University adapts business management technique to education

Motorola Inc. used to take 58 days to produce and deliver a beeper. When executives learned that a competitor was doing it in 30 days, the entire company worked to streamline its manufacturing and other processes. Today, the company delivers higher quality beepers to its customers within 48 hours from placement of an order. Surprisingly, the company was able to streamline its processes while dramatically improving quality, increasing profits and expanding its employee base.

In March, members of the Washington University Management Team met with two Motorola representatives to learn more about the company's successful philosophy, and to determine how it might apply in a university setting. Washington University is one of several colleges and universities, including Cornell University and Massachusetts Institute of Technology, that is applying business management techniques to higher education. Many believe such techniques, like process mapping and an emphasis on the customer, quality and teamwork, can be beneficial in the education realm as well.

Campus participates in ‘Take Your Daughters to Work Day’

On Thursday, April 28, offices, laboratories and classrooms around campus will have a unique group of young visitors. Throughout the day, young daughters will be shadowing their working mothers and fathers, observing, learning and asking questions. All University employees with daughters ages 9 to 15 are encouraged to bring them to work, but should consult with their supervisors before making arrangements.

“Take Your Daughters To Work Day” is designed to give young girls positive messages about work and self-worth. Originally the brainchild of The Ms. Foundation For Women, based in New York City, “Take Your Daughters to Work Day” officially was brought to Washington University by an informal group that calls itself the “Women Administrators Brown Bag Lunch,” or WABL, and meets the first Monday of every month.

“Everyone have talked about ‘Take Your Daughters to Work Day’ has been incredibly enthusiastic,” said Shirley Baker, dean of University libraries and a WABL member. “In fact, I was a bit taken aback by the strong reception.”

According to the Ms. Foundation, the day was designed to show young girls, especially adolescents who are prone to low self-esteem, the importance of a fulfilling career. The theory of “Take Your Daughters to Work Day” is that, contrary to what parents might think, children and young adults do pay attention to their elders.

“This will be an exciting opportunity for young women to see their parents in a different setting, in their work environment, and see our beautiful campus,” Baker said.

Daughters and their parents are invited to bring picnic lunches to eat together outside Olin Library (on the Women’s Building side). The book studies the artist’s relations with nearly 300 assistants who worked for him at San Lorenzo, the Medici church in Florence, between 1516 and 1534. It examines the organization and day-to-day operation of the building site, as well as the artist’s personal and professional relationships with the artisans entrusted with carrying out his designs.

Reputation challenged

A household name even today, Michelangelo left the world with a reputation as a poor colorist, a new book may change his image as an anti-social genius.

“Michelangelo at San Lorenzo: A Genius in Entrepreneur,” will be published by Cambridge University Press this month. Michelangelo recently was in the news when the University of Michigan unveiled the newly cleaned “Last Judgment,” the painting on the Sistine Chapel’s altar wall on Easter Sunday. The book studies the artist’s relations with nearly 300 assistants who worked for him at San Lorenzo, the Medici church in Florence, between 1516 and 1534. It examines the organization and day-to-day operation of the building site, as well as the artist’s personal and professional relationships with the artisans entrusted with carrying out his designs.

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Herb Weltman, director of photographic services for nearly five decades, announces his retirement plans
Increasing awareness

Student starts organization that brings attention to domestic violence

Second-year medical student Hilarie H. Cranmer has launched an organization called Domestic Violence Awareness (D-VA), along with the American Medical Women's Association and Women in Medicine and the St Louis City/County Medical Women's Conference last year. She fueled the subject at an American Medical Women's Conference last year. She fueled her interest by serving as a research assistant for an emergency room physician at Boston City Hospital who is studying domestic violence.

Cranmer said faculty and students have been supportive of the group's efforts. Already, several faculty members have agreed to discuss some aspects of domestic violence in their lectures at the D-VA. She is also trying to get students involved in serving victims through volunteer work.

"Our goal is to provide education for students long before their first year of residency, the time typically reserved for education in rape, abuse and battered," she said.

For more information, call 362-8341.

Goldberg named to Howard Hughes Medical Institute

Daniel E. Goldberg, M.D., Ph.D., assistant professor of medicine and molecular microbiology, is a member of the prestigious Howard Hughes Medical Institute. The institute recently selected 44 researchers from a pool of 258 nominees in a national competition. More than 200 institutions were invited to nominate scientists. "A panel of distinguished experts then helped us select these 44 scientists as being likely to make significant biomedical research and to develop new approaches to overcoming diseases," said Pursell W. Choppin, M.D., president of Howard Hughes Medical Institute in Bethesda, Md.

Clarification

In the March 31 Record, a photo caption said the recent Health & Science Career Fair was sponsored by the School of Medicine and the St. Louis City/County Board of Education. Specifically, the Office of Minority Student Affairs at the School of Medicine was a co-sponsor.

Volunteers needed for menopause study

School of Medicine researchers are seeking volunteers for a study about how menopause affects women's lives. Principal investigator Donna B. Jeffe, Ph.D., a postdoctoral fellow at Washington University's Center for Health Behavior Research, is seeking postmenopausal women ages 40-60. The study will investigate the social and psychological aspects and participants' menopausal experiences, especially in relation to whether they have used hormone replacement therapy.

Jeffe said little is understood about how women experience and cope with various changes during the menopausal transition. "During this period of a woman's life, changes are taking place, not only in her body but also, very likely, in her family or work situations. Until recently, very few women have dealt with this situation," she explained.

The study will consist of a confidential interview at the woman's home or office. All postmenopausal women within the age range, whether their menopause was natural or surgical, are eligible to participate in this study.

For more information, call 286-1900.
Levin helps students down rocky paths

Robert Holz, senior Elizabeth Monika, junior Jared Corsi and Levin.

Phenomenal problems come to life on the chalkboard. A few miles away, outcroppings of rock along Interstate 44 tell of a time when the area was a warm inland sea. With a piece of chalk and a metal pick, geology professor Harold Levin, Ph.D., has given countless undergraduates a glimpse of the earth and its life millions of years ago.

"Hal is a natural teacher," said Ian Duncan, Ph.D., a former geology professor at Washington University, now a geologist with the United States Geological Survey. "He has a wonderful, infectious enthusiasm and injects a sense of humor in the classroom, which is very effective but not everyone can do it." Ray Arvidson, Ph.D., dean of the Department of Earth and Planetary Sciences, strongly supports the professor's return to teaching full time.

"He's very important to our department, particularly in teaching and especially in teaching undergraduates," Arvidson said. "In fact, he is so important to this department that I told the administration that we needed him here more, beginning as soon as possible." Levin said he has always wanted to teach. "Teaching is a real love for me. I began looking for a teaching job soon after I had completed a few years working as a petroleum geologist. I guess they liked me here as a Ph.D. and decided to offer me a position," Levin said.

"Geology really is a very fast-moving field these days. This makes it necessary to continuously update courses. The last year's lectures and laboratory studies. Last year's lecture notes are usually already out of date. Every time new research tools are developed, it increases the number of things you can look at and talk about." To keep up with a rapidly changing science, Levin has written seven undergraduate-level geology textbooks in the evenings. Some of these textbooks are in their fifth edition.

"Hal's textbooks are extraordinary; some people believe they are the best in physical and historical geology," Arvidson said. "Like his presentations, his textbooks are well-organized, up-to-date and well-illustrated. What's extraordinary is that he was able to do all this while spending half his time in the dean's office."

Smith wrote the instructor's manual that accompanies Levin's popular textbook "The Earth Through Time." He says some of Levin's textbooks, especially those dealing with historic geology, are among the best of their genre, remarkable for their breadth of information, clear writing and illustrations, most of which are Levin's own sketches. Smith calls them "works of art" and highly recommends them to interested geology students.

"There are three or four people I've met in my life who stand out. Hal is one," Smith said. "He has experienced everything in geology and he stands out. He never stops asking 'why?' He really has almost the greatest respect."

For the second time, the Council of Students of Arts and Sciences awarded "Doc" its outstanding teaching award last month, which he adds to an Alumni Association Award for excellence in teaching. "Hal is a natural teacher," Smith said. "I know that because he decided to take a class from him as an undergraduate and nearly became a geologist herself," said Jan Manders, Ph.D., a former geology professor at Washington University, now a geologist with the United States Geological Survey. "He has a wonderful, infectious enthusiasm and injects a sense of humor in the classroom, which is very effective but not everyone can do it."

Despite current uncertainties in the field of healthcare, Levin said that the medical profession will always be a natural draw for bright undergraduate students ... and their parents.

"At last count, we had 1,013 pre-meds. That has risen over the past three years, not just at Washington University but everywhere," Levin said. "Medicine is still viewed by parents and students as a profession that will financially secure and has status in the community, even though there's a big question mark about Clinton's healthcare reform."

"One of the greatest respects I have for Harold is his patience to help pre-med students. These students are time-strapped, ending an era during which he helped thousands of students to be accepted to Washington University's medical school placement. In the past five years, about 72 percent of Washington's first-time applicants were accepted and feel that their hopes for the future are shattered," Sullivan said. Sullivan was one of 21 undergraduate University of Missouri-Columbia students to be accepted into medical school.

"I enjoy just getting to know the students," Levin said. "There are three or four people I've met in my life who stand out. Hal is one," Smith said. "He has experienced everything in geology and he stands out. He never stops asking 'why?' He really has almost the greatest respect."

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A father of three, Levin used to take his now-grown children on "digs" and on field trips with his students, but none followed in his footsteps; two are journalists, one an attorney. His wife, Ray, recently retired as an emergency room technician. Levin acknowledges his influence on countless students as an undergraduate at the University of Missouri-Columbia in the 1940s. There, he was inspired by an excellent professor, his free time, he sculpts in clay and sketches in pen and ink. Although he has managed to remain on the cutting edge of geological studies by writing textbooks, which have been used by undergraduate geology students in universities throughout the country since 1969. In his free time, he sculpts in clay and sketches in pen and ink.

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"His students all call him "Doc."... it's a sign of the greatest respect."

— Ian Duncan

Geologist Harold Levin, Ph.D., leads students on a field trip. Left to right: First-year student Robert Holz, senior Elizabeth Monika, junior Jared Corsi and Levin.
**Monday, April 25**

**2:30 p.m. Fifth Annual Zaborszky Lecture Series.** "Nondestructive Evaluation in Smart Structures: New Approaches and Treatment Success," John Miller, research prof., Dept. of Otolaryngology, Clappaud, Apud, 4950 Children's Place. 362-3122.


**8:30 p.m. Jazz concert.** The Vocal Jazz Ensemble will be directed by Fred Binkholder, instr. of Music. Presented by the Center for the Visual and Performing Arts. 935-9426.
Pulitzer Prize-winning columnist George Will gives honors lecture

George Will, Pulitzer Prize-winning columnist, will give the Omicron Delta Kappa Honors Lecture at 11 a.m. Wednesday, April 27, in the WashU Chapel. His talk, "Public Affairs, Public Policy and American Society," is part of the Assembly Series and is open to the public. Public seating, however, will be limited; members of Washington University community should bring ID cards.

Will is considered by many to be the foremost political columnist of our time. His newspaper column is distributed worldwide by The Washington Post since 1974, appears in 500 newspapers and he is a contributing editor of Newsweek, where he also edits a television news analyst on "This Week With David Brinkley." Four collections of his columns have been published: "The Pursuit of Happiness," "Other Sobering Thoughts," "The Pursuit of Virtue and Other Tawdry Notions," "The Morning After: American Success and Other Sobering Thoughts." He is a native of St. Louis and was educated at St. Louis University.

Will, who received his doctorate in politics from Princeton in 1967, has taught political philosophy at Michigan State University and the University of Toronto. Omicron Delta Kappa is a national honor society that recognizes students for their leadership and contributions in the areas of scholarship, athletics, community service, journalism, campus government and performing arts. The lecture also is co-sponsored by the Assembly Series; Center for the Study of American Business; College Republicans; Council of Students of Arts and Sciences; The Federalist Society; School of Law; Department of Political Science; Washington University Political Science; and WashU, Washington University University Faculty and staff.

For more information, call 935-5285.

Winning plays in student contest performed

Two winning plays from the Washington University annual playwriting contest will be performed at 8 p.m. April 26, 29, and 7 p.m. May 1 in the Drama Studio, Room 208, Mallinckrodt Center.

The plays are "The Furry" by senior Michael Holmes and "Ghostways" by graduate student Patrick Huber. Both one-acts will be directed by senior Bob Timmes.

A third winning play, "The Sign Shop," by graduate student Michael Rasmussen, will be given a staged reading at 8 p.m. Thursday, April 21, in Olin I of the Women's Building. "The Sign Shop" was directed by graduate student Gazen Foster.

Tickets are $7 for the general public and $5 for seniors, WU faculty and staff; and $10 for students.

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Film Festival

Friday, April 22

8 p.m. Edison Theatre "OVACTIONS!" Series screening of films featuring the work of 10 Dead Don Dance Company presents a new work called "Out of Season," starring St. Louis'latimes. (Also April 23, same time, and April 24 at 2 p.m.) Edison Theatre. Cost: $20 for the general public, $5 for senior citizens and WU faculty and staff; and $10 for students.

Saturday, April 23

8:30 a.m.-9 p.m. Continuing Medical Education seminar "Recent Advances in Neuropsychology" by lawrence D. Golfs, assoc. prof., department of Medicine and Molecular Microbiology, Rice-Calton Hotel, 1000 Camelot Plaza. For schedule and cost info., call 362-6890.

10:45 a.m.-2 p.m. Carnival at Mallinckrodt Center. Features a variety of entertainment, food, games and rides for all ages. (Continues April 24, 11 a.m.-8 p.m.) Carnival Registration by April 22 required. Cost: $5 for children, $5 for senior citizens and $10 for WU faculty and staff; $5 for students.

Wednesday, April 27

6 p.m. Session III, "The Paradox of Prejudice," by发动机 Rapp. The lecture also is co-sponsored by the Assembly Series; Center for the Study of American Business; College Republicans; Council of Students of Arts and Sciences; The Federalist Society; School of Law; Department of Political Science; Washington University Political Science; and WashU, Washington University University Faculty and staff. For more information, call 935-5285.
Liberal arts education can lead to challenging careers; course shows

Many sampled food from area restaurants at the Stover St. Louis food festival held April 13 in Mallinckrodt Center, CMHEIS, the junior honorary, organizes the annual event. Proceeds benefited the St. Louis Literacy Council.

Volunteers sought for festival torch run

U.S. Olympic Festival organizers are seeking physically fit non-smokers to volunteer as crew members for this summer's torch relay. The relay will begin on May 25 in Kansas City, Missouri, and end at the stadium in St. Louis on July 1 during the festival's opening ceremonies. The relay, which involves 3,000 students from across the country, will include 400 cars, more than 700 cyclists, and thousands of runners. The students' duties range from performing public relations to providing essential services to promote campus safety.

April 11
1:44 p.m. — Unknown person(s) cut a section of wall covering in the Simon Hall basement sometime between 8 and 9:30 a.m.
11:05 p.m. — A student's book bag was reported stolen from the parking lot next to Throop Drive between 8 and 9:30 a.m.
April 12
6:35 p.m. — A student's compact disc player, amplifier, cassette player and bicycle were reported stolen from the parking lot north of the Bent Hall sometime between 8 and 9:30 a.m.
April 13
1:21 p.m. — A pager belonging to the Department of Facilities Planning and Management was reported stolen from the maintenance building sometime between March 29 and April 11.
6:59 a.m. — Food was reported stolen from the McDonald Hall cafeteria sometime between 11 p.m. April 11 and 6:59 a.m. April 12.

Michellelego created his own myth

Michellelego created his own myth — from page 1

Another myth that Wallace dismantles is that Michellelego was a poor, starving artist. In fact, said Wallace, Michellelego was well born, socially prominent and wealthy. Michellelego's father initially resisted his wishes to become an artist because manual labor was anathema to the family's aristocratic position, said Wallace. In Renaissance Italy, social position, as determined by birth, was extremely important and, in fact, essential to a person's status. Michellelego was better born than most other artists, notes Wallace. Michellelego's social position will be the topic of Wallace's next book.

If Michellelego was neither a solitary genius, nor a poor, suffering one, where did this image come from? Partly from the artist himself, said Wallace. Working with his friend and first biographer, Giorgio Vasari, Michellelego said he needed to create his own myth. Michellelego lived more than twice as long as the average Renaissance person — he was nearly 90 when he died — and as he got older he became more self-conscious about his place in history, said Wallace. The myth hardened into reality with such works as The Agony and Ecstasy by Irving Stone and the 1965 movie with the same title starring Charlton Heston.

Wallace said his study should not diminish our appreciation of Michellelego, whose own peers called him "Il Divino." In fact, it should make us appreciate him even more. Knowing that he had not only created such unparalleled works as the Sistine Chapel, but also managed the most mundane details involving a group of up to 200 workers, only increases my admiration for him," said Wallace.

Debby Aronson

April Welcome

About 275 prospective admitted high school seniors will be on campus this week as part of April Welcome. Last week, the University welcomed about 260 young women and their parents. At present, employees of the Office of Undergraduate Admission had taken reservations for a total of 800 prospective students. Take a moment to greet the new faces!
Touvier case shows need for international war crimes tribunal

Leila Sadek Wester, J.D., associate professor of law, is an expert on the laws of France and the International Criminal Court. She has written several articles and legal briefs on the Vichy regime and World War II. She says the trial of Paul Touvier, a former police officer who denounced people of Jewish background as "criminals against humanity," is a prime example of how the tribunals of the post-War era inspire more than just legal outcomes.

"The trial is about Touvier's participation in the massacre of several thousand Jews in World War II," she says. "It's a trial that illustrates how the post-War trials were not just about punishment but also about reclaiming memory and about securing justice for the victims of past crimes."
The following is a partial list of positions available at the School of Medicine. Employees interested in submitting a resume to the Human Resources Department of the medical school do not need to apply; the Office of Human Resources will contact qualified individuals in response to their resumes if there are strong indications that they may be suitable for employment.

**Medical Campus**

**Hilltop Campus**

**Team to map student registration process**

**Department Secretary**

**Administrative Assistant**

**Administrative Assistant**

**Reference Assistant**

**Assistant Secretary**

**Executive Secretary**

**Seismic Data Entry Assistant**

**Department Secretary**

**PC Systems Manager**

**Interlibrary Loan Borrowing Assistant**

**Medical Campus**

**Department Secretary**

**Interlibrary Loan Borrowing Assistant**

**Statistical Data Analyst**

**Contract Administrative Assistant**

**Secretary I**

**Medical Research Technician**

**Administrative Coordinator**

**Department Secretary**

**Administrative Assistant**