quartet. At 8:00 p.m., Edison Theatre. Cost: $15 for WU faculty, staff, and senior adults; and $10 for students. For info and reservations, call 935-6543.

"The Rhythm of the Heart From the Cell to the Organ", presented by John W. Jackson. At 4:00 p.m., Clopton Auditorium, School of Medicine, 4950 Children's Place. For more info, call 935-4523.

"Energy Conservation and Its Recognition System," presented by Michael P. Whyte. At 9:00 a.m., WU Dept. of Cell Biology and Physiology, Room 341A, 4950 Children's Place. For more info, call 935-4523.

"Lessons From Mitochondrial Erythroleukemia Genetic Deficiencies," presented by Arnold S. Levine. At 4:00 p.m., Clopton Auditorium, School of Medicine, 4950 Children's Place. For more info, call 935-4523.

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The consortium first began six years ago, under the guidance of Marvin Reed, former director of the Center. Alfreda Brown, the current director of the Center, now organizes the University's role in the consortium. "The consortium encourages major companies in metropolitan areas to interview liberal arts students from public and private colleges throughout the country," she said.

"Many liberal arts colleges are located in remote areas and it is difficult for the companies to travel to them. The consortium makes it easier for both the recruiters and the students to connect," she added.

Brown said the consortium is the largest of its kind in the country and colleges from across the United States participate. "There are only two universities that participate — Washington University and Washington and Lee." "Our main reason for participating in the consortium is to assist liberal arts students with their job search in locations outside of the St. Louis area. We know that many students are looking for jobs in their home cities and neighboring states," Brown said. "The consortium provides an opportunity for students to research various organizations and talk about the type of entry-level positions they offer," she added.

In addition to Washington University and Washington and Lee, colleges that participate in the consortium include Bryn Mawr, Carleton, Dickinson, Franklin and Marshall, Grinnell, Hamline, Kenyon, Oberlin, Swarthmore and Vassar.

Because of the recession, Brown said, many students feel uncertain about their futures — a situation that has forced them to explore opportunities like the consortium. "It motivates seniors to look at their options earlier, because they must have their resumes prepared and submitted by October," she said. "Thus, more than 89 seniors have completed their resumes. Also most seniors who are participating are going through interview workshops and learning how to network." Many will make direct contact with other employers in various cities and arrange additional interviews independent of the consortium.

The Career Center plays a large role in helping students prepare for the consortium. The center posts company lists and job descriptions online, as well as additional information and requirements. There are many jobs to choose from, including positions in accounting firms, consulting firms, medical and scientific research, government and non-profit organizations, and banking and financial institutions.

Students select the cities and companies. They are required to submit two copies of their resume to the center for each organization they wish to contact. The advisor will then contact the center, attend an orientation meeting and be available to sign up for interviews.

The center must go through the resumes, sorting them by city and organization, to be entered in the computer prior to mailing them to city directors, who arrange the interview schedules. Carol Hogan, associate director at the Career Center, coordinated the scheduling for the San Francisco Recruiting Day. Company representatives then review the resumes and select students and alternatives.

Nearly 118 employers will participate in the consortium this year — an increase over last year's 77 companies. However, Brown said the recession has forced some companies to reduce travel funds for recruitment purposes. "Because of the relationships we've developed, some of the company representatives can now make more affordable positions throughout the year," she said. Brown said the result is that students learn skills they can use to survive during a weak economy, noted Brown. Another benefit, said Brown, is the student-recruiter interaction. "Companies in the past, college students who participate in the consortium. Because of this, they are open to meeting with other students to learn about the companies and the students that benefit both."
Computer game provides economics lesson to youths

K

inding a fire for learning in the minds of young St. Louisians is the goal of a volunteer educational program that recently lured about 28 eighth-graders to the John Olin School of Business for an economics lesson.

Before the day was over, each student would grasp with a "prisoner's dilemma" — a fairly sophisticated concept in economics — how self-interested strategies can prevent mutual benefit.

"It forces students to answer the same sort of question that would grapple with the "prisoners' dilemma,"" says Macdonald. Macdonald flew directly to St. Louis from New York yesterday, working on the computer game he's editing for publication next year as part of the Berlioz series.

Macdonald is editing the score for public and private networks. ATM... can signal from one sender to many receivers, with the capability of distributing a data signal to one sender to many receivers, a key ATM feature and one of the pioneer-
When college kids come home, tensions mount

Karen Levin Coburn, associate dean for law student affairs, leads a "Going Home" workshop for students. Coburn and upperclass students talk with first-year students about what to expect when they go home for the first time.

T he first visit home can be an intense, stressful time, says Karen Levin Coburn. Parents and students often have preconceived ideas about how the family will spend the holidays, while both parties are eager to experience their newfound independence. "Often a student who seems to have matured at home, in a place where they had been placed for a long time, may do a lot of testing," she says.

Coburn said continual efforts to bring energy and life into the academic community, elections and America's elections and America's elections, politics and money may become dominant themes during the student's first visit home. Parents may find their children newly politicized and anxious about the upcoming political discussions. Coburn noted, "This is threatening to be back at home with their kids. They don't know what to say or do. Students change. They may try out new ideas, new ways of dressing that are disconcerting to parents. They may do a lot of testing," she says.

Coburn said students often need to adjust to changes in family dynamics and to adjust to changes in family structures. "Students may come home and announce they spent over their budget," says Coburn. "First-year students may have spending and financial managing, just like managing time is hard the first year."

For The Record contains news about a wide variety of faculty and staff scholarly and professional activities.

Of note

The Herzog August Bibliothek in Wolfenbüttel, one of Germany's principal research libraries, presented a Guatemalan donation to Darrell M. Berg, Ph.D., visiting faculty from the School of Architecture, in April, 1992. Berg will spend four months in the library researching the Sentimental潮流 in 18th-century literature and art.

Leonard Berg, M.D., professor of neurology and director of the Center for the Study of Alzheimer's Disease Research Center, received the Annual Honoree Award from the Alzheimer's Association of Pennsylvania and Western New York. The award is given to those who have made significant contributions to the association's medical and scientific advisory board.


The Federal Emergency Management Agency (FEMA) awarded $275,000 to David F. Gillespie, Ph.D., professor of public health, to study social factors affecting the effectiveness of public health preparedness programs. As part of the grant, Gillespie will research and report on the program in 21 key states. Gillespie also completed a research project titled "Interorganizational Relations and the Decision-Making Framework." The project, funded with a $164,000 grant from the National Science Foundation, identified several dimensions of how strength relationships among grassroots organizations can improve a community disaster plan.

Two women from the south are being recognized for their contributions to the fight against alcoholism. During the society's annual meeting in Baltimore, Md., Steven B. Miller, M.D., assistant professor of medicine, received the Young Investigator Award from the Central Society for Clinical Research and the Merck Sharp and Dohme Research Foundation. Coburn was cited for her "generosity, accessibility to students and colleagues, and her contributions to being life and energy into the classroom.


On assignment

Charles L. Leven, Ph.D., professor emeritus of economics, spent a week at Erasmus University in Rotterdam, the Netherlands, as an advisor to officials from the European Community.

International Comparative Urban Research Project, Inc., based in Washington, D.C., awarded the project's research grant to the University of California, Berkeley.

Leonard Berg, M.D., professor of neurology and director of the Center for the Study of Alzheimer's Disease Research Center, received the Annual Honoree Award from the Alzheimer's Association of Pennsylvania and Western New York. The award is given to those who have made significant contributions to the association's medical and scientific advisory board.

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For The Record contains news about a wide variety of faculty and staff scholarly and professional activities.

Guidelines for submitting copy: Send your full name, complete title, department, phone number, and highest-ranked degree, along with a typed description of your noteworthy activity to For The Record, Campus Box 1070. Items must not exceed 75 words. For more information, call 935-2593.

Dec. 10, 1992
**Hilltop Campus**

The following is a list of positions available on the Hilltop Campus. Information regarding application procedures and other materials may be obtained in the Office of Human Resources, Room 126, North Brookings Hall, or by calling 933-5990.

**Rare Books Catalog Librarian**

93006. Olin Library. Requirements: MLS degree from ALA-accredited library school, majoring in or demonstrating willingness to learn library automation, the public in a helpful and courteous manner; typing 35 wpm with accuracy; ability to work independently and use good judgment; one year of college experience; supervisory experience; knowledge of preservation procedures; knowledge of national and international trends in bibliography; experience with online cataloging systems such as LOCATE and NOTIS or other automated systems; reference training or experience; typing 50 wpm with accuracy. Clerical testing and three letters of recommendation required.

**Accountant**

93007. Center for Computer Systems. Requirements: Associate’s degree in accounting or equivalent; willingness to work independently and use good judgment; excellent attendance record; must have three letters of recommendation; salary 8% above minimum.

**Assistant Director of Career Services**

93008. University Medical School Library. Requirements: Bachelor’s degree; master’s degree preferred; strong interpersonal, verbal and written communication skills; ability to work independently and use good judgment; excellent attendance record; must have three letters of recommendation; salary 8% above minimum.

**Regional Director of Development and Associate Director of Major Gifts and Capital Projects, Alumni and Development Programs**

WASHINGTON University is seeking a universitywide director to serve as senior member of the Alumni and Development Department, working primarily with individual donors in alumni relations and fundraising. Responsibilities include a bachelor’s degree or four years experience in business or education experience; preferably working with major gifts and capital campaigns at a university, college, or similar institution; significant experience in solicitation required and gift planning ability; ability to work independently. Salary is dependent upon qualifications and experience. Interviews will begin immediately and continue until position is filled. Send resumes to: James D. Thompson, Director of Development and Capital Projects, Alumni and Development Programs, Campus Box 1228, Washington University, One Brookings Drive, St. Louis, Mo. 63130.

**Medical Campus**

The following is a partial list of positions available at the School of Medicine.

**Librarian, Assistant, Part-time**

93009. School of Law. Requirements: Bachelor’s degree, master’s degree preferred; excellent interpersonal and communication skills; ability to work independently and use good judgment; excellent attendance record; must have three letters of recommendation; salary 8% above minimum.

**Project Coordinator**

93010. Computing Services. Requirements: Associate’s degree; bachelor’s degree preferred; must have experience with computers, computer operations experience with word processing packages such as WordPerfect or Lotus; excellent attendance record; excellent attendance record; must have three letters of recommendation; salary 8% above minimum.

**Director of Annual Giving Programs, Alumni and Development Programs**

WASHINGTON University is seeking a talented and ambitious individual to serve as director of Annual Giving Programs. This is a challenging and permanent position in the Department of Alumni and Development Programs. Responsibilities include a minimum of a bachelor’s degree and at least five years experience in alumni/development public relations, marketing, or related work preferably in a non-profit organization. Experience in development is not required, but indicate that they have skills directing volunteers, and who have been promoted or have assumed more responsibility at their current institutions. Excellent writing, speaking, organizational, and interpersonal skills are essential. Salary is competitive. Application deadline is Dec. 30, 1992. Send resume and three letters of recommendation to: David F. Jones, Assistant Vice Chancellor and Director of Development, Alumni and Development Programs, Campus Box 1210, Washington University, One Brookings Drive, St. Louis, Mo. 63130.

**Medical Secretary I**

93011. School of Medicine. Requirements: High school graduate; ability to handle numerous tasks, make responsible decisions and meet deadlines; ability to interface with administration, faculty, students and staff on all accounting related matters; must be detail-oriented and have the ability to work without supervision; must have problem-solving skills; must be proficient in the operating office equipment; high accuracy, organizational ability; excellent telephone skills; experience on word processing packages such as WordPerfect or Lotus; the ability to work 36-40 hours per week with accuracy. Clerical testing and three letters of recommendation required.

**RN Staff Nurse, Part-time**

93036. Hospitals. Hours: 20 hours a week Monday, Tuesday, Thursday, and Friday -- hours vary from 9 a.m. to 3 p.m. and 9 a.m. to 4 p.m. Requirements: Must be a graduate of an accredited school of nursing with current state license. Prefer candidate with two years experience in the emergency department with high-risk patients.

**Medical Secretary II**

93036. Requirements: Three years experience in medical transcription or equivalent; ability to work independently; typing 40 wpm with accuracy. Clerical testing and three letters of recommendation required.

**Special Project Assistant**

93038. Requirements: Bachelor’s degree, applicant should have good communication and analytical skills; ability to work independently; data processing; CRT and PC skills. Application deadline is Nov. 30, 1992. Send resume and three letters of recommendation to: David F. Jones, Assistant Vice Chancellor and Director of Development, Campus Box 1210, Washington University, One Brookings Drive, St. Louis, Mo. 63130.

**Medical Record Technician**

93039. Requirements: Bachelor’s degree, two years secretarial/medical transcription experience preferred; excellent telephone skills; experience on word processor preferred; typing 60 wpm; must have thorough knowledge of medical terminology.

## 100 Neediest Cases Challenge issued

The Office of Human Resources issues a challenge to all departments on the Hilltop Campus, Medical Campus and at the Washington University Center to participate in the 100 Neediest Cases project sponsored by the St. Louis Council on Aging.

The Office of Human Resources will pool the money normally spent for departments when working on new projects and other activities to make the departmental contribution to the 100 Neediest Cases project possible. Departmental contributions are tax-deductible. Details of the project will be released by the Office of Human Resources.

**Programmer**

93091. Olin Library. Requirements: Bachelor’s degree in computer science; demonstrates skills in learning and debugging C programs; working knowledge of the UNIX environment including TCP/IP, experience with other interactive oriented programming technologies such as C++, and familiarity with Office and work environments (DOS and WINDOWS); experience implementing client-server applications. Resume and three letters of recommendation required.

**Director of Alumni Giving Programs, Alumni and Development Programs**

WASHINGTON University is seeking a talented and ambitious individual to serve as director of Annual Giving Programs. This is a challenging and permanent position in the Department of Alumni and Development Programs.

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