

# The View

January 14, 1991 Vol. 1, No. 4

Save these dates

From  
**California  
State  
University  
Hayward**

## ViewPoint



Norma S. Rees,  
President

Just a few days before most of us began our holiday vacations, the telephones here began ringing with reporters asking for our response to the U.S. Department of Education's statement that scholarships based solely on race were illegal. This decision was first announced in a letter to sponsors of the Fiesta Bowl in Arizona. Promoters of the event were setting aside \$100,000 for minority student scholarships at each of the two schools playing in the bowl game.

The interpretation of the federal government's representative took many people—including me—by surprise. I was in good company, however, since it was apparently news to President Bush as well. It was less of a surprise, perhaps, when the ruling was modified a week later. Undoubtedly we will continue to hear more about this issue as the Department of Education seeks to respond to the outcries from organizations and groups dedicated to bringing more minority students into higher education. Ironically, the same issue of the *Chronicle of Higher Education* that carried the news about the Education Department's ruling also contained an article about the Education Commission of the States' call for more effective initiatives on campuses to recruit minority students.

One of the individuals responding on a national level to the initial ruling

paragraph, which says, "The objectives of the Affirmative Action Program are not only compliance with state and Federal law but also an enriched environment for fulfilling the University's educational mission."

The words "enriched environment" are at the heart of what we are trying to achieve throughout the campus. In a multicultural society and in an integrated global economy, this university would be failing as an educational institution if it did not reflect those realities in its students, faculty, and staff. Further, opportunities for advancement must be genuinely open to historically underrepresented groups. As the world around the university changes, we must change as well; but even more, we must welcome the responsibility to take a leadership role in educating the citizens and the leaders for the diverse society of tomorrow.

Affirmative action is not the responsibility of a single individual or of a special office; it is made up of many initiatives and programs across the campus that together generate a climate for progress. One recent effort is the development of the Multicultural Review Commission (MRC). This

*It has been said that a university is a place where people gather to educate one another...*

group of staff appointees will help the University address concerns regarding gender and ethnic minority issues that affect staff employment and advancement. More information about the MRC will appear in the *Staff Assembly Newsletter*.

As the example of the recent flap over minority scholarships indicates, affirmative action is an issue of continuing controversy. Some of this controversy is the legitimate outgrowth of trying to address and ameliorate a very complex set of circumstances. Some of it, however, signals a more alarming trend. Especially in economic hard times, voices of denial, even of meanness, will be heard. In this environment, it is crucial that as an institution and as individuals we are clear in our policies and purposes. We seek to obey the law, but our commitment to affirmative action is inseparable from our educational objectives.

It has been said that a university is a place where people gather to educate one another; we will strive to do so in all our variations of culture, heritage, and lifestyle, and in all of our commonalities as human beings seeking inclusion and meaningful roles in this great and diverse society.

*Some of [this controversy] signals a more alarming trend.*

was Franklyn G. Jenifer, president of Howard University, Washington D.C. In his remarks in the *Chronicle of Higher Education*, Dr. Jenifer was quoted as stating that the creation of a diverse student population is "an educational need." The same must surely be said of the creation of a diverse campus population, faculty and staff as well as students.

This issue of *The View* targets affirmative action and equal employment opportunities. Cal State Hayward's Affirmative Action Policy, recently updated, appears on this same page. Let me call to your attention the last

## Staff Assembly for 1990-91



A voice for staff—Members of Staff Assembly are (top photo) back row from left, George Fullwood (Plant Operations), Al Newell (Plant Operations), Gary Geis (Student Health Services), Tessie Winger (former representative, SBE); front row from left, Diane Maloney (Foundation), Dorothy Stephens (Computer Services), Shirley Nalty (Admissions and Records); (bottom photo) back row from left, Ron Kihara (Business Affairs), Mardell Keehen (liaison from Personnel), Paula Kapteyn (Library), Lynn Condit (Education), Rosemary Woodring (Contra Costa Center); front row from left, Tina Copus (SBE), John Manion (Academic Programs), Kathy Carter (Personnel). Not pictured: Nan Franceschini (Biology) and Nancy Sadoyama (Liberal Studies). Photos by Chris Chenard.

## California State University, Hayward Affirmative Action Policy

This statement reaffirms the commitment of California State University, Hayward to affirmative action and equal employment opportunities. The University provides equal opportunity to all job applicants and employees, and will not discriminate against individuals because of race, color, religion, national origin, sex, sexual preference, marital status, pregnancy, age, handicap, or disabled veteran or Vietnam veteran status.

Affirmative action and equal employment opportunities extend but are not limited to, the following areas: recruitment, selection, placement and retention; promotion or transfer; rate of pay; selection for training; discipline, demotion, layoff or separation.

Affirmative action includes a variety of activities that go beyond passive nondiscrimination. It requires a total and aggressive effort to ensure opportunities for all employees in keeping with the spirit as well as the letter of the law. It demands imaginative and sustained effort to develop programs and procedures to ensure wider representation of members of minority groups, women, individuals with handicaps, and to help all employees to maximize their contributions and develop their abilities to the fullest.

The Affirmative Action Program utilizes information about availability of minorities and women in each job classification and occupation in the labor market in order to evaluate progress in affirmative action hiring in every area of the University.

New faculty and some professional positions are recruited nationally; other staff are recruited locally in Alameda and Contra Costa counties.

The objectives of the Affirmative Action Program are not only compliance with state and Federal law but also an enriched environment for fulfilling the University's educational mission. Cooperation at every level of the institution is vital to the attainment of our affirmative action goals.

Norma S. Rees, President  
October 29, 1990  
March 4, 1971  
Revised: 1976, 1981, 1984, 1990

## Faculty Senate publishes handbook to encourage diversity in hiring

Carl Bellone may have put together the administrative equivalent of a best seller. Bellone, the affirmative action liaison for the Academic Senate, spent this past summer writing and compiling the "Faculty Diversity Handbook." The interest from departments has been so strong that demand is close to outrunning the current supply.

Bellone's decision to put together the handbook grew out of an assessment of hiring patterns on this campus as well as nationally. He says, "Some departments have not hired tenure track faculty in over ten years. They need to think about the process. It's more complicated than it used to be. The need for faculty is increasing because of growth in enrollments and a large number of faculty retirements. The supply is down. The United States currently only produces the same number of Ph.D.s as it did in 1974. The number of U.S.born Ph.D.s is actually down from 1974. We're in a whole new ball game. If you do recruiting right—all recruiting, including recruiting for faculty diversity—it is a complicated process that takes a lot of work."

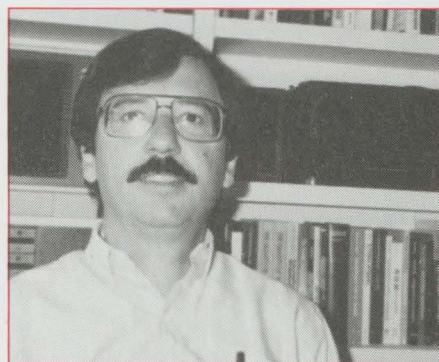
In one capacity or another, Bellone has been involved in over 50 faculty hires. He served as chair of the public administration department from 1980 to 1986, has acted as chair of the department's search committees in recent years, and he's now in the third year of what is normally a two-year appointment as affirmative action liaison for the Academic Senate. As liaison he works with all of the departments hiring tenure track faculty or full-time lecturers. "I don't get involved in the screening of applicants or in who is invited to interview. I work on the front end of the process making sure the search is thorough. The tendency is to put an ad in the journal that everyone reads. It doesn't work well anymore to just do that. You have to do active recruitment to get a diverse pool of applicants. Everyone is looking for minority faculty."

He adds, "It's controversial. Some people fear you're using quotas or sacrificing quality. Fortunately our program does not operate that way. If you do an effective job, you're hiring high quality people, some of whom are women and minorities. But you have to engage in special efforts, because sometimes it means re-examining the traditional ways of recruiting and selecting."

Bellone calls Cal State Hayward's efforts to recruit a diverse faculty "fairly successful," especially in the last two years. "We rank among the top five in the CSU." He admits, however, that the campus has not been successful in recruiting enough Hispanic faculty. "To the extent that we've been successful in our recruiting of women and minorities, it's because department chairs and faculty have done a good job. My position as liaison for the Faculty Senate is an expression of the faculty's desire to have a diverse faculty."

The handbook consists of seven sections. Some of the sections deal with basic issues such as paperwork and timelines. Other sections guide the department in tailoring a recruitment process sensitive to the whys and wherefores of creating a diverse applicant pool. Under the heading "Who is 'Best?", Bellone writes, "Selection committees also need to remember that the purpose of hiring faculty is to select someone who will contribute the most to our future; it is not a contest to reward the person who has accomplished the most in the past." He goes on to state, "Contributions to the University are not limited to one area (such as publications) but can take many forms including student-advising and community outreach. Excellent faculty can come from a variety of institutions and be interested in a variety of research topics—some of which may be non-traditional." The handbook also makes clear that "a candidate's ability to teach and advise an increasingly diverse student body is a legitimate criterion. It is not the only criterion, but it is one factor."

Cal State Hayward is one of the first of the CSU campuses to have such a handbook. "After I had written the book, I was surprised when President Rees told me that each of the campuses is supposed to have one. I didn't know that. Right now I think only two others do. I'm glad I didn't know. I had more fun writing it thinking I was doing it on my own."—Linda Schneider



*...a candidate's ability to teach and advise an increasingly diverse student body is a legitimate criterion. It is not the only criterion, but it is one factor."*

Carl Bellone

## "Second hand" has new meaning as campus increases recycling efforts

You are reading this article on a sheet of recycled paper called Evergreen.

This is one more sign of an increased focus on recycling at Cal State Hayward. In addition, bins have been placed in strategic locations to collect cans and bottles. Big colored igloos sit behind the Arts and Education Building for aluminum and glass. In the large paper generating offices and computer labs, computer paper, white paper and mixed paper are boxed and collected by Receiving Department staff for recycling. A small amount of silver is recycled from x-ray equipment, oil is recycled from automobiles and laser printer cartridges are remanufactured.

An Ad Hoc Recycling Committee made up of staff, faculty and students was formed last spring.

The committee has requested program proposals from several recycling companies to increase the volume of recyclables. At present, the University has a small scale contract covering paper. The committee is looking for a campuswide collection system that makes it easy for everyone to recycle and includes an educational program for the campus. Several preliminary proposals have been reviewed and a new "Request for Proposal" calls for responses by the end of January. Considering the length of the evaluation process, Eric Thompson, the campus' procurement officer, hopes to have a contract in place by the end of winter quarter.

On an annual basis the campus already recycles forty tons of paper. Half of this amount is computer paper, which is high quality paper and generates more than ninety-five percent of the revenue of the program. It offsets

*On an annual basis the campus...recycles forty tons of paper.*

the cost of collection and handling of low grade mixed paper and the destruction of paper on which classified information has been printed.

Students are collecting cans and bottles at two University Union locations, at Campus Corner (site of the food stands), at Pioneer Heights and behind the Arts and Education Building. Lee Trampleasure, the president of Students for Environmental Action, says, "We are always looking for volunteers willing to work an hour a day or only an hour a week emptying the cans and bottles from their col-

lection sites." All the work is done by a volunteer crew. Two people go through the campus collecting from the bins everyday. The igloos are emptied on average every five weeks.

The campus is also attempting to locate more products actually made from recycled materials and is considering a program to alter purchasing habits and to increase the purchase of recyclable products.

In 1994, a new state regulation, AB4, will require that forty percent of all the paper ordered by the University be recycled paper. Currently, all of the paper towels and newsprint used



on campus are from recycled paper.

The Ad Hoc Committee on Recycling feels the campus can reach that goal, but there are still obstacles, beyond the higher unit price, to widespread use of recycled paper. Because it has a higher lint and water content than virgin paper, it can cause maintenance problems in copy machines, printers and other equipment. Research is ongoing to improve recycled paper. Some companies advertise a higher grade recycled paper, which they say eliminates these problems. The University is trying to obtain samples for preliminary testing.

The Ad Hoc Committee hopes its efforts at educating the campus community about the necessity of recycling will have effects beyond the borders of the campus.

A new state law, AB939, requires cities and counties to reduce landfill volume. By the year 2000, trash must be reduced by fifty percent. Americans generate 160 million tons of garbage each year according to estimates from the U.S. Environmental Protection Agency (EPA). Most of this garbage is dumped into landfills. The EPA projects that more than half of the landfills in the United States will reach capacity in eight years. Meanwhile fewer and fewer landfills are being granted permits.

The mission of the committee is threefold: to decrease the amount of waste from the campus that goes into landfills, to encourage the purchase of recyclable and recycled products, and to educate members of the campus community on ways to incorporate recycling into their daily lives. The University's goal as expressed through the committee's statement of purpose is no less than to "[leave] our environment better than we have found it." —Brenda McConaughy

## January

### 15 Tuesday

- "Early Intervention with High-Risk Infants," Dr. Martha Erickson, U. of Minnesota. Choose one of two sessions: 9-11:30am or 2-4:30pm. Biella Room, Library.

### 16 Wednesday

- Financial Aid application all-day workshop. 8am-8pm. WA 545.
- "Eastern Europe: The Road Back from Serfdom," Dr. Janos Kornai. 2:35pm. Biella Room.
- Reception for Robert Hartman, photographer and painter. 5-7pm. Art Gallery.
- Women's Council of the State University. Noon. Science N137.

### 18 Friday

- Swimming and diving vs. Cal State Bakersfield. 3pm.

### 19 Saturday

- Third Annual "Celebrating Children's Literature" conference featuring local authors discussing how they began to write and how they were first published, workshops, "Tell Me A Story" demonstration, exhibitors, keynote speaker Patricia McKissick, author of *Flossie and the Wind*. 8 am-4:45pm. University Theatre. Call 881-3605 (Extension Division).
- Basketball vs. College of Notre Dame. Women's 6pm. Men's 8:15pm.

### 22 Tuesday

- President Rees on "Genderspeak." Noon. Biella Room. Sponsored by the Women's Council of the State University.

### 23 Wednesday

- Food Ad Hoc committee meeting. 3pm. UU315.

### 25 Friday

- Recognition dinner for Hayward historian and Cal State Hayward supporter John Sandoval. Co-sponsored by Cal State Hayward. Cocktails at 6pm, dinner at 7:30pm. Centennial Hall. \$25.

### 26 Saturday

- Mavredakis Workshops for Parents and Children: Super Speller Strategy, 9-11am.; Math Facts Mastery, 12:30-2:30pm.; and Word Wizard Vocabulary, 3-5pm. WA LM39. Call 881-3605 (Extension Division).
- Swimming and diving vs. UC Santa Cruz. 11am.
- Basketball vs. UC Davis. Women's 6pm. Men's 8:15pm

### 31 Thursday

- Men's tennis vs. Cal State Bakersfield.

## February

### 1 Friday through 10

- Eden Cinema by Marguerite Duras. February 1, 2, 8, 9 at 8pm; February 10 at 2pm; February 7 at 6pm. Studio Theatre. General Admission/\$5; students and seniors/\$4.

### 1 Friday & 2 Saturday

- Winter Dance Concert choreographed by John Henry, Laura Renaud-Wilson, and students. 8 p.m. PE 140. \$4 general/\$2 faculty, students & seniors. 881-3061 for information.

### 1, 8, 15 and 22 Fridays

- "Self-Protection for Women" taught by Penni Savage. A progressive four-part course sponsored by Public Safety. 12-1pm. PE 152.

### 2 Saturday

- Citizen Planner Conference on the Bay Area's future. 8:30am-2:30pm. \$20. University Union 101. 881-3221 or 538-3692 for information.
- Swimming and diving. Hayward Invitational (men), Humboldt State (women). 11am.
- Baseball vs. UOP. 1pm.
- Men's tennis vs. University of Nevada, Reno. 1pm.

### 4 Monday

- Baseball vs. Cal Poly, SLO. 2pm.

### 5 Tuesday

- Men's tennis vs. Santa Clara University. 2pm.
- Women's tennis vs. Foothill Junior College. 2pm.

### 7 Thursday

- Women's tennis vs. College of Notre Dame. 2pm.

### 8 Friday

- Women's tennis vs. University of San Francisco. 2pm.

### 8 Friday & 9 Saturday

- "Roots of Haiti" performing ensemble, Blanche Brown, artistic director. 8 pm. PE 140. \$4 general/\$2 faculty, students & seniors. 881-3061 for information.



**Honored**—Eve Rice has been remembered by friends and family through the Evelyn Whitman Rice Memorial Scholarship for students who demonstrate a "commitment to the field of history." Photo by William Bullough.

### Scholarship to honor Evelyn Whitman Rice

With distinct pleasure and pride, the Department of History announces the inauguration of the Evelyn Whitman Rice Memorial Scholarship, a renewable \$2,000 annual award to a promising student in history.

The program has been established in remembrance of Eve Rice (1925-1990), the wife of Professor Emeritus Richard B. Rice, and a dedicated advocate of the University and its students in her own right.

Friends of Eve Rice, and they were numerous indeed, recall her as a bright, energetic, and witty individual with a quick, youthful mind and a penchant for speaking it. She maintained a persistent interest in learning, reflected in her enrollment in the graduate program at Cal State Hayward. She earned the master of arts degree in history here in 1979, three decades after receiving her baccalaureate degree, with honors, from the University of California, Berkeley.

She also delighted in writing both fiction and non-fiction and contributed her support, criticism, and written work to *The Elusive Eden*, a history of California co-authored by Richard Rice. Mrs. Rice was a scholar in the finest sense of the word; the world of ideas excited her and gave her joy and

satisfaction. Thus, the endowment that bears her name is a most appropriate commemoration of her life.

Students interested in the Evelyn Whitman Rice Memorial Scholarship are encouraged to contact the Department of History at 881-3207 or the Office of Admissions and Records at 881-3811 for details concerning requirements and application procedures.—William Bullough, Department of History

### Child care center openings

The Associated Student's Children's Center currently has afternoon and evening openings for children from 2 to 5 years of age. Drop-in as well as regularly scheduled care is available. The Center is located ten minutes from campus at 27287 Patrick Avenue. Please contact Terri Zarow, 785-3766, for details.

### Get your \$2.49 flashlight

Stop by the bookstore's customer window in January and purchase a flashlight with batteries for only \$2.49 (regularly \$5.68). All proceeds go to support the Committee on Education for Emergency Preparedness.

Items in this section are printed in the order in which they are received in the Office of University Relations and Development. We receive numerous submissions each week and print them as space allows.

**Rhoda L. Agin** (Communicative Sciences and Disorders) presented "Pronunciation of Spanish, Chinese, and Vietnamese Names" at the Teacher/Scholar Institute for California State University Faculty in Berkeley on June 20. She also presented "Teaching Cultural Diversity in the Communicative Disorders Curriculum: Voice Disorders Across Cultures" at the American Speech Language Hearing Association Minority Affairs Multicultural Summer Institute on Professional Education in Los Angeles on July 13.

**Chong Lee** (Marketing) presented "The Importance of Market Segmentation and the Sporting Event Industry" on November 9 at the 1990 Southern Marketing Association Conference in Orlando, Florida.

**Stanley J. Clark** (KPE) gave a presentation, "Preparation of Coaches Within the California State University System," at the Soviet-American Coaching Education Symposium, November 14-18. He also served as a moderator for numerous panel discussions.

**Helen Botnarescue** (Teacher Education) was a panelist at the November 14-18 annual conference of the National Association for the Education of Young Children. Topic for the panel discussion was "NAEYC's Developmentally Appropriate Practice Research and Implications." Botnarescue presented results of research three of her graduate students had completed in five local school districts in Alameda and Contra Costa counties.

**Ned Chapin** (Accounting/CIS) presented the "Maintenance Challenge of CALS" and chaired two sessions at the Conference on Software Maintenance-1990, sponsored by the IEEE Computer Society, held in San Diego in November.

**Jay L. Tontz** (SBE) spoke to the Northern California Sanitary Supply Association, November 13, on "The National Economy: Can We Avoid a Recession?", and was the keynote speaker at the Life Insurance Marketing and Research Association's Advanced Sales Conference, November 15, speaking on "How the Economy Will Affect Marketing Opportunities in the 1990s." Dean Tontz also spoke to the Newark Rotary Club, December 4, on "Management Education for the USSR."

**Anne Makus** (Speech Communication) presented two papers, entitled "Public Empowerment: An Oxymoron" and "The Subject of Ideology Theory: An Epistemology of Control," at the November convention of the national Speech Communication Association.

**Ray Reeder** (Library) has published "The End," a study of the denouement in opera. The article appears in the fall issue of *MadAminA!*, a publication of Music Associates of America.

**Tom Acord** (Music) performed with Steinway artist Dayton Grafman in concert at new Herberger Hall in Phoenix on November 18. He was soloist with the Baroque Choral Guild, December 1 and 2, in Respighi's "Lauda per la Nativita del Signore" at the First United Methodist Church in Palo Alto and the First Congregational Church in Berkeley.

**Helen Botnarescue** (Teacher Education) presented a workshop on November 28 for the parents and staff of the Davis Street Child Care Center. Her topic was "Stress and the Single Parent."

**Joe Carlucci** (Student Health Services) presented a workshop to Pioneer Heights residents on the value of massage to help relieve stress during finals and during periods of crisis.

**Delmo Della-Dora** (Teacher Education) was one of four judges for the statewide Golden Bell awards presented at the California School Board Association's annual conference on December 1. The Golden Bells are awarded by the CSBA to districts which initiate the most effective new instructional programs.

**Tom McCoy's** (Mass Communication) article, "Surveillance, Privacy and Power: Information Trumps Knowledge," accepted for publication in *Communications: The European Journal of Communication*.

**Vincenzo Traversa** (Foreign Languages & Literatures) was re-elected President of the Board of Directors of the School of Italian Language and Culture for 1990-91. The school is a non-profit organization founded in 1970 offering classes in Italian language and culture for children and adults.

**David R. Stronck** (Teacher Education) organized the meeting of the Northern California Committee on Problem Solving in Science (an association of Bay Area science educators) on December 8 at CSUH. Presentations on relating science instruction to mathematics were given by **JoAnn Aiello Hatchman**, **Norman McRae**, **Esther Railton**, **David Stronck** (Teacher Education) and **Richard Kimball** (Extended Education).

**Susan Witt** (Music) performed as soprano soloist in a memorial concert of the Faure "Requiem" at St. Mary's Cathedral in San Francisco with members of the San Francisco Opera Chorus and Soloists.

## Students and alumni earn recognition

Eight students and alumni of Cal State Hayward's master's program in public administration were honored during 1990. They are as follows:

**Karen Campbell**, student, Outstanding Student Award, Municipal Management Assistants of Northern California;

**Elizabeth Cantanese**, student, Helen Jacobson Scholarship at Cal State Hayward;

**Renee Chin**, student, pre-doctoral fellowship, California State University;

**Susan Gonzales**, alumna, William J. Sheppard Outstanding Young Administrator Award, American Society for Public Administration, Bay Area Chapter;

**Stacey Mostellar**, alumna, Management Assistant Intern (national competition), City of Riverside, California;

**Jon Perrott**, student, O'Dell Scholarship from California State University;

**Elaine Repasse-Parsons**, student, Herman McKenzie Scholarship, Department of Public Administration;

**Martha Robles**, student, Coro Fellowship, Coro Foundation.

## Share a ride

The Campus Transportation Committee is encouraging staff to form van pools. The money saved can be substantial. Drivers will have vans available for their personal use at no extra charge except for gas.

Employees living more than 25 miles from campus, who are interested in becoming a driver, and are willing to help recruit riders, should contact Dan Lunsford, ext. 3791 or Randy Porter, ext. 3513.

## Call for paper on multicultural perspectives

"The Inclusive University: Multicultural Perspectives in Higher Education" is the theme of a national conference taking place November 9-12 at the San Francisco Airport Marriott. The conference is sponsored by Cal State Hayward, the Center for the Study of Intercultural Relations, and Extension Division. Faculty are encouraged to submit papers and present ideas that address multicultural policy, research and/or curricular issues. February 1 is the deadline for abstracts. For information, call Terry Jones, sociology, ext. 3173. Submit proposals to Sally Peters, Extension Division.

# View

*The View from California State University, Hayward* is published every other Monday except during academic recesses. Deadline for submission of material is Monday, 5 p.m. two weeks prior to the publication date. Please address all copy to *The View*, 908 Warren Hall. All copy over 50 words must be submitted on a disk or through e-mail to ~View. Copy may be edited for style, length and appropriateness.

*The View* is a publication of the Office of University Relations and Development.

**Managing Editor: Linda Schneider**  
**Design: Clifton Lemon**

## Publication Dates

Listed below are the remaining dates of publication for *The View* for 1990-91.

**Jan. 28** - Copy Deadline: Jan. 14  
**Feb. 11** - Copy Deadline: Jan. 28  
**Feb. 25** - Copy Deadline: Feb. 11  
**Mar. 11** - Copy Deadline: Feb. 25  
**Mar. 25** - Copy Deadline: Mar. 11  
**Apr. 8** - Copy Deadline: Mar. 25  
**Apr. 22** - Copy Deadline: Apr. 8  
**May 6** - Copy Deadline: Apr. 22  
**May 20** - Copy Deadline: May 6  
**June 3** - Copy Deadline: May 20  
**June 17** - Copy Deadline: June 3

**Printed on recycled paper**



**Veterans looking to become entrepreneurs**—A group of Soviet veterans from the war in Afghanistan were at Cal State Hayward in November to learn more about starting business enterprises. The Soviet government offers preferential tax treatment and other benefits to those who fought in Afghanistan and want to start their own businesses. The group was hosted while on campus by marketing faculty members **Bruce MacNab** (back row, far left), and **Norman Smothers** (back row, center). In addition to this group of veterans, the rector and business school dean of Tbilisi State University were at Cal State Hayward in November to develop a faculty and student exchange agreement. Tbilisi State University is located in the capital of the Georgian Soviet Socialist Republic. Photo by Peter Van Court.