Meeting challenges

Danforth urges staff to work smarter, be flexible

In a series of staff meetings held in Stromer Hall over the past two weeks, Chancellor William H. Danforth emphasized the need to be flexible and "work smarter" to help the University meet the challenges of the 1990s.

In recent years, the Washington University community has done "a terrific job" responding to the many challenges facing higher education, Danforth said.

"We have been helped by expanding budgets. Today, when the challenges continue, budgets are tight," Danforth said.

"We have been spared some of the problems other universities are facing. We've budgeted carefully and tried to take steps to prevent major problems. That's why I am here. To tell you what I know and to enlist your help in meeting today's challenges."

"I am keeping with that plan. Back on campus, the former physician urged the staff to comply with preventative measures to keep the University healthy and strong.

"Sometimes the staff may seem less visible than the faculty and students, but Washington University couldn't run without students or without faculty," he continued.

Washington University, like most institutions of higher education, is facing challenges from several fronts. Expectations of competitive salaries, tuition, faculty, staff, the public and the federal government are increasing faster than are resources.

"The days of sweeping more and more money are behind us," Danforth said. "We are not in a crisis. There are no plans for massive lay-offs or cutbacks. We cannot just add more people and programs or ask our people to work twice as hard or twice as long. We can work smarter and more wisely.

The University Management Team, a group of about 75 managers from the Central Fiscal Unit and deans from the schools, has been meeting regularly on Monday mornings for about a year to find ways to improve service at the full cost by working smarter.

Danforth said the team was inspired by the 1990 Presidential Committee approves parking fees through 1997

Parking fees on the Hilltop Campus next year will go up between $5 and $20 depending on the type of permit. Jean Gaines, chair of the Transportation Advisory Committee, said these rates were announced two years ago in keeping with the University's practice of announcing rate increases several years in advance. The rates were reviewed by the 15-member committee made up of staff, faculty and students.

Prices for the 1994-95 school year will be $130 for red permits; $185 for yellow, blue and brown permits; $165 for green permits, $100 for purple permits; and $45 for evening permits and summer school permits.

The new fees represent a $20 increase for red, yellow, blue and brown permits, a $10 increase for green and purple permits, and a $5 increase for evening and summer school permits.

The committee also decided to eliminate the $30 permit long-term permit and distribute the $165 green permits on a first-come, first-served basis. In addition, the committee added 75 discounted permits for the parking garage, bringing the total to 325.

The lottery originally was designed for faculty, staff and graduate students who were both unable to pay the fees for higher-priced permits and needed use of their cars to care for small children or elderly relatives during the day. Green permits allow indi-
Douglas Creedon, Ph.D., a postdoctoral fellow in molecular biology and pharmacology, demonstrates the anatomy of a human brain to gifted students from the Rockwood School District. Creedon directs the Hands-on Neuroscience Program, which exposes elementary and junior high students to the principles of neuroscience.

"One of our goals was just to show that science can be fun and scientists can be fun. I think one positive thing about the program is that they can see scientists are normal people," Fiez said. Graduate students, postdoctoral fellows and professors visit the facility or host the site for the medical school.

In another room down the hall, the fourth graders are learning about em- bryos, single cells and the development of the nervous system. Fsie said a gradu- ate student in neuroscience, is using mi- croelectrode techniques to teach the children about heart rhythms called ventricular catheter ablation, which can cure many novel nonpharmacologic therapies, includ- ing arrhythmia surgery and radiouclide catheter ablation, which can cure many types of arrhythmias. These activities have established Barnes Hospital as an interna- tionally recognized center of excellence for investigating the improved effectiveness of novel drugs that control the heart rhythm, sophisticated pacemakers that closely mimic the heart's electrical system, and implantable cardioverter/defibrillators that have proven to be beneficial for heart rhythm disorders. In addition, Cain and his colleagues have developed and are testing new noninvasive and invasive methods, such as the signal-averaged electrocardiogram, for identifying patients with heart disease who are at high risk for developing dangerous heart rhythms. Cain has received many honors during his career, including serving on the Ameri- can College of Cardiology Board of Gover- nors since 1991 and being named the cur- rent president of the organization's Missouri chapter. In 1982, Cain was given the School of Medicine Teacher of the Year Award.

Cain received his bachelor's degree in 1971 from Gettysburg College and earned his medical degree from George Washington University School of Medicine in 1975. He served his internship and residency at Washington University School of Medicine, and then completed a postdoctoral research fellowship and a clinical fellowship in the school's Cardiovascular Division. He also completed a second research fellowship in electrophysiology at the University of Pennsylvania School of Medicine.

This is the second year that Thomas Stockman, a teacher at the Center for Creative Learning in Rockwood, has brought students to the medical school to participate in the program. She has accompanied eight groups of students this year.

Stockman believes the program greatly benefits his students. "The kids get here they can't have in the classroom," she said. "We're here because of the hands-on experiments that you have the resources for and the expertise the kids get from these presentations.

Stockman said the kids were a little leery at first about participating in the program, but she said parents now tell her about graphic dinner conversations about the human brain. When the kids return to their classroom, they discuss what they could learn in the future about neuroscience and why people study neuroscience. "And maybe we're sparking some interest in some future scientists," Stockman said.

One of Stockman's students, Emily Bicair, said the students have changed her view of scientists. "Before, I thought they were just people in labs who poured chemicals into beakers. Now I know they are people who study and do experiments about the brain.

Ingram, who recently completed a science experiment on a cow's brain at her school, said she may want to be an environmental scientist someday.

Randy Buckner, a graduate student in biology and biomedical sciences, has been working with the program since it began. He teaches the students about his area of work, using Positron Emission Tomogra- phy (PET) scans to study memory.

By participating in the program, Buckner said he is trying to give back some of the help he received. "You get kids interested in science and just having them exposed to new things will empha- size the process of getting information. They also get to see what we do," he said.

Evans, who has been part of the program for two years, said she enjoys work- ing with elementary school students because of their fresh curiosity. She thinks one of the program's most important components is that students get to see what scientists are like. "I think it's important for the community to understand we're not mad scientists. We are just trying to understand how our bodies work."

— Diane Duke
The best coaches are successful because they understand how to start the damn thing. Much less, “Okay, put your phones away, and let’s get this on. Where is everyone? Oh, Uh, I don’t know. I got book-smart over the weekend.”

I knew I could coach the sport — I knew I could coach any sport. It was a massive role. It was a concern after I lost my first four matches!

Nineteen straight successive victories erased any lingering doubts and now, 15 years later, Clemens has managed to fill out her volleyball portfolio rather nicely. She stayed six years at Incarnate Word, accumulating a record of 155 wins-15 losses and winning state championships in each of her last three seasons. She moved on to Washington University in 1985, where she has accrued a mark of 333 wins-54 losses and led the Bears to a quartet of NCAA Division III national titles. And now, this summer, she will serve as the head coach of the North squad at the 1994 U.S. Olympic Festival, an event that will showcase some of the premier amateur talent in the nation.

Better to work from an experience than to try and explain it. Better to work from the experience than to try and explain it. Better to work from the experience than to try and explain it.

Joe Worlund, the University’s director of intramural sports and athletics, familiarizes the team with concepts. The individual introductions are then fused into a tactical explanation, demonstration and repetition of the concepts. There’s an introductory period to set up the day’s activities. Finally, there is a review of the materials from the previous practice.

I’m constantly selling the strengths of our professors, the library book. The tome is titled How to Coach Volleyball.

“Recruiting takes up about 60 percent of my time,” she said. “It’s the player’s ability and skill. I don’t get too involved in signing a player but when it comes to signing a player, it’s the player’s ability and skill.”

“Without a doubt, competitiveness is my signature. For good or for bad, I tend to make a competition out of non-competitive aspects of my life.”

Washington People

Volleyball court is Clemens’ laboratory

I t was a bold maneuver. Even by Teri Clemens’ standards.

Eight years ago, at the summer of 1999 and Clemens, a 23-year-old tennis coach at Trensen High School in Kansas City, Mo., is driving back to her hometown of St. Louis for a job interview. The position? Head volleyball coach at Incarnate Word Academy.

Clemens is coming off a multi-sport career as a student at Northeast Missouri State University that includes most valuable player nods in tennis, field hockey and softball. Volleyball is a new touchstone.

During stops along the drive and then deep into the night upon her arrival in St. Louis, Clemens buries her nose in a tattered library book. The tome is titled How to Coach Volleyball.

“When I came in the next morning for my interview,” said Clemens in retrospect, “it was clear they were looking for someone who knew the X’s and O’s of the game. The first question they asked me was if I knew how to run a multiple offense. I just sat there with a straight face and whipped off a handful of options. I got book-smart over the weekend.”

“I knew I could coach the sport — I knew I could coach any sport.”

“The match can be the little concern after I lost my first four matches!”

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While the format may appear rigid, the application could not be more elastic.

“There are never two practices the same,” swears Joe Worlund, the University’s director of intramural sports and Clemens’ eight-year assistant. “Never. She (Clemens) has not once recycled a practice within the course of her career. That’s not to say that practice won’t follow the same pattern — but it’s not, ‘Hit this many minutes, then pass, then block.’

“You may work on passing all day. But, even so, if you’re another passing day two months, there aren’t the same drills as before.”

“Designing innovative, talent-provoking drills comes so easily to her — she doesn’t understand that other people can’t do it,” Worlund added. “I can do that for a week and try to break it up with a new passing drill. But there is a grey area in anything she seems to say or do.”

“Without a doubt,” she said, “competitiveness is my signature. For good or for bad, I tend to make a competition out of non-competitive aspects of my life.”

April 7, 1994 3

Dave Meserve
Calendar

**April 7-16**

**Exhibitions**

"Paracelsus, Five Hundred Years," Center for American Cultural Diversity., a print exhibit by Jeff Speyer. Continues through April 30. Speyer is an artist and director of education at Tamiment Institute, of U. of Michigan, Arboe. Co-sponsored by Center for American Cultural Studies, 524 Trinity Av. 935-6571 or 732-6553.

"3 Hands." Exhibit features the work of first-year master of fine arts students. Continues through April 17. Pierce-Arrow Gallery, 4814 Washington Av. Hours: 10-5 p.m. Wednesdays; 12-7 p.m. Fridays; 12-6 p.m. Saturdays and Sundays. 935-4761.

"Junior exhibit" features a collection of artwork by junior fine arts students. Through April 17. Reception: 5-7 p.m. April 8. Bixby Gallery, Bixby Hall. Hours: 10 a.m. to 10 p.m. Tuesdays and 10 a.m. to 6 p.m. Wednesdays. 935-4643.

**Films**

Thursday, April 7


Friday, April 8

7 and 9:30 p.m. Filmboard Feature Series. "Ordinary" (1993). Also April 9, same time, and April 14, 9:30 p.m. Room 100 Brown Hall. Cost: $3.

Tuesday, April 12


**Calendar guidelines**

Events sponsored by the University — in departments, schools, centers, organizations and its recognized student organizations — are published in the Calendar. All events are free and open to the public, unless otherwise noted.

Cultural events should state time, date, place, sponsor, title of event, name of speaker(s) and affiliation, and admission cost if any; films should have descriptions are welcome. Send items to Julie Flood at Box 10716 (or via fax: 935-4259). Submission forms are available by calling 935-4826.

The deadline for all entries is Tuesday one week prior to publication. Late entries will not be usually published. The Record is printed every Thursday during the school year; exceptions will be made during the summer. If you are uncertain about a detail, get in touch. Or for any other information, please call 935-4026.
Music

Thursday, April 7
8 p.m. Duo piano recital. Performance features Sally Pinkas, pianist; prof. of music, Dartmouth College, Hanover, N.H., and Ivan Hirsch, concert pianist, Bryn Mawr, W. Va., concert pianist. Boys' Recital Hall. 935-6543.

Saturday, April 9
1 p.m. Piano master class. Instructors are Sally Pinkas, asst. prof. of music, Dartmouth College; Karen Kondor, concert pianist, University of Chicago; and Ivan Hirsch, concert pianist, Bryn Mawr, W. Va., concert pianist. Library Auditorium. 935-5994.

Sunday, April 10

Thursday, April 14
8 p.m. Concert of music on courtly love. "A Lesson in Love: The Art of the Trouvère and Trouvère," the Newberry Consort, an early music group from Chicago's distinguished Newberry Library. Steineger Auditorium. 935-5851.

Folk tales, lively music make 'Banjo Dancing' one-of-a-kind

modern-day troubadour Stephen Wade will stroll into Edison Theatre with a banjo on his back at 8 p.m. April 15 and 16 at 9 p.m. April 16, as part of Edison Theatre's "On The Way Home." Wade originally was scheduled to perform "Banjo Dancing" on April 15 but will perform "On The Way Home" at both shows. "Banjo Dancing: Or the 48th Annual Squatters Mountain Song, Dance, Folklore Convention and Reunion" is directed by Evan Hirsch, concert pianist, Brandeis U, Waltham, Mass. Steinberg Hall Aud. 935-5581.

Wade is an early music performer who was the longest running show in the city's history and one of the five longest running live musical shows in St. Louis. "Banjo Dancing" is part of Edison Theatre's "ON TOURING" series. Tickets are $20 for the general public, $15 for seniors, $10 for students and $5 for senior citizens. Wade's show was the longest running show in the city's history and one of the five longest run- ning live musical shows in St. Louis. "Banjo Dancing" is part of Edison Theatre's "ON TOURING" series. Tickets are $20 for the general public, $15 for seniors, $10 for students and $5 for senior citizens. Since joining the University in 1955, Specter helped build the current degree programs in East Asian Studies at Harvard University, and Specter is professor emeritus.

Inaugural Specter lecture held April 15

The inaugural Stanley Specter Lecture in East Asian History and Civilization will be held at 3 p.m. April 15 in Room 102 McDonnell Hall. The lecture honors Specter, Ph.D., who was centrally responsible for establishing Asian Studies at Washington University. Specter now is professor emeritus. A reception for Specter will follow the lecture.

Wednesday, April 8
8 p.m. "Stage Left" series presentation. "Reverberating the Circle," by Spiderwoman Theater, a trio of American Indian singing women, is based on stories of their lives with movement and narrative. Drama Studio, Room 208 Malinckrodt Hall. Cost: $12 for the general public with discounts for seniors and student citizens. 935-6543.
Genetically manipulated plants have been around forever... from page 1

Members of Thurtene, the junior honorary, register runners for the Thurtene Throng Five-mile Road Race in Forest Park April 2. Runners paid $10 to compete. Proceeds will benefit the girl's program of Mathews-Dickey Boys' Club.

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Campus Watch

The following incidents were reported to the University Police Department March 26-April 4. Anyone with information that could assist the investigation of these incidents are urged to call 935-3333. This list is provided as a public service to promote campus safety.

March 28
3:19 p.m. — A student's backpack was reported stolen from the first level of the Campus Bookstore in Mallinckrodt Center sometime between 3 and 3:15 p.m.

March 29
6:10 a.m. — Between 20 and 25 videotapes belonging to the Performing Arts Department were reported stolen from Room 322 Mallinckrodt Center between 10 p.m. March 1 and 2 p.m. March 15.
7:30 a.m. — A Panasonic videocassette recorder was reported stolen from Room 315 Mallinckrodt Center between 11:15 a.m. March 1 and 2 p.m. March 15.
4:27 p.m. — A student's mountain bicycle was reported stolen from the bicycle rack near Koenig Residence Hall sometime between Dec. 28 and Jan. 12.

March 31
6:30 p.m. — A faculty member's automobile was reported stolen from the parking lot at the intersection of Millbrook and Skinker sometime between 11 a.m. and 6:15 p.m. The vehicle was recovered at 5 a.m. April 3. It was parked at the University Missouri-St. Louis.

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Social critic, writer discusses American consumer culture

Writer and social critic Barbara Ehrenreich, author of Fear of Falling, discussed the CHIMES/Benjamin E. Youngsfield Lecture on Social Policy at 11 a.m. Wednesday, April 13, in Graham Chapel. Her talk is titled "Shopping, Politics and the Meaning of Life: A Perspective on the New Consumer Culture," a part of the Assembly Series, is free and open to the public.

Ehrenreich is the author of eight books, including The Hearts of Men: American Dreams and the Flight From Responsibility and The Worst Years of Our Lives: A Generation of Non-Violent Notes From a Decade of Reckless Energy.

Barbara Ehrenreich, a sociologist and writer, this year received a Presidential Faculty Fellowship and a Presidential Faculty Merit Award.

The lecture series is co-sponsored by the Assembly Series, CHIMES (the leadership council for the College of Arts and Sciences), George Warren Brown School of Social Work and Student Affairs.

For more information, call 935-4620.

Danforth — from page 1

The concept of "in-placement" is gaining acceptance among staff members and some are discussing ways of meeting across departmental lines.

"The idea of moving into a different job at Washington University is exciting, a challenging time as long as people don't have to worry about getting paid less if they switch," said Pat Farley, a library assistant.

"There are some common responsibilities in the different schools, such as in the library system and in the student union, and an assistant would know that," she said. "I think it would be a good idea to get people to both departments to give each other ideas about the best way to do things.

Another offspring from the management team, the process mapping group, is taking a close look at the processes employees use to do their jobs with an eye toward reducing unnecessary or inefficient steps.

Some departments already have started mapping processes on an informal basis. "We had an open house in our office six months ago and formally looked at the processes of that job. We improved several processes almost immediately with very little effort," said Becky Priest, administrative assistant in the Office of Financial Aid. "I think up to now people felt they were not allowed to change things. That was 95 percent of the problem. Not that people don't think about better ways of doing things at their desk, but thinking 'Why am I doing x, y and z process,'" she said.

A third group, employees are training each other how to do their jobs as they switch jobs. Stories describing these committees will appear in future issues of the Record. As part of the analysis of processes, Barbra Danforth opened the floor to questions, he asked employees to think about the following three items: how they could simplify what they do; how what they do connects with what others do; or what they want to learn. The chancellor warned that some jobs will become obsolete and unnecessary in the next decade and urged the staff to stay flexible and ready for new challenges.

Suzannah Webb

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Scene 1: The study of behavior at work.

Scene 2: The role of women in leadership roles.

Scene 3: The impact of technology on communication.

Scene 4: The influence of culture on decision-making.

Scene 5: The importance of ethical considerations in business.

Scene 6: The relationship between leadership and employee satisfaction.

Scene 7: The significance of feedback in professional development.

Scene 8: The impact of workplace diversity on organizational performance.

Scene 9: The role of emotional intelligence in leadership.

Scene 10: The influence of leadership style on team dynamics.
Hilltop Campus

The following is a list of positions available on the Hilltop Campus. Information regarding these and other positions may be obtained in the Office of Human Resources, Room 244, at the Main Campus Hallway, or by calling 635-5900. Note: All positions require three letters of recommendation.

Administrative Assistant
940198. Medical Alumni and Development Program. Requirements: Some college; maturity, judgment and diplomacy are essential; ability to read and write; ability to communicate cordially and effectively with public constituencies, including deans, department heads, division chiefs and senior faculty and administrators; ability to deal with confidential information in a responsible and professional manner; ability to balance and prioritize diverse assignments; three years of general office experience preferred; excellent writing and proofreading skills; proficiency with personal computer software, such as Microsoft Word for the Macintosh, Filemaker Pro, Lotus 1-2-3 of Microsoft Excel; or similar with accuracy. Clerical tests required.

Receptionist/Secretary
940199. Department of English. Requirements: High school graduate; a cheerful and courteous manner; attention to detail; ability to set priorities and work independently; ability to handle constant interruption; working knowledge of university procedures preferred; general office experience; ability to work with data; excellent interpersonal and communication skills. Resume required.

Computer Communications
940202. Communications Services. Requirements: High school graduate; some college preferred; typewriter; ability to set priorities and work independently; ability to handle constant interruption; working knowledge of university procedures preferred; general office experience; ability to work with data; excellent interpersonal and communication skills. Resume required.

Department Secretary
940201. Department of Philosophy. Requirements: A high school diploma or equivalent and 50 wpm with accuracy. Duties: type occasional correspondence for faculty members; receive telephone calls and personal callers for the department; answer routine inquiries; type the semester course listings for philosophy; file and maintain a complete departmental data schedule for the days, times and rooms for each course; maintain and operate copying equipment; store and maintain supplies; answer telephones; filing; maintain files of students applying for admission; requisition supplies from central stores; copy and mail placement applications; establish, maintain and revise departmental files. Clerical tests required.

Administrative Assistant III
940206. Performing Arts. Requirements: Bachelor's degree, master's degree preferred. Duties: administer departmental budget; responsible for all accounting function; responsible for personnel and allocations; serve as producer for all performing arts department productions; appoint, hire and write evaluations for artists; responsible for on-campus recruiting for participating performers; administrate the annual summer theatre in London program; process payroll and maintain payroll records; serve as academic advisor in drama majors (as needed); administer arts management information systems; responsible for external relations activities. Resume required.

Compensation Specialist
940607-R. Human Resources. Requirements: Bachelors degree or equivalent in business administration and at least two years compensation experience; ability to learn computerized record-keeping system; typing 65 wpm. Resume required.

Lab Technician
940219. Biology. Requirements: Bachelor's degree; some laboratory experience preferred; must be proficient in computer use; accuracy; work independently under guidelines from supervisor. Resume required.

Medical Campus

Annual Fees for Parking Permits

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<td>Red</td>
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Note: the fees are subject to change and may increase or decrease. The fees listed above are for the academic year 1993-1994. The fees for the following academic years are as follows:

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
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Green permit now first-come, first-served — from page 1

Interest in the green permits is now high, and your permits will be given on a first-come, first-served basis. The permits are $230 for the first permit and $250 for additional permits. The permits are valid for one year and must be renewed annually. For more information, contact the Office of Parking and Transportation at 635-5900.

Receive telephone calls and personal callers for the department; answer routine inquiries; type the semester course listings for philosophy; file and maintain a complete departmental data schedule for the days, times and rooms for each course; maintain and operate copying equipment; store and maintain supplies; answer telephones; filing; maintain files of students applying for admission; requisition supplies from central stores; copy and mail placement applications; establish, maintain and revise departmental files. Clerical tests required.

Seismic Data Entry Assistant
940586-R. Earth and Planetary Sciences. Requirements: Bachelor's degree; some college preferred; typing 50 wpm with accuracy. Clerical tests required.

Medical Research Technician
940583-R. Psychiatry. Requirements: Bachelor's degree with knowledge of all theoretical aspects of molecular biology; interest in genetics; practical experience with personal computing; excellent oral and written communication skills; professional telephone skills.

Statistical Data Analyst
940580-R. Psychiatry. Requirements: Some college or other research-related experience; strong computer skills; ability to handle confidential information; strong written and verbal communication skills; knowledge of software and hardware; ability to manage technical information; typing 50 wpm with accuracy; excellent attention to detail; ability to handle multiple tasks; ability to analyze, interpret or search out skill requirements for the position. Resume required.

Human Resources Associate, Recruitment
940606-R. Administration. Requirements: Bachelor's degree or equivalent experience in human resources, behavioral sciences or life sciences; good organizational skills; ability to plan, coordinate and interpret or search out skill requirements indicated on personnel requisitions.

Compensation Specialist
940607-R. Administration. Requirements: Bachelor's degree or equivalent in business administration; five years experience in office/personnel/communication; must have knowledge of medical terminology. Resume required.

Secretary/Receptionist
940642-R. Psychiatry. Requirements: High school graduate or equivalent; some college preferred, experience preferred in clerical work, ability to type 65 wpm, ability to work under pressure; experience on WordPerfect; typing 40 wpm.

Minority Student Assistant
940652-R. Student Affairs. Requirements: High school graduate or equivalent; three years of experience in a college/university setting; familiarity with benefits, counseling services, personnel and financial aid policies. Resume required.