

AC 232

OMBUDS PROFESSION HISTORY

1975-1990

BOX 1 FOLDER 2

The Special Assistants to the President serve the MIT community as ombudspeople. They are designated as neutrals. They are impartial complaint-handlers who are charged to take into account the rights of every person who may be involved in any given case or concern, and also the welfare of the Institute.

Their offices are completely confidential; they keep no formal written records. They do not act without permission, except for the very rare situation where there is reasonable reason to believe a life is at stake, and there appear to be no other options except to act without permission. (Obviously an ombudsperson may have to work long and hard together with a given complainant, to design some kind of acceptable option for surfacing delicate problems, but it is almost always possible to find an option acceptable to each person with a problem.) They do not answer questions about whom they may or may not have seen in the office.

Ombudspeople have no power to make or change or set aside administrative decisions or MIT policy. In the classic phrase, "theirs is the power of reason and of persuasion". The Special Assistants listen to people, offer information about Institute policies and procedures, and accept suggestions and data from people who seek a confidential channel for surfacing responsible concerns. They are a particularly good source of support for those in the community who want to figure out what their options are, for dealing with a particular concern, or who may wish to consider learning how to deal with their problems directly on their own. The Special Assistants may serve as shuttle diplomats, or mediators, and can help to see that problems are brought to the attention of appropriate line managers.

The Special Assistants do not adjudicate or arbitrate. They may help or accompany MIT people in informal dispute resolution, but do not accompany disputants in a formal hearing. The Assistants do not serve as witnesses in formal grievance processes either in-house or out of house. (MIT does not call the Special Assistants on the Institute's behalf in proceedings outside MIT and has consistently sought to protect its ombudspeople from subpoena by others). The only exceptions to this general rule would be in very rare cases where the President or Provost asked an Assistant to make a formal finding of fact which was later called into a public forum, or where the Assistant was himself or herself witness to a felony, in which cases, the Special Assistant would testify like anyone else.



# Ombuds profession history

NY Times article  
got dozens of  
inquiries about  
Ombud

File with MIT  
integrated conflict  
management  
system?

Beginning of  
organizational  
ombuds  
profession

1975-11





OFFICE OF THE  
PRESIDENT AND CHANCELLOR

SPECIAL ASSISTANT  
FOR WOMEN AND WORK

Dear

Thank you for your request on our "ombuds" structure. Our structure reflects both reasoned principles (largely Jerome Wiesner's and Paul Gray's) and happenstance. With respect to the first, our non-union grievance procedures were meant to be:

1) at least mildly redundant. This is so each person has a reasonable chance to find someone sympathetic--and quickly. Many people - supervisors, Deans, Vice-Presidents, and especially our very human Officers and Director of Personnel Services--handle thousands of complaints which never get to the President and Chancellor's office.

2) based primarily on mediation rather than arbitration. I don't believe I've ever heard this explicitly, but it is implicit in the style of our President and Chancellor. For me personally this is an important matter because I believe mediated settlements in general last longer and are happier.

3) responsive to inquiries as well as complaints. Most grievances are preventable if one gets there soon enough. And confidential inquiries often bring answers which settle a concern without costing the inquirer any embarrassment or hostility.

4) informal as well as formal, while basically supportive of existing policies. In other words I nearly always try to get a complainant to inform supervisors and department heads of a complaint, and I naturally back up Institute procedures unless and until they can constructively be changed. But I will see someone who has "jumped out of line". Again, usually, I cannot help someone "out of line", unless to get a person to third-party help (eg Medical), unless one can go back through channels. But one can at least get a person to represent their own concerns more effectively when they do go back into ordinary channels.





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Standard letter about  
ca 1970s ombuds  
office

By happenstance and individual circumstance I have come to several other views of such work:

a) It must be confidential. In practice I nearly always ask people's permission to tell a really bad story to the President and Chancellor or Personnel Director or Personnel Officer--but will always keep information confidential if requested to do so (of course this may mean I can't help). I cannot remember a time when I've been bugged about this in any direct way. I do feel some discomfort though in trying to explain my job, or in trying to illuminate some particular inhumanity, in a disguised story. And I have been chided for that kind of indirectness in public speaking on my job.

b) One must not protect the system or its managers too much. The President has recently suggested to Clarence Williams and me that we be careful to let top supervisors know of problems in their departments rather than going exclusively to supervisors involved in a given concern. In the cases of Wiesner and Gray, moreover, they also want to know of major problems. It is my guess however, that many university presidents basically want to be protected--and you should weight this fact heavily in your job design depending on your own institutional practices.

c) An important consequence of being a mediator and ombudsperson is that one cannot be much of an "advocate" with respect to grievances. That is, if Josephine Jones complains of Harold Howe's behavior, the ombudsperson must protect both Harold's civil rights and Josephine's. I think it's good to have a handicapped, aged, black, Jewish woman as your ombudsperson, if possible, since she will be considered more approachable by more of your employees and students who are handicapped, aged, etc. But the fact is, she/he has to be objective. This means if your ombudsperson is doing her/his work right, a lot of people feel he/she is a fink and lots think she/he is a radical. This may tend to make the person feel lonely.

d) Partly because of c above, and partly because of the extra-ordinary and bizarre transference behavior that attaches to such jobs, it's easier to keep a very low profile. This is another reason why you should not expect your ombudsperson to be any kind of flaming advocate.

e) Your ombudsperson must trust and be trusted by your Dean or President; (the procedure used here was for Wiesner and Gray and Women's Forum to interview candidates. In my case they also allowed several long weeks for me to get to know them too), I cannot overstress this point. I cannot think of another job in which the medium is so much the message--an ombudsperson succeeds to the extent that she/he can build one-to-one trust relationships and that has to begin at the top.

f) I think it helps to have a universal ombudsperson. In my case, each pay classification (except, of course, unionized employees) generates about a proportionate number of calls to the office (students are disproportionately served by the Dean of Student Affairs Office). Often where we have a serious problem, it is complex, involving many different people and/or needed resources. It is helpful to see problems in the real-life web in which they actually occur.



Our jobs here are now under various kinds of review. I believe some of the recent comments on our structure would be helpful to you.

Many people here do not know we exist. There seems to be no substitute for quarterly announcements, posters on walls etc.

Some people feel Clarence and I are seriously too conservative, and too punctilious about tying into Department Heads and Personnel. I think social change is always going to seem very slow to many, including myself, but have no good answer here. I do feel good that the investigating agencies and courts have so far found "no cause" on cases taken beyond our offices.

Another important recent suggestion is that we should bounce more of the public health side of the work, and more of the most anguishing problems, into Academic Council laps. (You can imagine our enthusiasm.) This kind of support will be critical to your ombudsperson. Without this kind of backing, it isn't worth taking on the job.

In conclusion, let me add a final word. There is hardly a more interesting job in all the world. Although it is full of anguish, it is also full of enormous joy and a fair measure of humor. (There was the day after we announced a Savings Bond drive when an employee objected because we would not let her buy Bonds unless she checked off "Mrs" or "Miss". Can you imagine the wonderful headline "MIT refuses to let female employee buy Savings Bonds"?) I do, very much, consider it a worthwhile job, and I wish you well in your deliberations.

Sincerely,

*Mary Rowe*

Mary P. Rowe

MPR/RH





OFFICE OF THE VICE PRESIDENT  
ADMINISTRATION AND PERSONNEL

October 8, 1975

*Report on  
Our Office or  
Grievances*

TO: Carola Eisenberg  
John Ross  
Kenneth Wadleigh  
Mary Rowe ✓  
Clarence Williams  
Hartley Rogers, Jr.

FROM: John M. Wynne

The Regulations issued to carry out the provisions of Title IX (Higher Education Amendments of 1972) require that institutions adopt and publish grievance procedures to afford students and employees as well as applicants for admission and employment an opportunity to resolve complaints about actions prohibited by Title IX.

So that we are quickly on the record with a published policy, I recommend that the attached statement or something like it be published which, in effect, says that our present grievance procedure for employees alleging discrimination is equally available to students. I think this will recognize what is already a fact, namely, that Mary Rowe and Clarence Williams are the recipients of complaints from students about discrimination, or for other reasons, and at the same time give us further opportunity to work out more explicit procedures for resolving the grievances of students, no matter from what cause.

This will not deal with applicants for admission although we could extend it to cover that group for the time being if Mary and Clarence were prepared to add that to their workload.



Page 2  
October 8, 1975

I will appreciate your comments on the wisdom of this proposal and will take it, with your comments, to the Academic Council.

JMW/1  
Enclosure

CC: C. Liebesny  
J. Culliton

GRIEVANCE PROCEDURE FOR COMPLAINTS  
OF DISCRIMINATION ARISING UNDER TITLE IX

Title IX of the Federal Education Amendments of 1972 and Department of Health, Education, and Welfare Regulations published to carry out that title prohibit discrimination on the basis of sex in the operation of most Federally-assisted education programs. The Regulations cover sex discrimination in colleges and universities both with respect to their employment policies and procedures and to programs for all students once admitted as well as admission procedures. One of the requirements of the Regulations is that institutions establish "grievance procedures providing for prompt and equitable resolution of student and employee complaints alleging any action which would be prohibited" by the Regulations. Such procedures must apply to all persons covered by the Regulations. This means not only everyone employed by the Institute and students already admitted, but applicants for employment and applicants for student status.

MIT's Affirmative Action Plan, revised as of March 1, 1974, provides a "procedure for grievance" in Appendix D-2. This procedure, restated below, covers persons employed at MIT. Until such time as a different procedure may be developed, the grievance procedure outlined in Appendix D-2 is also available to the students



for the purpose of resolving complaints alleging actions prohibited by Title IX. Where the existing procedure for grievance urges upon the individual an effort to resolve his or her complaint with the assistance of the appropriate Personnel Officer, it is suggested that students avail themselves of the assistance of the Office of the Dean for Student Affairs or the Office of the Dean of the Graduate School, as appropriate, before bringing the complaint to the attention of the Special Assistant for Minority Affairs or the Special Assistant for Women and Work.

"Any person employed<sup>6</sup> at MIT who believes that the Institute's stated policy of non-discrimination has been violated or that they have been treated unjustly for any reason should have access to a clear means of seeking redress. Such persons should be encouraged to communicate, either in writing or in person, with the Assistant for Minority Affairs or the Special Assistant for Women and Work. Either will initiate an inquiry into all the facts relevant to the complaint and will attempt to resolve the matter to the satisfaction of both the aggrieved individual and the person or organization against which the complaint has been brought, recommending a final decision in each instance to the Chancellor.

"This process will be held confidential to the extent that the aggrieved person wishes it. It is hoped in most instances that any person who feels aggrieved will have sought to resolve his or her complaint with the appropriate persons within the department, including the department head, and, in the case of other than academic staff, with the assistance of the appropriate personnel officer before bringing the complaint to the attention of the Assistant for Minority Affairs or the Special Assistant for Women and Work."

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"6. This procedure is not intended to apply to employees who are represented by a labor union. Collective bargaining agreements applying to these employees include grievance and arbitration procedures and equal opportunity provisions."





JOINT COMMITTEE ON THE STATUS OF WOMEN

HARVARD MEDICAL SCHOOL

HARVARD SCHOOL OF DENTAL MEDICINE

HARVARD SCHOOL OF PUBLIC HEALTH

MARY P. ROWE  
Special Assistant for Women and Work

677 HUNTINGTON AVENUE  
(HSPH) ROOM 324  
BOSTON, MASSACHUSETTS 02115  
(617) 734-3300 EXT.: 2162

13 May 1975

MAY 22 1975

Ref. to PEG + ref MPR

File \_\_\_\_\_

Mary P. Rowe, Ph.D.  
Special Assistant for Women and Work  
Massachusetts Institute of Technology  
Room 10-213  
Cambridge, Massachusetts 02139

Dear Dr. Rowe:

The Joint Committee on the Status of Women of the Harvard Medical Area is currently exploring the feasibility of a paid position for an "ombudsperson" to handle inquiries and grievances at Harvard Medical School, Harvard School of Dental Medicine, and Harvard School of Public Health.

As part of our research, we would appreciate information on the structure and functions of your present job at M.I.T., especially as regards those duties related to inquiries and grievances.

Thank you very much.

Sincerely,

Shirley G. Driscoll, M.D.  
Chairperson

Rosa -  
Will you search  
MPR file for  
letters on the job  
to xerox w/o names?  
SD wants "positive  
comments" I have  
also sent them to  
folk who may do  
complain - for  
fairness!



File: Report on jobs

(1)

Several parts - This is not consciousness raising but Report  
 • SRings

- I. What's happened to women lately?
- II. How do I spend my time?
- III. What's needed? - m
- IV. What's needed - Three

♀ = 3300 / 14,000 Visits minor pop'n ±

I. Family ♀ = 180 . ♀ see come in on personal stuff - career family  
 Seen ± 30

II. Clerical + other bi-w. ♀ :  
 1600 bi-week  
 1350 ♀

1. Salary
2. Feedback + treatment
3. Career level
4. Spec benefits

Proportion bi-weekly problems ↓ slightly

Some systematic questions in better order :

- Parental leave
- Pensions + tax-exempt
- More knowledge on salaries - incl 5%  
+ ± 400% out of season
- Tuition assistance loosened some
- Extension of health plan + more ♀ med info on ♀
- Extensions of posting and reduction in abuses

- Grievances Wk Cr.
- Vacation
- Serve as advisors
- ADP
- Leaves
- under time jobs
- lay off provisions

- Feedback on work
- More warning on lay off - Yagokas  
on new jobs
- Lab
- unit filled
- all jobs

- protection of supervisor harass
- what to do in 1st 3 mo?
- what to do if D > U

OK to see promot'n stuff  
 Many more promotions + Yagokas  
 - 10% ♀ are minority

• recogn'n OK to ?

→ Educational Resources - W<sup>4</sup>

• Salaries low



$$\begin{array}{r} 152 \\ 373 \end{array} \quad \begin{array}{r} 47 \\ 3131 \\ 152.00 \\ 1252 \\ \hline 2682 \end{array}$$

(2)

Exempt 152 - 3% minority - Who are we?   
 Staff - More work, less pay than others.

143 = 30% of which 9/143 (6% min) - Needed: job des'n analysis

$$\begin{array}{r} .3 \\ 482 \overline{)1143.0} \\ \underline{1446} \end{array}$$

- Needed:
- 1) Salary + Promot'n equity of Hansen study
  - 2) Proper feedback
  - 3) Advancement possibilities

A) Salary / promot'n / posting / study → Hayes to check job content

B) Feedback insufficient !!

C) Advancement: Ed'l Resources out

ADP

beg for more movement in house some promotions

DSR staff - very diverse !!

Other Acad

- Properly pegged?
- Properly paid?
- Career advance?
- Major recruitment

- Indiv solutions
- Ratze of tech'l workers
- Some promotions
- John Mack !!

DSR =  $\frac{151}{702}$   $\frac{3}{4}$  only 4 min

Ads  
New structures

Other Acad  $\frac{294}{1332} = \frac{23}{111}$  % ♀; 17 are min; 6% min

$$\begin{array}{r} .05 \\ 294 \overline{)117000} \\ \underline{1470} \\ 2300 \end{array}$$



DSR etc cont'd

- A few promoted to acad ladder
- Some salary adjustments
- Postings has helped!
- Question about systematic job grading for h/w, benefits etc

Faculty

- Recruitment — 18 → 56 (nat'l strat 19.1-22%) but not meeting goal + only one min + some depts have none
- Support structure — overburdened ordinary inhuman discrim
- Promotions — yes
- Salaries — OK for equity, not OK for competition

Students

- Recruitment! 11% 14% 21% 15%  
Goal students steady slow ↑ Too few min

◦ Support Structures

Formally of course they are excellent. Many problems are generic to all: AID

In practice nearly always people can find someone

But — Problems of being singular brought forth last week

Mentors

Abuses + diffc : medical athletic

- R/O revisions
- Support service communities
- Will be taking again a n a projects like AJ's



For all women + min here

- o women's groups - (25 incl 400-600) Research
- o Unionen - ♀ doing it plus AAP groups

Public

- o women's newsletters of Forum
- o Club agenda is public

- o President's firm commitment ; May 10<sup>+</sup> + LISTS
- o Joint groups - May 20 Acad new plans

- o Joint groups {
  - Office Clerk
  - Red Cross
  - Hayes
  - Medical - employ
  - Therapeutic

How my time?

1/4 outbuds - everyone's civil rights not "defending Inst"

sometimes formal

1/2 indiv - inquiries - groups -

1/4 Insttit'l committees eg. parental

~~Outside tot~~



Some Teaching e.g. 1

I. Survey of 104 ♀ Groups

Gov Comm

Now - high hopes not been coming

Moral

women's lobby

This much less than last year - for several reasons incl exhaustion.

Last year - taught ± 80 people w. separate projects

II. Area-wide ed'l and trng resources

III. FOP ♀ - member at large - White House

Title IX

New England Concerns & Conf

ERA etc

Speeches nearby

Have generally turned things down - in favor of involving others here

Needed = • Minority ♀

• Comm

• Grievances esp



To talk with Diana

I think a list for PEG would be good - outlining your job as you see it at the moment - and getting his support, *on broad picture, not the nitty gritty.*

Believe in the Forum, meeting with Dept. heads and people outside in like jobs or interests. It appears that there are successors around here already (MIT/Wellesley Exchange issue) who needed leadership or catalyst or just indication by your presence that Institute knows women exist. ??

*Good activities will generate more.*

Information will be good for same reason - not to be obnoxious but to show what is going on of interest and importance to everyone and where to go for information and activities. I'll be glad when it involves men as well as women.

It's tempting to stay around because I believe in you and what you're doing and the actual work would be an improvement over any opportunities I expect to <sup>uncover</sup> get. However, it doesn't seem (Boston) to be the long-term answer ~~into~~ for me and if I'm ever to make a contribution at home, it's in the next few years or now.

Thus, you should get a secretary as soon as convenient. I can do whatever needs to be done and am glad to see what I can find out in the literature re office and MIT courses and departments or talk with anyone. It might make more sense in conversations to have a permanent person make the contact, *however.* My termination date can be sooner, as I have said, if the right people appear on the scene for you though I understand that is not your modus operandi.

So, just make your plans and let me know what needs to be done. And thanks.



Nina:

24 March

As I view this office it seems to me more and more that I want to turn to a serious review of everything we can learn about the secretarial job. Other major questions on my list include

- review of the literature we collect for relevance to our office & MIT courses and departments;
- review of <sup>from Culliton</sup> statistics, to seek areas of discomfort;
- one-to-one discussions with all Dept heads;
- better prep'n for my work on committees;
- a serious hand in Affirmative Action Plans proper and their support by all supervisors;
- a lot more time with JW, CS, PEG and Wynne, at the least; especially on aff. action "carrots";
- harder work with C-JAC on lay case;
- a process for grievances and hardships so I can not only be Calbuswoman but leave successors;
- much more support to the Forum;
- much more wandering to buildings not <sup>well</sup> covered by Forum (E. 19, Stouck etc);
- an information wall for events for women in this area;



- more work recruiting - probably careful support to Admissions on the theory of recruitment; careful understanding with PEG + JW as to what they want etc.;
- a good deal more contact with the outside (women in similar jobs);
- bringing in money to help support all this (proposals).

These are just what comes to mind. You probably have other ideas (maybe we should type up a list like this for PEG?)

What I've wanted to ask you of is whether you'd want to consider taking on any of these substantive chunks, especially the first, which would mean talking with H. Morgan (erstwhile of Polaroid), lots of library hunting etc.

I have about decided to give up on men as secretaries for my office. The last guy has an I.Q. of about 180 and he'd do fine for a while but I can't believe we'd all survive\*. I have been planning to ask Culliton to refer to me whoever is the top secretary wanting transfer to see if she could survive me/us.

\* I could tell you more about him sometime but for openness he was a leading prostitute-hustler for years in Boston.



My questions to you would be several. I would far rather ask you to be a colleague than any of the "research assistants" I've interviewed except for Peggy Munnell and CBS really needs her at least ~~the~~ past an April generation, May recovery, June report. That is, this office also needs a black woman; + since I can have several people by Sept I'd just go on looking. I don't know what you do that you like and what you do that you loathe but I'd naturally prefer for you to keep + take what you want of the work load and ~~go on~~ <sup>we'd</sup> look for a good secretary to take over all the rest, (until she leaves it).

So — would you consider doing a substantive chunk now til 1 May, as soon as we find someone? Would you consider staying past May? Do you like the chunks outlined or like have something you think I've ignored? Do you like to read gobs of stuff?

Do you know any woman here you like and respect who wants to move whose boss would survive it? I'd rather find someone you like —

Also — Sue Lester sent me the enclosed



When I went to her last time for assistants.  
I asked her shyly if Personnel would sink  
me if I asked for you + she sent back  
this note. She makes the Twenty-seventh  
Spontaneous Inquiry along these lines not  
counting Katty, Polly, Truzy, Robert + Dick —  
and my mother, whom you haven't met yet but  
may like.

Exhibit  
One

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

9/23 1973

Memo to Mary Rowe Room \_\_\_\_\_ Ext. \_\_\_\_\_

I thought you should have a  
look at Nina's application and  
resumé - she seems so very capable -  
has handled roles of variety in her  
different positions. If you are interested  
in promotion, I can help you with  
job descriptions, etc. - I do hope she'll  
stay! Sue Luster

from \_\_\_\_\_ Room \_\_\_\_\_ Ext. \_\_\_\_\_  
MURAN BOSTON

Peace -  
Mary

PS Have you thought of taking off for a week  
to see those in NY?

Also - if you like everything on the list I've  
ticked off some ones much on my mind.



August 1984

National Study of Ombuds Services in Higher Education

Institute of Governmental Studies

University of California  
Berkeley

1. When and how did the Ombuds service get started at your institution?  
(Brief history to the present)

Evolved from Offices for Women + Work  
and for Minority Affairs, which  
began, respectively, in 1973 and 1974.  
These offices always served "everyone  
who felt unjustly treated" and  
the titles were accordingly simplified  
~ 1979.

2. What is the nature and size of population served (costs, ethnicity and  
unique characteristics of the population)?

- Nearly 10,000 students: 4500 u  
4500<sup>+</sup> g  
500 postdocs
- (About 1/4 are women  
1/4 are foreign born +/or of color)
- Faculty, staff, research workers etc  
are ~ 9000 more.
- More than half PhDs not on faculty.
- Many in community are prima  
denas;  
Some are very distinguished.

---

Costs - Tuition alone is \$10K (g + u-g)  
Family incomes very  
varied because we draw heavily  
on lower-income



3. How, by whom and for how long are you appointed?

Appointed; indefinitely by President.  
Approval for appointment came (after many interviews) also from internal community groups.

4. Who are your present staff (including interns and recipients)?

FT Secretary. Ad hoc unpaid interns (research only)

5. How would you describe and rate your present work space (good, lousy, palatial)?

Modest! (Aging - we need new paint + new carpets). However space is at a premium here; we are not complaining.

6. Conceptualize your campus as a community with a downtown area, a fringe downtown area, a suburban area, a country area and a far-out area. How would you characterize the location of your office in this community?

MIT is a 24-hour, 365 day campus in a large urban area. We are on an out of the way corridor right at the center.

7. Since the service started how many persons have occupied the position?

2 - my (black) counterpart + 1.

8. Where does your service fit in the administrative structure of the institution?

Like a Martrian. (Court jester?)  
Assistant to the President: part of his Executive Staff Group.



9. What is unique and different about your institution (as you see it) as it affects your work as an ombuds or grievance worker?

Scientific + technical : objectively oriented : very helpful.

Elitist  
"Design The Future" ? We gotta do things best (also helpful)

10. In general how would you characterize the qualitative and quantitative characteristics of your clients (undergraduates, graduates, men, women, faculty, employees, etc.)?

I see 1/2 men (so disproportionately more women). Fewer undergrads, many grad students. Disproportionately more faculty + managers.

11. How would you rank the kind of problems seen by your office?

2000-3000 contacts a year to me alone;  
200-300 serious cases — often extremely serious (possibly lethal, very expensive etc). Almost no grade disputes. Mostly tough interpersonal stuff

12. This may be tough but give it a shot. What percent of clients seen in 1983-83 do you estimate needed personal counseling and/or psychiatric services?

5-10%? (I get called on most bizarre problems)

13. What do you do about cases which require mandatory reporting to authorities?

Report them of course. ☺ I walk people over.



14. How are records kept and compiled (include any forms used)?

Personal notes only.  
No formal individual records.  
Aggregated data

15. How is data compiled for reporting purposes (include example if available)?

Informally - dean by dean  
problem by problem

Articles + cases (see attached) for  
public educational purposes

16. What do you do about questions or requests for evaluation of your services?

Comply very alacritously. (I have  
nothing like Deaton - am considering)  
Public reports to community.

17. Do you have more formal followup studies of clients seen? If so, who does them? If not, why not?

No. (A lot of informal, followup notes)  
Invasion of privacy?  
Swamped?

18. Do you pledge confidentiality to your clients and are you able to "guarantee" such confidentiality?

- Yes
- So far
- I'd go to jail if need be, I think.



19. What is your formal and/or informal relationship to other university services such as legal, student advocate, counseling, health, housing, student advocate, etc.?

. Very tight, frequent meetings  
. Much cross referral  
. Close contacts (weekly, ad hoc)  
with one independent legal counsel.

20. Does your office prepare general announcements or publications? If so, what kind (please include examples)?

I work together with the above  
see attached.

Articles

21. To what extent is your office publicized to the campus?

In all obvious publications (lots  
of them).

22. What is the most satisfying aspect of your job to you personally or professionally or both?

Masses of people coming back  
(several a week?) saying "It  
worked".

23. On the other hand, what is the most frustrating aspect of your job?

Exhaustion  
Occasional bastards among  
managers



24. If you were invited to speak to your institution's Board of Regents or Trustees about the success of your service with examples, what would you say?

*I help people help themselves - effectively  
We've brought about 100's of changes in policies + procedures + structures.*

25. To what extent are you "involved" with organizations such as employee and faculty unions, student/employee groups, disciplinary committees, etc.? If yes, how? If no, why not?

*N.A.*

*Lots - 2/3 x week.*

*never formally because of incompatibility*

26. Do you present a yearly summary of your activities to the administrative faculty and student body? If so, how is it done (any examples)?

*Speeches in January + 20-30 appearances around campus.*

27. During your Ombuds services, do any research ideas occur to you? If yes, what kind?

*Lots - see attached*

28. Have you acted on any of them? If so how?

*"*



29. Have there been any instances or rumbles of criticisms or disappointments with your service by campus people or groups? If yes, describe.

Yes.  
Several senior managers have really hated the office

30. Do you envision "burnout" to be a problem now or in the future?

Twice - very serious - lost voice  
Yes. I get tired.

31. How would you characterize yourself professionally (sociologist, counselor, lawyer, psychologist, mediator, economist, administrator, pastoral counselor, historian, etc.)?

32. If you were to seek additional professional training for your job, what kind would it be?

More on group process.

33. Did you attend any professional meetings in 1983-84 aimed at improving your services? If so, which?

SPIDR; St Louis  
Corporate Outlets; CA Caucus

34. What is the total per annum budget for your office?

~ \$100K

35. Where does the money come from fiscally?

General funds

36. If for some inexplicable reason your office was abolished, who besides yourself would notice or object?

Interesting question. 2000-3000  
people a year possibly? A lot  
of managers.



37. If you were doing this study what additional questions would you wish to ask of yourself or others in similar positions. Please do so and answer them.

- Duty, to wear? Yes. ~10/p.a
- Hard to be on duty all the time? Yes!
- Loneliness? Yes!!

Name of respondent MARY ROWE Institution MIT

Address MIT 10-213 Phone 617 354 3928  
Cambridge home  
MA 02139 617 253 5921  
5902

(office)

Please keep a copy of your responses in your file. Mail one copy to:

Professor Eli M. Bower  
School of Education  
University of California  
Berkeley, CA 94709



June 29, 1973

Mr. Bertrand C. Barrois  
Mr. Michael R. Dornbrook  
4023 S. 52nd Street  
Milwaukee, Wisconsin 53220

Gentlemen:

I apologize for this late reply - perhaps it is too late - but May was swamped. Please forgive me.

I came first to M. I. T. on 1 February 1973 in my present position. The job was created in 1972 in response to Women's Forum request. When I asked Paul Gray what "success" might be, he suggested "a heightened awareness of the position and possibilities for equal opportunity for women." So I suppose my duty is to enhance that awareness. In fact I see both men and women who have any sort of ombuds-type complaint, question or suggestion about life at M. I. T.

I see students, past, present and potential, perhaps 25-30% of the time. Faculty about 15-20%. Administrative meetings perhaps 10%. Outsiders about 10% (some are potential M. I. T. people.) I work alone about 10% and see employees perhaps 25-30%. (These don't add because proportions change depending on the month.) I am dismayed you didn't include a category for employees - but alot of people miss that category, alas.

Purposes? To build bridges, assuage terrible pain, alleviate frustration... mostly to help people deal with each other as people rather than resources. Sometimes I am a court jester for Emperor's Clothes questions.



Relations with others? With Gray, warm and open. I respect him more than before I came, which you'll understand is very rare for a person in my odd potentially conflict-of-interest position. Wiesner is a good man - unambiguous in a crunch. The V-P's are very gracious albeit somewhat puzzled, some of them. My research assistant is a peach and our relations are chiefly hilarious - (look at the subject matter, some of it is gallous humor.) I'm just getting to know a new secretary; maybe she's appalled - maybe she'll comment here? (You can't help getting along with Mary; she is completely thoughtful ... and fun. A. P.)

Paul Gray, Constantine Simonides, John Wynne, Jim Allison, Jim Culliton, 87 Equal Opportunity officers, the EO Committee and all the women have related responsibilities. So far I haven't met anyone in this group I do not like and respect in some area.

Sincerely,

Mary P. Rowe

MPR:AP



April 27, 1973

DEAR DR. ROWE:

We are a group of students who are trying to conduct a survey of the visible and/or highly-placed members of the MIT administration, with a view to possible eventual publication of our findings. We are asking you to write a statement expressing your own views and your own perspectives on your functions and responsibilities. An idealized picture of MIT's administration would be of little interest. Please be sure to include the following information in your reply:

- 1) A chronology of the positions you have held at MIT.
- 2) When the position you now hold was created.
- 3) A description of your duties. (Please speak of duties not just general responsibilities. God has responsibility for the whole world, but it is moot whether He does anything.)
- 4) How you spend your time. In particular, how much time you spend
  - a) seeing students or faculty members,
  - b) in administrative meetings at MIT,
  - c) communicating with persons outside MIT,
  - d) doing work alone.If any of these can easily be subcategorized with respect to purpose, please do so.
- 5) Your relation to other members of the MIT administration, superiors, subordinates, assistants, and any other officials with related responsibilities.

We will be very grateful for your time and cooperation.

Please send your reply to Michael Dornbrook, Macgregor C-316.

We will be particularly grateful if we could have your reply before finals week.

Sincerely yours,

Bertrand C. Barrois

Michael R. Dornbrook

*Bertrand C. Barrois*  
*Michael Dornbrook*

*File*



Bertrand C Barrois  
Michael R Dornbrook  
Macgregor C-316, dormline 9488  
(after May 22) 4023 s. 52nd St.  
Milwaukee, Wisc. 53220

DEAR DR. ROWE:

We would like to clarify the purpose of the letter we sent out requesting information on your position as an administrator. We are MIT undergraduates who wish to compile a set of subjective job definitions from the more important or visible members of the administration. Such a compilation could be published as a guide to the uninitiated, say as an appendix or sequel to How to Get Around MIT. (We would need a little help, of course, from someone who would sponsor the publication.)

There is a second purpose to our survey. Specifically, we wish to analyze where the efforts of MIT administrators go. This may sound overambitious, but it is possible to consider such rough estimates of administrative effort and efficiency as how much time is spent on communication with students, faculty, and outsiders, versus how much time is spent on purely internal paperwork and communication within the administration. We may also study certain fiscal indicators of administrative bulkiness such as the ratio of aggregate administrator salary to aggregate faculty and research staff salary for a sample of several large schools. Such a study would be published in popular form, perhaps in the Tech.

The questions we posed in our first letter were so broad that they could only have elicited the answer "I spend all my time answering questionnaires." This was unintentional. We are only after a concise, personal definition of your duties and responsibilities, a rough idea of with whom you communicate, and an idea of with what other sections of the administration you cooperate most closely, and how you cooperate with them.

If you feel that this letter has explained our intent to your satisfaction, a reply from you during the summer will be appreciated. If you feel that an interview would be more appropriate, we would be happy to arrange one in the fall since the pressures of exams, etc., make it impossible for us to do so at this time.

Gratefully yours,

*Burd C Barrois*  
*Michael Dornbrook*

Bertrand C Barrois

Michael R Dornbrook

*Please answer - say CBS suggested a group in the fall to discuss?*

*File*



From the News Office  
Massachusetts Institute of Technology  
Cambridge, Massachusetts 02139  
Telephone: (617) 253-2701

FOR A.M. NEWSPAPERS OF  
WEDNESDAY, FEBRUARY 7, 1973

Dr. Mary Potter Rowe has been appointed to the new position of Special Assistant to the President and the Chancellor for Women and Work at the Massachusetts Institute of Technology.

As assistant to President Jerome B. Wiesner and Chancellor Paul E. Gray, Dr. Rowe will be involved in the Institute's efforts to move through affirmative action toward equality of opportunity in employment and education for women, and to improve the quality of life for women associated with M.I.T.

Dr. Rowe will work closely with the provost, the vice presidents, deans, department and laboratory heads, and others whose activity affects women.

She will be associated closely with Mr. James C. Allison, the Assistant to the President and Chancellor for Minority Affairs, in planning, implementation and reporting related to the Institute's Affirmative Action plans and efforts. Mr. Allison will continue to have primary responsibility for liaison with federal and local agencies and to serve as the Institute's Equal Opportunity Officer.

Dr. Rowe will be a member, ex officio, of the M.I.T. Personnel Policy Committee and the M.I.T. Equal Opportunity Committee and will be involved in the work of other committees and councils as they affect the status of women here.

In announcing this appointment Chancellor Gray said, "We expect that Dr. Rowe will be concerned with the needs and views of all M.I.T. women, the basic premise being that equal opportunity for women must occur in all student and job categories if it is to obtain in any such category.

"The establishment of this position underscores the Institute's long-term goal of achieving a community in which men and women will be represented in every job and student category in proportions determined only by personal choice and merit."

This appointment brings to an end an intensive search which began in August, 1972. During the last six months a search committee comprised of Paul E. Gray, John M. Wynne, Vice President for Administration and Personnel; Emily L. Wick, Professor of Nutrition and Food Science; Sally Hansen, Professional Personnel Representative and Margaret Sand, Child-Care Coordinator; examined the credentials of more than 50 candidates and interviewed 10 applicants.

---more---



The final selection, Dr. Gray said, was made by the search committee "with enthusiastic unanimity."

In this regard he said, "Dr. Rowe has had an impressive record of accomplishment in the economics of child care and of discrimination. She brings to M.I.T. attributes of interest and experience that bear directly on the Institute's needs.

"She believes that some of the problems confronting women in the search for equality of opportunity in education and employment are not intrinsic to women, but arise from the way in which work is structured. This belief, and her deep interest in the problems of discrimination and minority concerns, seemed to us to match exceptionally well the Institute's goals and the aims for which the position was created.

A native of Chicago, Dr. Rowe received the B. A. degree in history from Swarthmore College in 1957 and the Ph.D. in economics from Columbia University in 1971.

Dr. Rowe has most recently been a research affiliate at the Radcliffe Institute, directing a Carnegie Corporation grant to design a program to help senior women faculty and women students in New England institutions and to design the evaluation of the program.

Dr. Rowe has also been economic consultant to Abt Associates, to various agencies of the Federal Government, to Harvard, Radcliffe and Brown Universities, to the City of Cambridge, to the Governor's Advisory Committee on Child Development, to the Massachusetts Rate Setting Commission, to the Massachusetts Early Education Project and to many community groups on child care systems. In 1972 she was technical director for two child care projects: design and testing of a model day care demand questionnaire for the U.S. Office of Economic Opportunity, and development of a sliding fee scale computer model for day care for the U.S. Office of Child Development.

From 1962-63 she worked on population and labor force data for the Planning Board of the U.S. Virgin Islands and in 1963-66 did industrial development field work in Nigeria, including a computer-analyzed, in-depth survey of 300 Nigerian business people. While in Nigeria she helped establish an American International School in Lagos. After returning to the U.S., Dr. Rowe became a consultant on black business ownership. Among her consulting projects were Center City, a study of business opportunity in central Boston, and the Harvard University Project on Technology and Society.



Dr. Rowe--3

Dr. Rowe is the author of numerous professional publications. She is a member of the American Economics Association, the National Planning Association and the African Studies Association. She is a trustee of Cambridge Friends School and is also on the boards of several local and national child care programs and councils.

Dr. Rowe is married to Richard R. Rowe, director of the Graduate Program in Clinical Psychology and Public Practice at Harvard University. The Rowes have three children, Kathy, 10, Polly, 8 and Tim, 5, and reside in Cambridge.

---END---



For HOGAMIT

Mary Rowe (Dr. Mary P. Rowe, but please call her Mary Rowe)  
is Special Assistant for Women and Work. She is concerned with  
the quality of life for all women connected with M. I. T. --students,  
employees, DSR and faculty women--and welcomes visitors with any  
kind of comment, suggestion, complaint, or problem.





OFFICE OF THE PRESIDENT

March 9, 1973

OFFICE OF THE  
PRESIDENT AND CHANCELLOR  
SPECIAL ASSISTANT FOR WOMEN AND WORK

MAR 13 1973

REF. TO \_\_\_\_\_

FILE \_\_\_\_\_

Dr. Mary P. Rowe  
Building 3-207  
M. I. T.

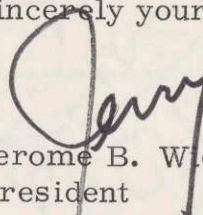
Dear Mary:

I am pleased to confirm your appointment as a member of the following Presidential Committees:

Equal Opportunity Committee  
Personnel Policy Committee

Your active participation on these committees will, I know, add to your growing schedule of activity. I appreciate your taking on these assignments in addition to your other commitments.

Sincerely yours,

  
Jerome B. Wiesner  
President

JBW:aa

cc: J. J. Culliton  
J. M. Wynne



For Women and Work

## Mary Rowe Named Aide to Chancellor

Dr. Mary Potter Rowe has been appointed to the new position of Special Assistant to the President and the Chancellor for Women and Work at MIT.

As assistant to President Jerome B. Wiesner and Chancellor Paul E. Gray, Dr. Rowe will be involved in the Institute's efforts to move through



Mary Potter Rowe

—Photo by Margo Foote

affirmative action toward equality of opportunity in employment and education for women, and to improve the quality of life for women associated with MIT.

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She will be associated closely with Mr. James C. Allison, the Assistant to the President and Chancellor for Minority Affairs, in planning, implementation and reporting related to the Institute's Affirmative Action plans and efforts. Mr. Allison will continue to have primary responsibility for liaison with federal and local agencies and to serve as the Institute's Equal Opportunity Officer.

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"The establishment of this position underscores the Institute's long-term goal of achieving a community in which men and women will be represented in every job and student category in proportions determined only by personal choice and merit."

This appointment brings to an end an intensive search which began in August, 1972. During the last six months a search committee comprised of Chancellor Gray, John M. Wynne, vice president for administration and personnel; Emily L. Wick, professor of nutrition and food science; Sally Hansen, professional personnel representative and Margaret Sand, child-care coordinator, examined the credentials of more than 50 candidates and interviewed 10 applicants.

The final selection, Dr. Gray said, was made by the search committee "with enthusiastic unanimity."

In this regard he said, "Dr. Rowe has had an impressive record of accomplishment in the economics of child care and of discrimination. She brings to MIT attributes of interest and experience that bear directly on the Institute's needs.

"She believes that some of the problems of confronting women in the search for equality of op-

(Continued on page 3)

## Minority Fellowship Announced

The MIT Graduate School has established a graduate fellowship in honor of the late Dr. Marron William Fort, a distinguished chemist who was the first Black American to receive a doctor's degree from MIT.

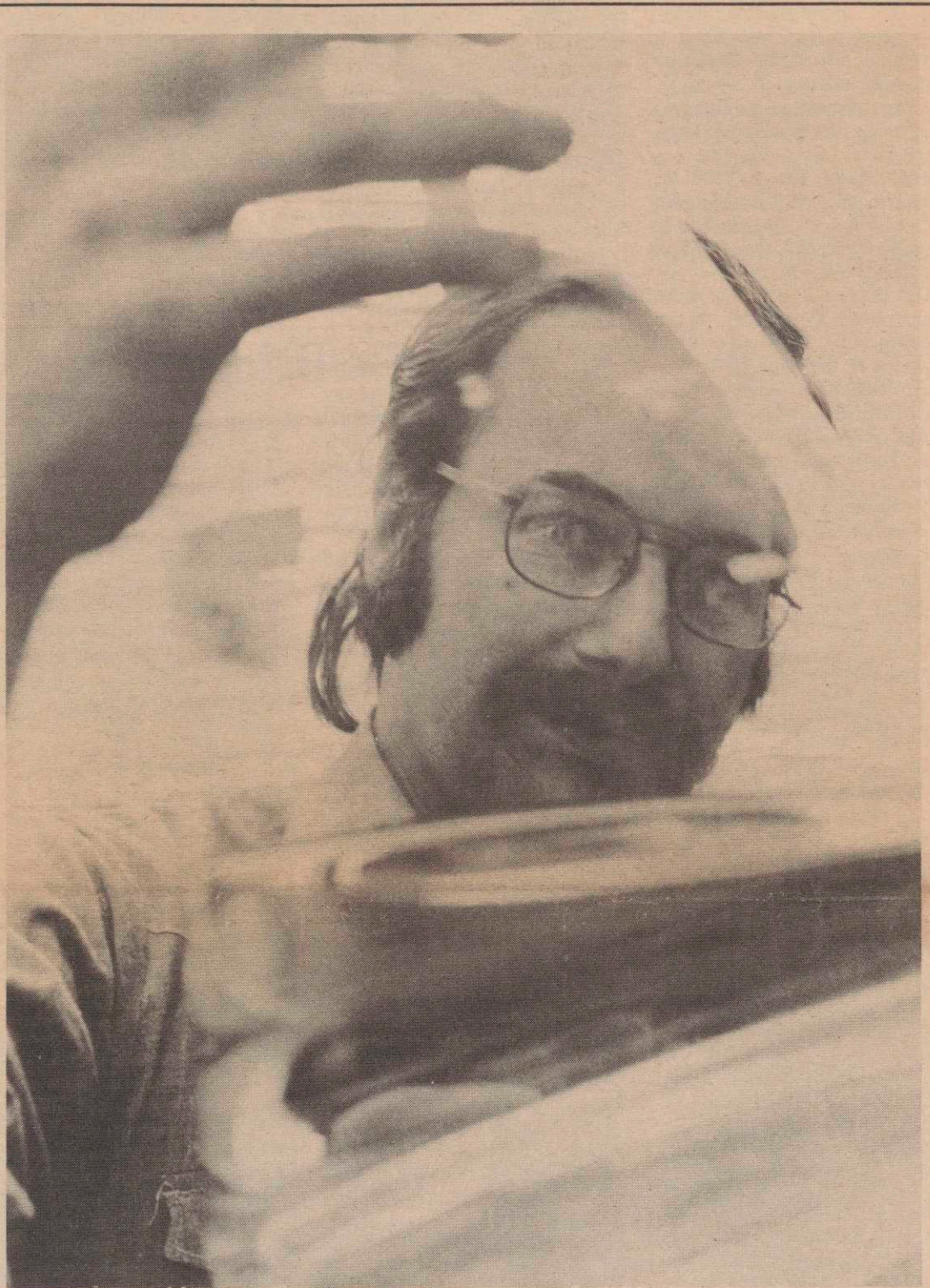
The Fort Fellowships, the first of which will be awarded for the 1973-74 academic year, will provide full tuition and living expenses for one academic year for an outstanding MIT minority senior who will pursue full-time

(Continued on page 3)

## Women Planning Centennial Book

"MIT—100 Years of Women," a booklet commemorating the 100th anniversary of the graduation from MIT of the first woman, Ellen Swallow Richards, is planned by the Association For Women Students (AWS).

The booklet will be published in time for the MIT women's reunion during Alumni Days. Persons who wish to work on the project may receive academic credit and should contact Anne Ellison's office, Room 5-104.



Dr. David Baltimore in his laboratory

—Photo by Marc PoKempner

## American Cancer Society Support

# Virologist Baltimore Given \$1,159,000 Lifetime Grant for Cancer Research

The American Cancer Society (ACS) has selected MIT virologist Dr. David Baltimore to be an American Cancer Society Professor of Microbiology. The Society will provide the major support for Dr. Baltimore for the rest of his cancer research career.

Announcement of the appointment was made by Dr. Milford D. Schulz, of Belmont, president of the Massachusetts Division of the American Cancer Society and Radiation Therapist at Massachusetts General Hospital. At 35, Dr. Baltimore can look forward to 30 years in research and teaching before normal retirement. Under the grant the Cancer Society will provide \$1,159,000 toward Dr. Baltimore's support over that period.

"American Cancer Society Professorships are based on the accepted premise that science is dependent upon men who have ideas, who are allowed to think, question, develop theories and then subject their ideas to the rigors of scientific experimentation. These men must be free to alter or discard theories when new facts demand it. They must be assured of the opportunity to work in an environment which will provide such freedom. This is the purpose of the American Cancer Society Professorships, and this is why we

are funding an imaginative young professor like Dr. Baltimore," said Dr. Schulz.

As American Cancer Society Professor of Microbiology, Dr. Baltimore will make a lifetime study of the growth of viruses which either cause cancer or provide models for understanding cancer-causing viruses. He will maintain his virus research laboratory in the MIT Biology Department, and will also head up the tumor virology group at MIT's new Center for Cancer Research.

"We are fortunate to have been able to commit Dr. Baltimore as an American Cancer Society Professor," Dr. Schulz said. "He is one of the most brilliant and talented investigators in the field, and has made a number of fundamental observations of importance to cancer biology and viral oncology. He provides a guarantee of progress to cancer research for the future."

Dr. Schulz noted that Dr. Baltimore becomes the 25th cancer research scientist nationwide to be selected as an American Cancer Society Lifetime Professor since the ACS program began several years ago. Seven ACS professors including Dr. Baltimore, are in the Common-

(Continued on page 6)



## New Board To Manage 'The Tech'

The newly elected board of officers of *The Tech* will take charge of the 93rd volume of the paper with its first issue of the spring term in February.

Elected to *The Tech's* top posts were: David M. Tennenbaum '74, of New York City, chairman; Paul E. Schindler, Jr. '74, of Portland, Ore., editor; Jack A. Van Woerkem '75, of Muskegon, Mich., business manager; and Storm R. Kauffman, '75, of New York City, managing editor.

Three night editors, in charge of supervising the production of the paper, were elected to the new board. They are: Carol M. McGuire '75, of North Branford, Conn.; John J. Hanzel '76, of Chicago, Ill.; and James R. Miller '76, of Newton, Mass.

Also elected to the new board were: Neal C. Vitale '75, of Reading, Mass., who will continue as editor of the paper's Art Section; Norman D. Sandler '75, of Fairfield, Iowa, who will be in charge of *The Tech's* news operations; Sandra G. Yulke '74, of New York City, and Fred H. Hutchison '75, of Hamer, Ida., who will serve as co-editors of the sports page; and Roger N. Goldstein '74, of West Orange, N.J., and David H. Green '75, of Mt. Carmel, Pa., who will be co-editors for photography.

David S. Gromala '74, of Chicago, Ill., was reelected advertising manager; Timothy C. Kiorpes '72, of Franklin Lakes, N.J., was reelected contributing editor.

*The Tech* board appoints associate editors as a means of training students for future board positions. Three such editors for the 93rd Volume are: Michael D. McNamee '76, of Frankton, Ind., and Robert H. Nilsson '76 of Chatham, N.J., as associate news editors; and Mark J. Astolfi '73, Danvers, Mass., as associate arts editor.

## This Seminar 'For the Birds'

Bird lovers are invited to an informal seminar, "For the Birds," to be given by Institute Professor Emeritus Harold E. Edgerton and Mr. Walter Crowe of the Physical Plant Grounds staff, on Friday, February 9, at 5pm in Room 10-275.

The seminar will deal with hazards to birds on the MIT campus. During migration each year, many birds are killed when they crash into the windows of glass corridors.

Last fall Professor Edgerton and Mr. Crowe posted pictures of owls on the corridor windowglass between Buildings 2 and 14, after which only one dead bird was found.

## Obituaries

### Edward T. Rich

Edward T. Rich, 42, of Billerica, a carpenter at MIT's Lincoln Laboratory, died on Sunday, February 4.

Mr. Rich joined the Institute in 1968. He is survived by his wife Alice and their four children.

### Fred W. Schmidt

Fred W. Schmidt, 66, of Lexington, a retired Lincoln Laboratory employee, died on January 19.

Mr. Schmidt worked on the custodial staff at Lincoln from 1952 until his 1970 retirement. He leaves his wife Esther.



James J. Culliton, assistant to the vice president for administration and personnel, and a member of the new Administrative Development Program (ADP) planning group, explains course curriculum to members of the Institute administrative staff at a recent information seminar. Mr. Culliton and other

members of the ADP planning group will hold the last information session Thursday, February 8, at noon in Room 10-105. Applications for the pilot program, which begins February 22, should be sent to Richard E. Higham, Room E19-220, by Monday, February 12.

—Photo by Margo Foote

## St. Florian's Bridge a New Ponte Vecchio

Environmental art proposals and a model of a proposed bridge to replace the Harvard Bridge make up *St. Florian—Projects*, an exhibition opening at Hayden Gallery on Friday, February 16.

Under the sponsorship of the Committee on the Visual Arts, the exhibit brings together a major portion of the works of MIT artist-architect Friedrich St. Florian. St. Florian has been a fellow at the Center for Advanced Visual Studies since 1971 and taught visual design at MIT the previous year.

St. Florian's proposed bridge, designed under the auspices of a grant from the National Endowment of the Arts to study the relationship between the river and the city, contains book stalls, day-care centers, a restaurant, interior and exterior walkways and

a vehicle passageway. The design drew on ideas proved elsewhere, such as the riverside book stalls in Paris and the shops lining the Ponte Vecchio in Florence.

"It would be a real point of interest and not simply a transportation link between two cities like the existing bridge," St. Florian said. "Like the Ponte Vecchio, we envision the new Harvard Bridge as a meeting place, sprawling with activities afloat in what is probably one of the most beautiful urban landscapes intact in America."

A light steel sculpture covers the entire length of the St. Florian bridge. Mounted on the sculpture are reflectors that mirror the river in daytime and at night reflect light from vehicles onto the water.

Jeffrey Owen Brosk, a graduate student in architecture, has col-

laborated with St. Florian on the design of the bridge.

Environmental art, designed to fit into imaginary spaces, will be exhibited along with the model of the bridge. "My environmental art exists in a new reality, one manifested through holograms and other technological systems. This new or synthetic reality will enhance rather than replace our present reality," St. Florian said.

Discussing the principles and techniques behind "Imaginary Architecture," Gyorgy Kepes, Director of the Center for Advanced Visual Studies, said:

"With motion pictures, television and laser photography, new ways of dealing with space-time experiences were being developed by technology. Meanwhile, searching for an expression of a menacingly complex world, artists were discarding many of their inherited modes of expression. In fact they went further: they began to eliminate traditional boundaries of artistic expression. In this process of reorientation, an increasing number of creative minds shifted allegiance, moved from one creative territory to another..."

"St. Florian may have been among the first artists to explore the creative potential of holography. The possibility of recording and reconstructing space configurations through the interplay of two laser beams is one of the climactic achievements of twentieth century science.

"Holography can generate virtual spatial forms which appear truly three-dimensional, that is, offer normal parallax effect, to their moving beholder. Some artists were satisfied with the skillful demonstration of this imposing scientific feat; some envisioned monumental hologram sculptures. In St. Florian's work, however, one senses braver dimensions of meaning. The imaginary spaces he projects with holograms reassert a desire that is as old as history, a desire to wander with a freedom beyond that given in the physical here and now."

Works by St. Florian have been included in several American and European group shows. He has written a number of articles on art and architecture.

*St. Florian—Projects* will be on display at Hayden through March 10. The gallery is open daily from 10am until 4pm and is closed on Sundays and holidays. There will be a public opening at the gallery on Friday, February 16, from 8 to 10pm.

—Photo by Margo Foote



A tree of signage blooms for spring term registration in du Pont Gymnasium.

## Television Services Combined

Television production and equipment rental services formerly provided separately by the Audio-Visual Service and the Center for Advanced Engineering Study will be combined under the CAES effective February 5, 1973, Chancellor Paul E. Gray has announced.

The new augmented service, designated Video Services, will report to Professor Wilbur B. Davenport, Jr., director of the CAES, and will be the operational responsibility of Mr. Jerome H. Adler, CAES Manager of Video Operations (Ext. 3-7404). The Audio-Visual Service will continue to provide all audio and projection services.

"This change allows pooling of the extensive video personnel and equipment resources of the Institute," said Chancellor Gray. "It is our hope that the consolidation will expand the opportunities for the use of the television medium in our educational activities."

## Dining Halls Raise Prices For Entrees

The Institute Dining Service will increase prices for selected a la carte food items in Walker and Lobdell Dining Halls, effective Monday, February 12.

Only entree prices are being raised at this time and other items such as beverages, vegetables, and desserts will not be affected. The net impact of the increase to the community will be about a three percent higher cost.

Examples of price increases are: creamed chipped beef and lamb stew, up 5 cents; macaroni casserole, stuffed peppers, pork chops, scallops, and veal stroganoff, up 10 cents.

Steve Barlow, general manager of Dining Services, said, "The National Provisioner Meat Index in January 1973, stood at 122.7—up 9.9 percent from January 1972—and indicates continued price increases. We regret having to raise prices now, but our operational deficit has become a real liability to the Institute. We must take all reasonable steps to minimize it."

TECH TALK  
Volume 17, Number 30  
February 7, 1973

Editor  
Joanne Miller

Staff  
Ellen Burbank  
Robert M. Byers  
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Mail subscriptions are \$5 per year. Checks should be made payable to MIT, and mailed to the Business Manager, Room 5-122, MIT, Cambridge, Mass. 02139.

Please address all news and comment to the editorial office, Room 5-111, Ext. 3-3277.



# Minority Graduate Fellowship Honors Black Alumnus

(Continued from page 1)

graduate study at MIT.

"The purpose of the award is to encourage MIT minority students with high scholarly qualities to consider carefully the possibility of graduate study at MIT," according to Dr. Clarence G. Williams, assistant dean of the MIT Graduate School. "It is also designed to encourage undergraduate minority students to perform with distinction in their disciplines in order to be in a position to compete for awards of this type in the future."

There are nearly 250 minority students among MIT's 4,200 undergraduate men and women.

Dr. Fort was a native of Cambridge, Mass., and prepared at the Cambridge High and Latin School. He entered MIT in 1922, received the S.B. degree in 1926 and the S.M. degree in 1927, both in electrochemical engineering, and the



Dr. Marron William Fort

Ph.D. degree in 1933 in chemistry.

From 1927 to 1929, he served as an instructor in physics at South Carolina State College and from 1929 to 1930 was an instructor in physics at West Virginia State College. He returned to MIT to complete work toward the doctor's degree and in 1933 held a Rosenwald Foundation Fellowship at the Institute.

Dr. Fort joined A. & G. J. Caldwell, Inc., of Newburyport, Mass., in 1934 and remained with the firm for 20 years. He became chief chemist and plant superintendent there in 1938, was made general manager in 1940 and vice president in charge of production in 1953. He served as a lieutenant in the US Navy during World War II.

While living in Newburyport, Dr. Fort was active in community affairs. He was elected both to the Newburyport city council and to

the Newburyport school committee. In addition, he served as chairman of the Newburyport Republican Finance Committee and also as president of the Newburyport Kiwanis Club.

In 1954, Dr. Fort joined the chemical industries staff of the Advisory Bureau for Commerce of the US Department of Commerce, serving with the US Operations Mission in Tel Aviv, Israel. In 1957, he joined the International Cooperation Administration, an agency of the US Department of State, and served as deputy chief of the Industrial and Transportation Division with the US Operations Mission at Ankara, Turkey, until 1959, then was chief of the same division in Pakistan until 1961 when he returned to Washington, D.C. with the Department of State.

Dr. Fort died in Washington Sept. 18, 1961. Following a funeral

at the National Cathedral, he was buried in Arlington National Cemetery. Survivors included his widow, Mrs. Alice Fort, presently head of the English Department at Woodrow Wilson High School in Washington, and a son, Dr. Marron W. Fort, Jr., a professor at the University of New Hampshire.

Dr. Fort was a member of several professional organizations and was particularly active in the American Institute of Chemists of which he was a Fellow.

"Dr. Fort was an outstanding example of a scholar from a minority background who was able to make notable contributions through academic, industrial and government pursuits," Dean Irwin W. Sizer of the MIT Graduate School said. "Through the Fort Fellowship, his life and career will serve as a continuing model for generations of minority students at MIT."

## For Women and Work

# Mary Rowe Named Aide to Chancellor

(Continued from page 1)

portunity in education and employment are not intrinsic to women, but arise from the way in which work is structured. This belief, and her deep interest in the problems of discrimination and minority concerns, seemed to us to match exceptionally well the Institute's goals and the aims for which the position was created.

A native of Chicago, Dr. Rowe received the B.A. degree in history from Swarthmore College in 1957 and the Ph.D. in economics from Columbia University in 1971.

Dr. Rowe has most recently been a research affiliate at the Radcliffe Institute, directing a Carnegie Corporation grant to design a program to help senior women faculty and women students in New England institutions and to design the evaluation of the program.

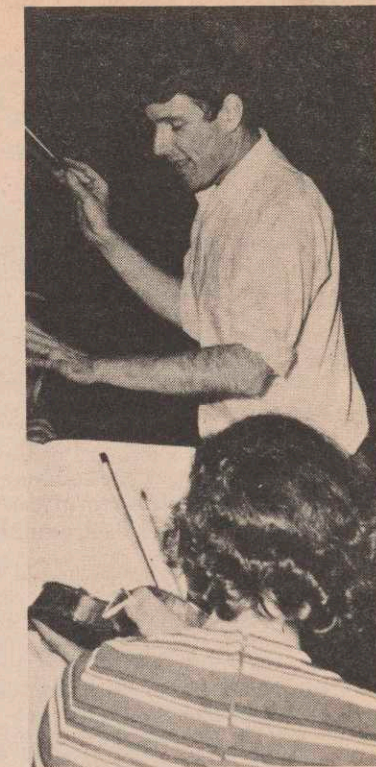
Dr. Rowe has also been economic consultant to Abt Associates, to various agencies of the Federal Government, to Harvard, Radcliffe and Brown Universities, to the City of Cambridge, to the Governor's Advisory Committee on Child Development, to the Massachusetts Rate Setting Commission, to the Massachusetts Early Education Project and to many community groups on child care systems. In 1972 she was technical director for two child-care projects: design and testing of a model day-care demand questionnaire for the US Office of Economic Opportunity, and development of a sliding fee scale computer model for day care for the US Office of Child Development.

From 1962-63 she worked on population and labor force data for the Planning Board of the US Virgin Islands and in 1963-66 did industrial development field work in Nigeria, including a computer-analyzed, in-depth survey of 300 Nigerian business people. While in Nigeria she helped establish an American International School in Lagos. After returning to the US, Dr. Rowe became a consultant on black business ownership. Among her consulting projects were Center City, a study of business opportunity in central Boston, and the Harvard University Project on Technology and Society.

Dr. Rowe is the author of numerous professional publica-

tions. She is a member of the American Economics Association, the National Planning Association and the African Studies Association. She is a trustee of Cambridge Friends School and is also on the boards of several local and national child care programs and councils.

Dr. Rowe is married to Richard R. Rowe, director of the Graduate Program in Clinical Psychology and Public Practice at Harvard University. The Rowes have three children, Kathy, 10, Polly, 8 and Tim, 5, and reside in Cambridge.



The newly formed MIT Opera Workshop is planning to perform Mozart's opera *The Magic Flute* in mid-May. An orchestra is being formed for the performance, and weekly rehearsals are scheduled to begin in February. Prospective orchestra members should apply to the conductor, David Davies (above), Ext. 3-7852. Prospective singers may contact John Cook, Ext. 3-6961. —Photo by Mary Crowe

## 'Cities' Feb. 11

"Cities: Our Next Frontier," second in the MIT/ABC television series about the concerns of technology with social problems, will be shown in greater Boston at 6:30 p.m. Sunday, Feb. 11, over WCVB Channel 5.



—Photo by Fred Hutchison, '75.

## 'Every Room Should Have a Wishing Well'

Larry "Rick" Carley, '76, was a little suspicious Saturday when he returned from a week-long tour with the MIT Concert Band and found a sign on his East Campus door which said "Best Wishes, The Hall."

Smiling at the students gathered outside his door, he opened it and saw standing there—right in the middle of his room—a 7-foot-tall

brick wishing well, complete with roof, a bucket and a foot of water.

As Rick was showered with coins—mostly pennies—and boisterous laughter, all he could say was, "My, that's impressive."

About ten Goodale residents had spent 100 manhours building the well. It was made of about 350 bricks—collected from a building being torn down on Ames Street—and 35 pounds of mortar.

Rick, of Poughkeepsie, N.Y., had to dismantle the wishing well on Monday because it started to leak, but he said, "Every room should have a wishing well."

## Directory Out

The Directory of Foreign Staff Members for 1972-73 is now available. Distribution has been limited to administrative and service offices, but the Registry of Guests, Room 7-121, will be happy to supply copies to faculty members upon request.

## Medical Opening

The Medical Department hopes to reopen the first floor entrance on Monday, February 12, revealing a renovated reception area, records room and examination rooms.



# THE INSTITUTE CALENDAR

February 7  
through  
February 16

## Events of Special Interest

### Student Art Association\*\*

Registration for Spring Term classes in life drawing, painting, photography, pottery, watercolor, etching, stained glass and jewelry. Through Fri, Feb 9, 1-5pm, Student Center Rm 429.

### APO Book Exchange

Through Fri, Feb 9, 9am-5pm, Bldg 10 Lobby.

### Special SciFi Magazine Auction\*

Auction, sponsored by MIT Science Fiction Society, of worn science fiction pulps from late 20s and early 30s, starting at 50 cents. Fri, Feb 9, 5pm, Rm 1-236.

**Rap group** for MIT & Wellesley students and employees being formed to meet weekly through May, led by **Mike Lawler**, fall term psychology instructor. Graduating and wondering what's next? Bored secretary? Find the first year here a little tough? Tired of just using the Burton Gritch Book? Still have 4 openings, especially interested in couples and women participants. Call Mike Lawler, 734-1300, X384 days, or 646-4482 evenings.

## Seminars and Lectures

### Wednesday, February 7

#### Domestic Programs vs. National Defense Needs\*\*

**Prof. William W. Kaufmann**, political science, and **Prof. Lester Thurow**, management. Technology Matrons Seminar. 11:30am, Rm 10-105.

#### Recent Advances in Oral Surgery\*\*

**Dr. Robert B. Shira**, dean, School of Dental Medicine, Tufts University. Oral Science Seminar. 3-5pm, Rm E18-301.

#### Optimal Control of a Sulphite Cooking Process

**Prof. Krister Martensson**, Lund University, Sweden. Decision and Control Sciences Seminar. 4pm, Rm 37-212.

#### Sensitivity Analysis in Nonlinear Programming Using Penalty Methods\*

**Prof. Anthony Fiacco**, George Washington University. Operations Research Center Seminar. 4pm, Rm 24-317. Coffee.

### Thursday, February 8

#### The Georges Bank Petroleum Study; Analysis of Impact of Offshore Oil on Regional Income and Environmental Quality\*\*

**Prof. J. W. Devanney**, ocean engineering. Seminar Series on Systems Analysis. 2-3:30pm, Rm 5-234.

#### Echolocation Systems in Nature: Bats, Dolphins, Man\*

**Prof. Edward L. Titlebaum**, Dept of Electrical Engineering, University of Rochester. Communications Biophysics Seminar. 3-4pm, Rm 20B-222.

#### The Production System: An Overview of Manufacturing and Its Environments

**Prof. Nathan H. Cook**, mechanical engineering. Productivity, Automation and Manufacturing Seminar Series. 4pm, Rm 37-212.

#### Determination of the Size and Shape of Synaptic Vesicles and Chromaffin Granules by Light Scattering

**Dr. Stephan Morris**, University of Cambridge, England. Nutrition and Food Science Seminar. 4pm, Rm 16-310.

#### Improved Theory of Electro Mechanical Transducers\*

**Dr. Zoltan Barat**, Technical University of Budapest. Interdepartmental Acoustics Seminar. 4pm, Rm 5-134. Coffee, 3:30pm, Rm 1-118.

#### Unification of Electromagnetism and Weak Interactions

**Prof. Steven Weinberg**, physics. Physics Colloquium. 4:30pm, Rm 26-100. Refreshments, 4pm, Rm 26-110.

### Friday, February 9

#### Measures to Conserve Energy

**Charles A. Berg**, deputy director, Institute for Applied Technology, US Dept of Commerce, National Bureau of Standards. Mechanical Engineering Seminar. 3pm, Rm 3-270. Coffee, 4pm, Rm 1-114.

#### Electro-Optic Imaging Device for Real-Time Optical Processing\*

**Dr. Julius Feinleib**, ITEK Corporation. Materials Science Colloquium. 4pm, Rm 9-150. Refreshments, 3:30pm.

#### A Pulsed High-Beta Fusion Reactor Based on the Theta Pinch\*

**Dr. Sibley Burnett**, CTR Research Division, AEC. Plasma Dynamics Seminar. 4-5pm, Rm 26-214.

### Monday, February 12

#### Nuclear Engineering Doctoral Seminars\*

**M. Kazimi**, "Analysis of Thermal Interaction of Molten-Fuel and Sodium in LMFBRs," and **S. Yang**, "Space-Time Kinetics." 3-5pm, Rm NW12-222.

#### Plastic Deformation in Crystalline Polymers\*

**Dr. C. A. Pampillo**, Allied Chemical Corp. Joint Polymeric Materials Program Seminar Series on Polymer Mechanical Behavior. 4pm, Rm 3-133.

#### On Controlling Randomness in Transportation Systems\*

**Arnold Barnett**, mathematics. Math Colloquium. 4pm, Rm 2-338. Tea, 3:30pm, Rm 2-349.

#### Detection of Signals in Independent-Increment-Type Noise

**Dr. Adrian Segall**, Stanford University. Decision and Control Sciences Seminar. 4pm, Rm 37-212.

### Tuesday, February 13

#### Physics in the Pinger Tips\*

**Prof. Seymour A. Papert**, mathematics, co-director of Artificial Intelligence Lab. Education Division Colloquium. 12n, Rm 9-150.

#### The Allocation of Resources\*

**Dr. R. M. Langer**, Dialog Systems Inc. Ocean Engineering Seminar. 3:30pm, Rm 3-446.

#### Life in a Small Company

**Joel S. Spira**, president, Lutron Electronics Company. Career Seminar. 4pm, Rm 4-145. Cider and doughnuts.

#### Energy Management during the Space Shuttle Transition

**Dr. Robert F. Stengel**, Draper Lab. Aero/Astro General Seminar. 4pm, Rm 35-225. Coffee, 3:30pm, Rm 33-411.

#### Current Problems with Extragalactic Radio Sources\*

**Dr. K. I. Kellermann**, National Radio Astronomy Observatory. Astrophysics Colloquium. 4:15pm, Rm 37-252. Coffee, tea, 4pm.

#### Regulation of Specialized Protein Synthesis during Cell Differentiation in the Silk Moth

**Dr. Marian R. Goldsmith**, the Biological Labs, Harvard University. Biology Colloquium. 4:30pm, Rm 6-120. Refreshments, 4pm, Rm 56-520.

#### Regional Issues Confronting this Country

**Prof. Larry Susskind**, urban studies and planning. Community Fellows Program Seminar. 5-6:30pm, Rm E40-169.

### Wednesday, February 14

#### Ultrastructural Changes Associated with Mouse Palate Closure\*\*

**Dr. Gary R. Smiley**, assistant dean for research, University of North Carolina School of Dentistry. Oral Science Seminar. 3-5pm, Rm E18-301.

#### Experiences with Finite Element Stress Analysis at CSDL

**Harland Alpaugh**, **David Nokes** and **Keto Soosaar**, Draper Lab. 4pm, DL6 Classrm, 224 Albany St. Coffee, 3:45pm.

#### Power and Images of Man\*

**Prof. Martin Diskin**, humanities. Technology and Culture "Images of Man" Series. 5:15pm, Rm 9-150. Followed by buffet dinner and discussion.

### Thursday, February 15

#### The Specific Surface of Portland Cement Paste as Measured by Low-Angle X-Ray Scattering

**Dr. Douglas N. Winslow**, School of Civil Engineering, Purdue University. Civil Engineering Seminar. 2pm, Rm 1-146.

#### Use of Systems Analysis in Transportation

**Prof. Richard deNeufville**, civil engineering. Mechanical Engineering Seminar. 2pm, Rm 5-234.

#### Electron Beam and X-Ray Lithography Device Fabrication Techniques

**Dr. Henry Smith**, Lincoln Lab. Special Materials Science Colloquium. 3:30pm, Rm 13-3034.

#### What Makes an Industry Grow Technologically?

**Dr. J. Herbert Hollomon**, Center for Policy Alternatives. Productivity, Automation and Manufacturing Seminar Series. 3:30pm, Rm 37-212.

#### Hospital Administration

**Dr. B. Jon Jaeger**, chairman, Dept of Health Administration, Duke University. Career Seminar. 4pm, Rm 4-145. Cider and doughnuts.

#### Ultrasonic Receiver Design Using a Transducing Filter Approach\*

**Theodore L. Rhyne**, Draper Lab. Interdepartmental Acoustics Seminar. 4pm, Rm 5-134. Coffee, 3:30pm, Rm 1-118.

#### Use of High Pressure Homogenization for Cell Rupture\*

**Dr. L. H. Rees**, vice president/research, Gaulin Corp. Nutrition and Food Science Seminar. 4:15pm, Rm 54-100. Coffee, 4pm.

#### Size and Shape in Biology

**Prof. Thomas A. McMahon**, Harvard University. Physics Colloquium. 4:30pm, Rm 26-100. refreshments, 4pm, Rm 26-110.

#### Artificial Intelligence

**Prof. Marvin Minsky**, electrical engineering. EE Colloquium. 8pm, Rm 9-150.

### Friday, February 16

#### I. Acoustical and Infrared Rotary Effects in Helical Latices\*

**Dr. A. S. Pine**, Lincoln Lab. Materials Science Colloquium. 4pm, Rm 9-150. Refreshments, 3:30pm.

#### Pyrimidines: Biosynthesis, Regulation and Overproduction

**Dr. Gerard A. O'Donovan**, Dept of Biochemistry and Biophysics, Texas A & M University. Microbiology and Biochemical Engineering Seminar. 4pm, Rm 16-134.

## Community Meetings

#### Advisory Committee on Shareholder Responsibility\*\*

Meeting, Thurs, Feb 8, 5pm, Rm 10-300.

#### English Conversation Classes for Foreign Wives\*\*

Registration for classes, sponsored by Tech Matrons. Fri, Feb 9, 10am-12n, Rm 10-340. For more info, call Mrs. R. J. Holden, 494-9300, or Mrs. R. E. Durland, X3-3656.

#### For the Birds

Institute Professor **Harold E. Edgerton**, electrical engineering. Informal meeting for people interested in the problem of migratory birds killed at MIT by crashing into windows. Fri, Feb. 9, 5pm, Rm 10-275.

#### Women's Forum

Discussion of Career Development Workshop held Jan 23. Mon, Feb 12, 12n, Rm 10-105.

#### Technology Wives Organization

February meeting with **Maggie Lettvin** and "The Beautiful Machine." Tues, Feb 13, 8pm, Sala de Puerto Rico. Wear clothes for exercising.

## MIT Club Notes and Meetings

#### Alpha Phi Omega\*\*

Open meeting, chance to meet and talk with the brothers. Wed, Feb 14, 7:30pm, Rm 10-105. Refreshments.

#### Graduate Student Council

Meeting, Wed, Feb 7, 5:30pm, Walker Dining Hall.

#### Hobby Shop\*\*

Monday-Friday, 10am-6pm, Rm W31-031. Fees: \$6/term for students; \$10/term for community. Call X3-4343.

#### Karate Club\*\*

Beginner and intermediate classes in Goju style. Mon and Wed, 7:30pm, duPont T-Club Lounge. For info, call X3-2018.

#### Lecture Series Committee\*\*

Membership meeting. Wed, Feb 7, 6:30-8pm, Student Center Mezzanine Lounge. For more info, call X3-3791.

#### MIT Club of Boston

**James R. McIntyre**, Counsel to Senate, former Mayor of Quincy, State Senator, will discuss "Changing Character of the Urban Fringe." Thurs, Feb 8, 12n, Aquarium Restaurant, 100 Atlantic Ave, Boston. Lunch \$3.60 at door. Reservations: Mrs. Crossley, X3-3878.

#### MIT/DL Duplicate Bridge Club\*\*

Every Tues, 6pm, Student Center Rm 473.

#### Science Fiction Society\*

Every Friday, 5pm, Rm 1-236.

#### Student Committee on Educational Policy\*\*

General meeting, several new projects to discuss, meeting is open to new ideas. Wed, Feb 14, 7:30pm, Student Center Rm 450.

#### Student Homophile League\*

Meeting and coffee hour. Every Sun, 4-6pm, Rm 14E-307. All men and women welcome. For gay help (anonymous) at MIT, call student gay tutor, 492-7871, anytime.

#### Student Information Processing Board Meeting\*

Every Monday, 7:30pm, Rm 39-200.

#### Technique

Staff meetings. Every Saturday, 11am, Student Center Rm 451.

#### Tiddlywinks Association\*

Every Wed, 8pm, Student Center Rm 491.

#### White Water Club\*\*

Pool session. Tues, Feb 13, 8-10pm, Alumni Pool.

## Social Events

#### Hillel Party\*

Sat, Feb 10, 8pm, Talbot Lounge, East Campus. Admission: 50 cents.

#### Friday Afternoon Club\*\*

Music, conversation and all the cold draft Budweiser you can drink. Every Friday, 6pm, the Thirsty Ear in Ashdown basement. Admission: men \$1, women 50 cents. Must be over 21.

#### Muddy Charles Pub\*\*

Join your friends for music, beer, wine, snacks, conversation at the Muddy Charles Pub, 110 Walker. New hours: Monday-Friday, 11:30am-2pm and 4-7:30pm; Saturday, 7-12pm. Starting January 1, nightly specials will include: Mondays, all wines 25 cents; Tuesdays through Thursdays, free pretzels and chips. Call GSC, X3-2195.

#### SCC Pot Luck Coffeehouse\*

Live entertainment every Friday and Saturday, 8:30pm to 12m. Student Center Mezzanine Lounge. Free coffee, cider, doughnuts. Sponsored by Student Center Committee. Volunteers to perform or otherwise help out, call Paul Mailman, dorm X9626, or Doug Fried, dorm X8767.

## Movies

#### The Exterminating Angel\*

Film Society. Fri, Feb 9, 7:30pm and 9:30pm, Bldg E21. Tickets \$1.

#### Silent Running\*\*

LSC. Fri, Feb 9, 7pm and 9:30pm, 26-100. Tickets 50 cents, MIT or Wellesley ID required.

#### The Candidate\*\*

LSC. Sat, Feb 10, 7pm and 9:30pm, Kresge. Tickets 50 cents, MIT or Wellesley ID required.

#### Fury\*

LSC. Sun, Feb 11, 7pm, 10-250. Tickets 50 cents.



### Los Olvidados and Visions of a City\*

Film Society. Fri, Feb 16, 7:30pm and 9:30pm, Bldg E21. Tickets \$1.

### Super Fly\*\*

LSC. Fri, Feb 16, 7pm and 9:30pm, Kresge. Tickets 50 cents, MIT or Wellesley ID required.

### Dr. Zhivago\*\*

LSC. Sat, Feb 17, 6pm and 10pm, Kresge. Tickets 50 cents, MIT or Wellesley ID required.

### Rasputin & The Empress\*

LSC. Sun, Feb 18, 7pm, 10-250. Tickets 50 cents.

## Music

### Alexander's Feast\*

Concert of medieval and renaissance music. Wed, Feb 7, 11:55am and 12:55pm, Bldg 7 Lobby.

### Piano Recital\*

Vivian Ho, MIT freshman from Great Neck, NY. Program includes JS Bach, Beethoven, Hauserman, Chopin. Wed, Feb 7, 8pm, Music Library. Free.

### Noonhour Concert Series\*

Soprano and violist Sally Smith and lutinist Hopkinson Smith. Thurs, Feb 8, 12n, Chapel.

### Seccolo Barocco Camber Music Group\*

French group will present program of Vivaldi, J.S. Bach and J.C. Bach. Fri, Feb 9, 8pm, Kresge. Free.

### Mike Johnson Concert\*

Folk concert with wide variety of styles. Sponsored by United Christian Fellowship. Fri, Feb 9, 8pm, Sala de Puerto Rico.

### Sitar Concert\*

Prof. Ram Chakravarty on sitar, Pandit Sharda Maharaj on tabla. Sponsored by MIT SANGAM on occasion of Sarswati Pooja. Sat, Feb 10, 7:30pm, UMass Auditorium, R1-0200, 100 Arlington St, Boston. Free.

### Violin Recital\*

Ten-year-old Marjorie Kransberg of Beverly, Mass, will perform works by Mozart, Bach, Wieniawski and Saint-Saens. Accompanied by pianist Myron Press. Wed, Feb 14, 8pm, Kresge. Free.

### Noonhour Concert Series\*

Woodwind Quartet. Thurs, Feb 15, 12n, Chapel. Free.

## Theater and Shows

### The Importance of Being Earnest\*

Oscar Wilde play performed by MIT Dramashop. Directed by Joseph Everingham. Feb 8, 9, 10, 16, 17, 8:30pm, Little Theatre. Tickets \$2.25. Reservations, X3-4720.

## Dance

### Community Affair\*

Program with Billie Pope Dance Co. of America. Sun, Feb 11, 7:30pm, Kresge. Free, sponsored by Black Student Union.

### Folk Dance Club\*

International folk dancing. Every Sun, 7:30-11pm, Sala de Puerto Rico (exceptions to be posted).

### Tech Squares\*\*\*

Western style square dancing. Every Tues, 8-11pm, Sala de Puerto Rico. Admission \$1 (first time is free).

## Exhibitions

### Paintings and Collages by Adja Yunkers\*

Hayden Gallery, Jan 12-Feb 10. Open 10am-4pm, Mon-Sat. Free.

### Imaginary Architecture\*

Exhibition of works by Friedrich St. Florian, fellow at Center for Advanced Visual Studies. Hayden Gallery, Feb 16-March, open 10am-4pm, Mon-Sat.

### Visual Design Experiments by Science and Engineering Students\*

Organized by Prof. Robert Preusser. Hayden Corridor Gallery, Feb 8-Feb 27. Corridor Gallery is always open.

### Photographs by Manuel Bravo\*

Creative Photography Gallery, 120 Mass Ave, Feb 12-March 9, daily, 10am-6pm.

### Music Library Exhibit

Photographs of early instruments up to 1600. Daily, Rm 14E-109.

### Hart Nautical Museum\*

Exhibits include "Ocean Engineering Summer Laboratory Projects 1971 and 1972," and "Tugs and Towing." Bldg 5, first floor.

## Athletics

### JV/F Hockey\*

Browne and Nichols School. Wed, Feb 7, 3pm, Skating Rink.

### F/V Basketball\*

Amherst. Wed, Feb 7, 6:15pm and 8:15pm, Rockwell Cage.

### Varsity Swimming\*

Amherst. Wed, Feb 7, 7pm, Alumni Pool.

### Varsity Hockey\*

Tufts (host). Wed, Feb 7, 7pm, Skating Rink.

### Pistol\*

Air Force, Boston State, John Jay, Coast Guard Sat, Feb 10, 9am, duPont Pistol and Rifle Range.

### Varsity Wrestling\*

Williams. Sat, Feb 10, 1pm, duPont Gym.

### Varsity Fencing\*

Holy Cross. Sat, Feb 10, 2pm, duPont Fencing Rm.

### Gymnastics\*

Coast Guard. Sat, Feb 10, 2pm, duPont Gym.

### Varsity Swimming\*

Trinity. Sat, Feb 10, 2pm, Alumni Pool.

### Varsity Hockey\*

Trinity. Sat, Feb 10, 7pm, Skating Rink.

### Varsity Basketball\*

Carnegie Mellon. Sat, Feb 10, 8pm, Rockwell Cage.

### Varsity Hockey\*

Lehigh. Sun, Feb 11, 5pm, Skating Rink.

### Freshman Squash\*

Middlesex School "A & B." Mon, Feb 12, 3:15pm, duPont Squash Courts.

### JV Basketball\*

Harvard. Mon, Feb 12, 7:30pm, Rockwell Cage.

### JV/F Fencing\*

Harvard. Tues, Feb 13, 7pm, duPont Fencing Rm.

### Varsity Squash\*

Williams College. Tues, Feb 13, 7pm, duPont Squash Courts.

### JV/F Hockey\*

Thayer Academy JV. Wed, Feb 14, 3pm, Skating Rink.

### JV/F Indoor Track\*

Governor Dummer. Wed, Feb 14, 3pm, Rockwell Cage.

### Varsity Fencing\*

Cornell. Fri, Feb 16, 7pm, duPont Fencing Rm.

### Varsity Swimming\*

Wesleyan. Fri, Feb 16, 7pm, Alumni Pool.

## Religious Services and Activities

The Chapel is open for private meditation from 7am to 11pm every day.

### Campus Crusade for Christ/College Life\*

Family time, fellowship and teachings from God's Word. Every Fri, 7-9:30pm, Rm 1-132.

### Christian Bible Discussion Group\*

Every Thurs, 1pm, Rm 20B-031. Call Prof. Schimmel, X3-6739, or Ralph Bruggess, X3-2415.

### Christian Science Organization\*\*

Every Tuesday, 7:15pm, Rm 8-314.

### Islamic Society\*

Prayers, every Fri, 12:15pm, Kresge REhearsal Rm B. Discussions on the Qur'anic interpretations of various aspects of life, every Sat, 4pm, ISC Lounge, Walker 2nd floor, coffee served.

### Protestant Worship Service\*

Every Sunday, 11am, Chapel.

### Roman Catholic Masses\*

Weekly masses in the Chapel: Sunday, 9:15am, 12:15pm, 5:15pm; Wednesday, 5:05pm; Friday, 12:05pm.

### Vedanta Society\*

Services, every Fri, 5:15pm, Chapel. Followed by discussion hour, 6pm, Lobdell Dining Room.

### United Christian Fellowship\*

Christians for dinner, food, fellowship. Every Wed, 5pm, Walker (at sign of the fish). Followed by singing, praying, sharing meeting, 6pm, Rm 14E-303.

### Zen Society\*

Meditation meetings. Monday through Friday, 8-9am, Chapel. Call 492-4945.

## Announcements

### R/O Week

Work has started on organizing R/O Week for next year. If you have any modifications, new ideas or are interested in helping out, leave name at FAC Office, Rm 7-103.

### High School Studies Program

Teachers need for HSSP beginning Feb 10. For applications and more information, call X3-4882, or stop by Student Center Rm 467.

## Dining Service Specials

### Wednesday, February 7

Lunch: baked stuffed frankfurters w/tomato sauce. Dinner: green peper steak over rice.

### Thursday, February 8

Lunch: chili con carne w/corn chips. Dinner: roast turkey w/dressing, gravy.

### Friday, February 9

Lunch: macaroni and cheese. Dinner: rolled stuffed flounder w/tomato sauce.

### Monday, February 12

Lunch: beef and noodles romanoff. Dinner: chopped sirloin steak w/mushroom gravy.

### Tuesday, February 13

Lunch: manicotti w/Italian sauce. Dinner: shrotrips of beef au jus.

### Wednesday, February 14

Lunch: chicken chow mein w/rice. Dinner: veal parmesan.

### Thursday, February 15

Lunch: turkey croquettes w/gravy. Dinner: seafood newburg w/melba toast.

### Friday, February 16

Lunch: french fried clam roll w/tartar sauce. Dinner: french fried fillet of sole w/tartar sauce.

Freshmen are encouraged to attend departmental lectures and seminars. Even when these are highly technical they provide students one means to learn more about professional work in a department and field.

- \* Open to the public
- \*\* Open to the MIT community only
- \*\*\* Open to members only

Send notices for February 14 through February 23 to the Calendar Editor, Room 5-111, Ext. 3-3279, by noon Friday, February 9.

The MIT Black Student Union (BSU) is sponsoring a program featuring the Billie Pope Dance Company of America at Kresge Auditorium at 7:30pm February 11.

The program, entitled "Community Affair," will present traditional and ritual black songs and dances from around the world.

When the Company made its Boston debut in 1972, Kathleen Cannell of the *Christian Science Monitor* wrote: "Vivid costumes, vigorous, good-humored clowning and carefree ad-lib joking marked the Boston debut of Billie Pope and her Afro Dance Company...To the stirring accompaniment of drums, the company presented 'Tropical Rhythms,' a program of songs and dances from Africa, Polynesia, Bali, South America and the Caribbean."

"Community Affair" is the fourth in a recent series of cultural events presented by the BSU.



The Billie Pope Dance Company of America.



# Metallurgy Techniques Indicate Basis for Osteoarthritis

Two MIT engineers and a Harvard surgeon—using engineering techniques, including methods known to metallurgists for over 50 years—have found what appears to be the mechanical basis for osteoarthritis—the degenerative disease that afflicts 40 million Americans.

The MIT-Harvard researchers, in a paper presented at the American Academy of Orthopedic Surgeons' annual meeting last week in Las Vegas, Nev., said osteoarthritis apparently results when sponge-like bone at the site of bone joints becomes stiff and fails to absorb shock associated with walking, running and ordinary motion.

The shock, they said, is transmitted through the sponge-like bone tissue—called cancellous bone—to the cartilage in the joint, producing degenerative arthritis.

The experiments, using both experimental animals and cadavers, were carried out by Robert M. Rose, Sc.D., professor of metallurgy and materials science, and Igor L. Paul, Sc.D., associate professor of mechanical engineering, both of MIT, and Eric L. Radin, M.D., assistant professor of orthopedic surgery at Harvard in the department of orthopedic surgery at Children's Hospital Medical Center.

Their paper, "Studies of Joint Function," was named one of

three presentations before the Academy to receive a Kappa Delta Award for Outstanding Orthopedic Research, presented annually in recognition of imaginative work in orthopedics.

The group arrived at their hypothesis using experimental equipment developed by Professor Paul at MIT. With the equipment, knee joints of rabbits and guinea pigs were subjected to repeated impulsive loads (equivalent to their body weights of between eight and 10 pounds) at a rate of 60 times per minute for one hour daily.

Professor Rose analyzed the cancellous bone tissues by means of the techniques of quantitative

stereology which metallurgists have used for half a century in making three-dimensional studies of materials.

The MIT-Harvard team found that after repeated shock, empty spaces within the cancellous bone structure became bridged over with new tissue, causing the cancellous bone to become stiffer and less able to absorb shock.

Each rabbit, the group said, developed the early changes of degenerative arthritis and the onset was marked by stiffening of the cancellous bone at the knee joint.

This stiffening, they said, apparently is followed by an increase in the peak stress applied to the cartilage, leading to a breakdown

in the cartilage and joint degeneration.

Physicians long have been aware of an association between degenerative arthritis and "impulse loading." The MIT-Harvard experiments provide a mechanical explanation for why this should be so.

Pneumatic drill operators, for example, they said, experience joint degeneration in the elbows and shoulders, which absorb constant pounding, but not in the fingers and wrists which are only vibrated by the machines.

The team noted other occupationally-related incidences of the disease. Farmers have a high incidence of arthritis in the hips, they said. Soccer players have severe arthritis in the feet, ankles and knees. Ballet dancers also have a high incidence of arthritis in their feet.

Conversely, however, the group noted that patients who experience bone softening associated with another disease—severe osteoporosis—rarely develop degenerative arthritis. The MIT-Harvard experiments suggest that in such patients the soft osteoporotic bone would actually serve as an excellent shock absorber.

## Baltimore

(Continued from page 1)

wealth. The others are Lewis L. Engel, Walter Gilbert, Luigi Gorini and Samuel Hellman, all of Harvard; Lawrence Levine, of Brandeis, and Victor A. Najjar, of Tufts.

A Professor of Biology since July, Dr. Baltimore began his graduate studies at MIT in 1960, received a Ph.D. degree in Biology from Rockefeller University and later worked at the Salk Institute. His major contributions to the knowledge of virology were his discovery of the enzyme responsible for poliovirus multiplication and his later independent discovery of reverse transcriptase. Reverse transcriptase is an enzyme found in tumor virus particles which reverses the normal flow of information. In normal biological systems, the flow of information is from DNA to RNA. The enzyme which Dr. Baltimore discovered causes information to be transferred in the reverse direction—from RNA to DNA.

He has received numerous other research grants from the American Cancer Society, some in conjunction with his wife, Dr. Alice S. Huang. Together they have demonstrated the presence in certain virus particles of enzymes critical to the viral genetic system.

To speed the conquest of cancer through research, the Society provides support in six areas: research and clinical investigation project grants; postdoctoral fellowships; faculty research awards; cancer research scholar awards; institutional research grants and research professorships. The research professorship is the highest appointment the Cancer Society makes.

American Cancer Society support of these research grants is made possible by public support of the Annual Cancer Crusade, which will in part support Dr. Baltimore's work and his professional appointment.

Dr. Baltimore received the Gustav Stern Award in virology in 1970, the Warren Triennial Prize from the Massachusetts General Hospital in 1971, and the Eli Lilly Award in microbiology in immunology in 1971.



Ada Diaz



Janice Morgan



Vera Borum



Peter Jarvis

## New Staff in Training Section Teaches English, Office Skills

# Career Development

The Training Section of the Office of Personnel Relations has four new members to instruct classes for Institute employees in general and technical typing, English as a second language, shorthand, office practices, key-punch operation and dictaphone transcription.

The present Clerical Skills Training Program for which the new staff members are responsible is an outgrowth of earlier training courses run by Gregory Dunham, Maxine Moffet, Linda Flavella and Barbara Burse, who have left the Institute for further education or other career opportunities.

The new members are Vera Borum, Janice Morgan, Peter Jarvis and Ada Diaz. "They bring diversified backgrounds, great enthusiasm and proficiency to their positions as employee instructors," Bernard Morris, coordinator of the Training Section, said.

Vera Borum, a native of Baltimore, joined the Training Section in October as an employee instructor. She holds a degree in American literature from the University of Maryland and teaches office practices, dictaphone transcription and general typing. She also tutors students in a special Individualized Learning Program.

"I find myself spending as much time in tutorial sessions as I do in the classroom," she said. "By meeting students outside the formal classroom structure, I'm better able to relate to them and can mold the classes to their needs."

Janice Morgan is an employee instructor in general and technical typing. She also teaches a short

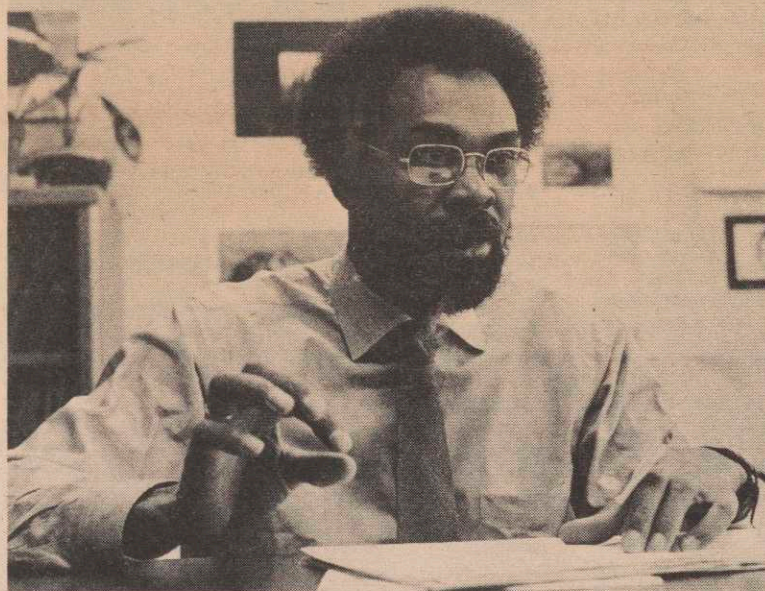
introduction to technical typing and holds special tutorials in English and spelling. Janice joined the training staff last October after working as a secretary in the Department of Electrical Engineering for three years. Born in Nagoya, Japan, she is a 1969 graduate of Elmira College with a background in French and political science.

"I learned technical typing on the job here at MIT," she said. "My only experience in teaching was one summer during college when I taught English to Japanese students. But I enjoy the challenge of teaching technical typing and have had favorable feedback from my students."

Peter Jarvis, a part-time instructor in English as a second language, has a many-faceted background. A 1967 Boston University graduate, he joined the Peace Corps and worked with Brazilian orphans in Espirito Santo and taught English in a local high school. Later he went to Rio de Janeiro and taught literature and history at the Brazilian American Institute, freelanced in photography for the Associated Press and United Press International, started an import-export business in Peru, and worked with handbag design in Columbia.

Fluent in both Spanish and Portuguese, Peter teaches beginning, intermediate and advanced English. "The most difficult person to teach is the one who has learned incorrectly from the beginning. It's very hard to break established speech patterns," he said.

Another Spanish-speaking member of the staff is Ada Diaz, a native of Cuba and administrative



Bernard Morris

—Photos by Margo Foote

assistant for the Training Section. She will soon begin teaching a beginners' class in shorthand. After examining several methods of shorthand—Gregg, speed-writing, Pitman and SIDC—Ada and Mr. Morris decided the Gregg system would be the most useful to new students because of its universality.

"I'm glad we're sticking to Gregg," Ada said. "Professionally speaking, Gregg is the best method developed to date."

Ada came to the US with her family in 1961. "I didn't know a word of English then," she said, "but it's amazing how fast you can pick up a language when you can't communicate with the kids in school." She graduated from the Charon-Williams Commercial College in Miami and is continuing studies at the Harvard Extension School. She has taught typing in the summer Neighborhood Youth Corps program sponsored by the Institute and is now tutoring English in a Latin American program in Boston.

The Training Section started the Clerical Skills Training Program in mid-November and has just begun the second session of

classes. Major objective of the program is to begin to serve the needs for career development and self-improvement of office-clerical employees. Each class runs for an average of 10 weeks and all are offered at no cost. Enrollment in the program requires approval of an employee's supervisor.

Some 70 Institute employees enrolled in the first session, which ended in mid-January. Mr. Morris reported that most of the students were women, but that two men, a graduate student and a visiting Russian scientist, attended the typing classes, and several men were enrolled in English classes. Minorities constituted about 20 percent of the total enrollment.

The next session of the training program will begin in March. Openings are available. Tech Talk will announce registration dates and other information. Institute supervisors are asked to refer to the Training Section those employees who would most benefit from the classes. Information on classes may be obtained from the Training Section, Room E19-734, Ext. 3-1912.



# CLASSIFIED ADS

Ads are limited to one per person per issue and may not be repeated in successive issues. All ads must be accompanied by full name and extension. *Only Institute extensions may be listed.* Members of the community who have no extensions may submit ads by coming in person to the Tech Talk office, Room 5-111, and presenting Institute identification. Ads may be telephoned to Ext. 3-3270 or mailed to Room 5-105. The deadline is noon Friday.

## For Sale, Etc.

Office desk, lg, 34x60", exec type, older, bl, \$15. X5883 Linc.

Elec dryer, free, inoperative but w/gd motor, Kathy, X8-1584 Draper.

Gossen Sixicolor color correction lightmeter w/ 8 ser VII fltrs, \$50; 14-49 mm screw-in fltrs, \$30; huge adapt-a-case P-30B w/ inserts, \$20; Durst M-600 enlgr w/ PC fltrs, lensboards, anti-newton masks, \$65. Hank, X8-2781 Draper.

Queen sz slping loft, easily assembled, sturdy, no mattress, \$25 cash & carry. Sylvia, X3-7052.

Pr Rectilinear Mini III spkrs, \$95, v gd cond, 3 yr warranty left. John Kaufmann, 267-2199.

Bose 901 spkr system w/ dark grille cloth. Willy Shih, X3-3161, lv msg.

Kneissl blue star skis, 200cm, used 5 times, \$75. Jonathan, X3-2351.

Yel nylon lace shower curtain w/match window curtain, \$5. X8-2465 Draper.

BR furn, nest of tbls, DR tbl & chrs, rugs, bed, vac cleaner, bkcase, K furnishings & appliances, fan, best offer. Leo, X3-6022.

Red formica & chrome K tbl with leaf & 6 match chrs, \$25. Al, X149 Linc.

Oboe, slightly used. X3-2407.

Dbl bed w/ matt, \$20; 2 chrs, 2 stools, \$30; RCA prot TV, gd cond, \$40; new lady's hard hood hair dryer, \$15; waterproof 2 man tent, \$10. Delio, X3-5106.

Stud snows, 13", exc cond, mtd, \$15 pr. James Rumson, X7501 or X7569 Linc.

Folk guitar, gd cond, \$25. Susan, X3-1554.

Motorola 21" color TV console, operating cond, nds work on tuner, \$70. George, X8-1254 Draper.

Heater for '65 Baracuda gd working cond, \$14. X8-3666 Draper.

Lady's figure skates, CCM, 7, wh w/ wdn blade guards, used twice, \$18 or best, will deliver. Susan, X3-3916 lv msg.

Persian rugs, 3, perfect, 5x2'2", 3'5"x2'1/2", 4'1"x2'7". X3-4771.

Twin box spr & matt, \$25; pr brass & milk glass tbl lamps w/wh shantung shades, \$25; brown recliner chr, \$35; Karastan red oriental w/pad, 12x14, \$100. X3-6116.

GE port prof hair dryer, \$10 or exchange for fem figure skates, 8, in gd cond. Helen, X3-2957.

Plush B-2 bass guitar amp, 105 watts RMS, 2 15" spkrs, exc cond, \$250 or best. X9419 Dorm.

Sony TC-105A 4 track mono tape recdr, new, \$80 or best. Chris, X9462 Dorm.

Trappeur fur lined ski boots, fem, 6-6 1/2, exc cond, \$30. Shelley, 523-1661 evgs.

Heavy wdn cap chr bar stools, 3, orig \$80 fr the Forum, now \$25 ea. John, X3-4908 bet 3 & 7 pm.

Heathkit amp model AA21D, solid state, kit cost \$150, now fully assembled, best offer. 625-8937.

Meerscham pipes, hand carved, new, sm selection. \$15. Jim, X3-5353.

Mercedes 13" wheels, 2, w/used 7.00 x 13 tires, gd cond, \$25. Steve, X83617 Draper.

Sheared raccoon coat, 10-12, exc cond, \$100; silk Pucci, 10, \$50. Dr. Buynr, X3-4155.

Crib & mattress, clean, gd cond, \$15. Bob, X8-1597 Draper.

Barbershop chrs, 2, gd cond, \$35 ea or best; also 1 homely but effec wd burning stove. Peggy, X3-4801.

Maple drop-leaf DR tbl, 26x52 closed, 62x52 open, oval, extends to 86x52, exc cond, \$50. Ed, X8-3993 Draper.

Nikkor 300 mm auto telephoto lens, \$180. Dick, X8-1581 Draper.

Lthr coat, all weather w/zip out lining, 14; Navy pea coat, 14; blue braided rug; asstd posters & cassettes, all nego. Pat, X8790 Dorm or X8819 Dorm, lv msg.

Elec Hammond organ, model 3022, spinet. X396 Linc.

Blizzard skis 205cm w/Tyrolia step-in bndgs, poles, men's Kastinger boots, 10, best offers. Jan, 494-8918.

Angora dress, 9-10, lilac, nvr worn, \$20; port mixer; 10A batt chgr; port FM/SW radio; wd lawn chr; grn fibrgrs curtain w/trav rod; night tbl; 2 wigs; tennis racket nds work; Wilkie Collins vols. Mary Utz, 868-3283.

Formica K tbl w/4 chrs, \$25; old Singer sew mach, \$15; fatigue jackets w/lmr, lg \$15, sm \$15; combat boots, 10 1/2, new w/vibram soles \$10, used \$8; wl mitts, \$2.50; med fatigue lnr, \$8. Wm. Watson, 494-8377.

Pr girl's Riedell fig skates, sz 4N, exc cond, \$16; Seth Thomas wd metronome, \$3. X401 Linc.

Clothes dryer, gd cond, \$35; lined drapes, var szes; Dan wl uphol fabric, gold/br. Gundersen, X3-6085.

Woman's fig skates, sz 6, exc cond. Dorm X8-376.

Pr Sears best G78-14 studded snows, mtd on GM whs, used 4 mos, \$40. X455 Linc.

Pr Sears best G78-14 studded snows, mtd on GM whs, used 4 mos, \$40. X455 Linc.

Sofabed, 5-drw bureau, fl sz box spr & matt, gd cond, unframed oil painting. Ruth, X3-2476.

IEEE Proceedings, comp 1961-1970, best offer. X7461 Linc.

Scientific American, 1960-72; Punch, 1965-71; electronic pts, pwr supplies, CRTs, relay rack, VTVM, etc; offers. Nigel, X255 Bedford.

FM 2-mtr gear. Doug White, Dorm X0-382, lv msg.

Soligor 135mm lens, canon mount, never used; Sony mini cassette recdr w/built in mic ideal for language lectures, best offers. 494-8349.

Nikon FTN fl.4, case, \$350; other access, lens. George, X3-7487.

Snows, 4 for Olds Delta 88. 484-1804.

BASF tape, 15 reels, \$2 ea. Jim, X3-7220.

## Vehicles

'62 Rambler, gd cond, clutch nds work, will sell parts, \$100 or best. Tom, 628-5745 evgs.

'65 Pontiac convert, gd cond, 69K, \$375 or best. X3-6374.

'67 Camaro rally spt, 327 eng, 8 cyl, red w/bl vinyl, exc cond, \$1200. Susan, X3-4607.

'67 Pontiac Tempest convert, 4 sp Hurst, new rear window, snows & muff, exc cond. Jack, X8748 Dorm.

'68 Dodge polara, 60K, 8 cyl, exc cond, new br, starter, tires, \$1200, will bargain. Steve, 267-4935.

'70 Toyota Corolla, 32K, exc cond, snows, r, new exhaust, recently tuned, must sell. 868-2325.

'71 Austin Amer, gd cond, \$700 or best. Diane, X3-7741.

'71 Impala, gold convert, all power, V8, r & h, snows, lk new, 35K, sacrifice, nd cash, \$1900. Foshey, X3-5274.

'71 Buick LeSabre custom, 4 dr hdtop, p st & br, vinyl top, only 16K, \$2750. Joe, X8-1234 Draper.

'71 Datsun PL510 sedan, \$1500. X3-4175 aft.

'71 Datsun 240Z, 20K, orange/bl, best offer. Car, 254-2392.

'71 Cobra truck camper, 11' Metropolitan, loaded w/extras, top cond, w/ or w/o '71 Chevy Longhorn, 25K, must see. Harvey, X3-6077.

'72 Toyota Carina, recl buckets, auto, MacPherson strut suspen, 2 new stud snows, 9 mo old, 14K, \$2000 or best. Suzin Jabari, X3-6765 or X3-5864.

'72 Land Rover, asking \$3700, well equip, 8K, Jerry, X8-1262 Draper.

'72 Ford LTD country squire wgn, 351, auto, p st & br, a.c., delux luggage rack, p rear window, 2-way tail gate & snows, \$3200 firm. Nick, X256 Bedford.

Vespa, run cond, nds some work, \$30 or best. X5708 Linc.

'68-69 Yamaha YM-1 305 cc, nds some work; rebore, possible lower end work, otherwise in gd shape, gd deal for mech minded person, \$250, will haggle. Jim, X3-4177 lv msg.

'70 Yamaha CTI-B Enduro, 175 cc; '71 Yamaha R5-B Sheet, 350 cc, must sell, exc cond, low mile. X3-3242.

## Housing

Allston lux apt for rent or sublet, 1/2 block fr Comm Ave and T, mod bldg, w-w, ac, disp, elec ht, ht water and pking inc, \$250/mo. Bill Ladd, 787-5902 late evgs.

Back Bay Beac St, 1/2 blk from Harv Br, extra lg 1 BR apt, LR, study, 3 frpl, orig Victorian decor, avail Feb. 1, owner occup. Jean Claude, X477 Linc.

Ben Hill furn studio, well loc, nr T, overlooks Mt Vernon sq; lving country must sell mt down parka, almost new, \$35; pocket movie camera, \$75, port TV, \$25; old Webcor phonograph, \$6. more. 523-1571.

Camb spac 5 rm apt to sublet, nr Cent Sq, well kept bldg, \$255 inc ht, util, pking, ac, laundry, disp, avail now. X3-3228.

Chestnut Hill apt sublet to Aug or 12 mo lease begin 3/1 or after, off LaGrange St, 2BR, LR, K, B, w-w, pking, pool, laundry, \$230. Dan Bloom, X3-2871.

Jamaica Pl, 6 BR, LR, DR, K, one block from Green Line T, nice neighborhood, \$350/mo, avail Feb 15. Al, 521-1150.

Porter Sq, Northgate apt, BR, LR, K, pking, air cond, dish & disp, sublet 2/25-8/31, MIT fms only, \$210/mo + elec. Tahke, X3-5548 or 3-5591.

Ntn 7 rm hse, short term rent pref, longer lease nego, 3-4 BR, nr Riverside T, frpl, some furn, wash/dryer, beaut grounds, resid community, no students. John, X3-4791.

Winthrop new 7 rm hse, 4 BR, deco K, dish, disp, self-clean oven, hwdw flrs, fenced yard, fine for pool, nr beach, many extras. Jane Bisbee, X8-3710 Draper.

Jay Peak, ski lodge, sleeps 8, cathedral LR, fl equip, views, gar, fams pref, \$250/wk. X3-3127.

N Woodstock, NH, chalet, htd, frpl, secluded, ideal for ski touring, 30 min to Loon and Cannon, avail wkends or wks. Eva, X3-5742.

Sugarbush-Mad River area ski hse has shares avail, nego. Reno, X3-2063.

## Animals

Golden retriever/collie, 2 1/2 mo, hsetrained, great disposition, free to gd home. 547-6918 aft 7 pm.

Tiny toy pekingese, f, sable & bl, \$75; toy silver gr poodle, m, \$100, both AKC & all shots. X3-6157.

Free kitten, f, bl w/wh paws, hsebrkn, v affec. R. Russell, X3-2871, lv msg.

Puppies, \$20, mother blk lab/dalmation, father blk lab, gentle, affec, exc w/kids. X8-1325 Draper.

Free: male setter, 6 wks old, shots, v affec. Kathy, X3-1667.

## Wanted

Freezer, 5 cu ft or lgr, in gd to exc cond for \$60 or under. Lin, X3-6717.

Rmmate for 4 man apt, nr Cent Sq, own rm, \$50/mo inc ht. 661-9698.

Info from people experienced in raising salt water fish. Martha, X3-5124, lv msg.

People w/kid(s) around 5 yr old to share spacious Winch home w/1 family & 2 snlgs, nr T & shopping, reas rent. Ann, X8-1147 Draper.

Rockingham Cty, NH furn rm or sm apt for 6 wks in Spring. Jane, X3-6703.

Daily ride, Comm Ave, Allston-Bri area to MIT morns, wl pay. Elaine, X3-1590 or Joan, X3-4876.

Nursery sch nds: cirb matts; washable cushions; 4x6' or smaller rugs; plastic dishpans; plants; eggbeaters; brooms; mops; musical instruments; rulers; ydsticks; plastic droppers, etc, etc. Lv items at sch ofc nr Eastgate playgrnd. X3-5989.

Rmmate, own rm, to share w/writer & lawyer, nr Harv Sq, \$100/mo. X3-2063.

## Miscellaneous

Would you like to exchange child care? We have an 8 mo baby. Adele or Richard, 661-8690.

WI do thesis & gen typing at home. Ethel, X3-6334.

WI do gen typing on SCM electric. John, X8-4095 Draper.

Grad student wife will babysit full time in Westgate apt. 494-8738 evgs.

WI do gen or thesis typing, IBM selec, fast & accurate. X3-6864.

Eastgate wife wl babysit wkdays in her own apt. X3-5305.

## Positions Available

The Office of Personnel Relations is seeking individuals from within the Institute to fill the following opening:

*Secretary IV* in research laboratory for associate director of administration and staff member. Responsibilities involve typing from handwritten copy and tapes; some editing of material; handle travel arrangements, appointments, phones. Excellent typing and organizational ability required. Biweekly 3-4251

*General Assistant* Works in all groups such as photostat room, bindery, ozalid, works in pressroom, etc. Performs such jobs as trimming, collating, binding, ozalid-machine operating, etc. Does other related duties as assigned. Needs some instruction and supervision. Graduation from high school or its equivalent, and a minimum of one to two years of applicable experience are required.

HOURLY, extension 3-4268

The Electronic Systems Laboratory has an immediate need of a Programmer who will work on a project to reprogram sophisticated information retrieval system for the IBM System 370. The person should have three or four years experience programming in a high-level language and have experience programming in a time-sharing environment. Knowledge of PL/1, OS, TSO, and 360/370 assembler language would be desirable. Understanding of indexed sequential and direct access file organizations would also be helpful.

Richard E. Higham  
X3-4278





Lady Bracknell portrayed by Kathryn Karnes. —Photo by Marc PoKempner

## Dramashop to Stage Oscar Wilde Comedy

The MIT Dramashop will present Oscar Wilde's comedy of manners, *The Importance of Being Earnest*, in Kresge Little Theatre, beginning Thursday, February 8, at 8:30pm.

Performances also are scheduled for February 9, 10, 16 and 17. The play is directed by Professor Joseph D. Everingham, director of drama. Paul Pangaro, a senior in humanities from Bloomfield, N.J., is cast in the role of Earnest, with James H. Eckhouse, a freshman from Glencoe, Ill., as Algernon and Kathryn Karnes, a local actress as Lady Bracknell.

Settings for the play, which satirizes the foibles of British upper classes in the late 19th century, are being designed by William D. Roberts, with costumes by Linda Martin and lighting by Edward Darna. Student designers who assisted are John Q. Peers, Jr., a senior in architecture from Richmond, Va., Dirk A. Zwemer, a junior in chemistry from Kensington, Md., and Thomas C. Hundley, a senior in life sciences from Danville, Va.

All seats for the play are reserved. Tickets are \$2.25 and reservations may be made by calling Ext. 3-4720.

## Students Interested in Law May Try It in Field Work

MIT students interested in law-related studies will have opportunities to work for law firms and related agencies to test abilities and interests in law.

During the Spring Term, students will be offered field work in criminal justice planning, courts, corrections, the legislature, legal aid offices, law firms and public interest groups.

Specific opportunities include working with: the Youth Advocacy Program of the Governor's Committee on Law Enforcement and the Administration of Justice; attorneys and law students who represent juveniles charged with delinquency in the Columbia Point area; Easter Seal Society as interns to assist in development of legislation for the handicapped in Massachusetts; and the Massachusetts Lawyers' Guild Tenants Project on rent control and housing conditions.

A number of students participated in law-related placement programs last Fall. Michael Thomas, a sophomore in electrical

engineering from Los Angeles, Calif., designed a system for the evaluation of the prosecutorial system in Massachusetts District Courts. Cliff Ragsdale, a freshman from Greenwich, Conn., worked with Newton Representative David Mofenson on analysis of pending legislation for reform of the judicial selection process. Judy Levenson, a Wellesley senior, examined the role of defense counsels in the processing of defendants through the courts.

Professor J. Daniel Nyhart, special assistant to the Chancellor and coordinator of law-related studies, said, "I am glad to see that a number of faculty and members of the teaching staff, both lawyers and others, will be acting as faculty supervisors on these projects. The program is working closely with the Undergraduate Research Opportunities Program (UROP), and where appropriate, projects will be supported by credit or wages through UROP."

Coordinators for the program are Timothy Bird, Ext. 3-4822, and Suzann and Leonard Buckle, Ext. 3-1788.

### Papers for TEN

Students interested in publishing papers written during IAP should contact *Tech Engineering News (TEN)* in Room W20-453 or call Martin Walker, dormline 8428, or Bruce Lacy, dormline 0184.

# Visual Design From Technology

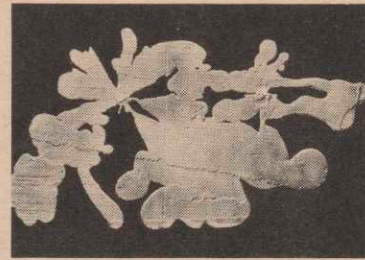
A photographic documentation of contemporary experimental art works by MIT students will be displayed in Hayden Corridor Gallery February 8 - 27.

The exhibit, "Visual Design Experiments by Science and Engineering Students," is being sponsored by the Committee on the Visual Arts.

Robert Preusser, associate professor of visual design, compiled the show from "Art and Technology," his widely acclaimed exhibition which was circulated at colleges in England.

Professor Preusser gathered the material from experiments made by undergraduates in Visual Design Problems, a subject he has conducted since 1957. Other works produced by his students have

been exhibited in US galleries since the early 1960's and in "Cybernetics Serendipity," a 1968



show at the London Institute of Contemporary Arts.

The exhibition is in six categories comprising about 100 photographs. Categories (and examples of each) are:

Exploiting the Accidental—ink floated on water and transferred to paper;

Experimental Processes—crys-

tal growth, hot concentrated solution of sodium acetate in water;

Materials, Tools and Techniques—high-contrast negative printed on photosensitive copperclad phenolic, a material used for printed circuits;

Optical Phenomena—shape deformations from mirroring light and color in highly reflective surfaces of various curvatures;

Light, Color and Movement—configurations resulting from motorized seesaw movement of plastic cylinders containing two liquids of different densities;

Electronic Data Processing—computerized moves of a chess game, including several superimposed solutions to the knight's tour problem involving 64 moves over the 64 squares of a chess board.

## Winkers to Vie For Top Title

MIT will have four teams competing in the Eighth North American Tiddlywinks Championships to be held at Cornell University February 10 and 11.

After winning the world championship in England last year, the MIT club split its top team into two teams which will compete in the A Division at Cornell. Two other teams will play in the B Division. The A Division teams finished first and second in the Eastern Regional Championships held at the Institute in December.

In the Cornell match, MIT will be trying for its second straight win and its fourth in the last six years. Also at stake is the chance to defend the team's world title later this year against Quesh, the present English champions.

## AMITA Seeks Nominations

The Association of MIT Alumnae (AMITA) has extended the deadline for nominations for this year's AMITA Senior Academic Award until February 15.

The AMITA Award will be given to a woman student in the Class of 1973 for academic excellence. Criteria considered in selecting the winner include cum, depth and breadth of academic accomplishment in course work, special projects and or thesis research.

Nominations may be made by faculty members and students. AMITA particularly solicits nominations from research advisors and members of the Class of 1973. Nominations should be submitted to Dr. A. Buyn, Room 26-411.

The Award will be presented at the annual AMITA Student Dinner on April 10.

## Young Violinist To Give Concert

Ten-year-old violinist Marjorie Kransberg, the youngest member of the Julliard School of Music in New York's Pre-College Orchestra and the recipient of an honorary scholarship from that school, will present a free concert in the MIT Music Library Wednesday, February 14, at 5pm.

Her program will consist of Mozart's Rondo in G (No. 7), Partita No. 3 in E Major, including Preludio, Loure, Gavotte en Rondo, Menuet I, and Bouree, of J. S. Bach; Wieniawski's Polonaise Brillante in D Major; and Introduction and Rondo Capriccioso, by Saint-Saens.



An arboreal creation known as a "yum yum tree" is toted down an MIT corridor after an art seminar by Steven Kovner, of Boston Latin High School, Mark Brezina, of Rockland High School, and Val Heinz, co-director of the Saturday studies program.

—Photo by Margo Foote

## Saturday High School Program in 16th Year

Registration for the spring term High School Studies Program (HSSP) at MIT will be held Saturday, February 10, in the main lobby at 77 Massachusetts Ave., at 10am.

Now in its 16th year, HSSP offers area high school students an opportunity to explore subjects taught at the college level. Most instructors are MIT students, but the program also includes teachers from other colleges and even a few high school students.

Each term the curriculum is developed by the interests of the volunteer faculty members. "We expect to offer between 50 and 60 classes for the spring term," according to Val M. Heinz, Jr., of Portage, Mich., an MIT sophomore and coordinator of the program.

"If enrollment is normal, we will have 400-500 high school students studying each Saturday at MIT. Information about the program is sent to nearly 400 high schools, vocational and trade schools within driving distance of Cambridge," Heinz said.

Subjects include standard courses such as beginning German, trigonometry and computer programming, as well as unusual offerings such as chess, legal theories and social norms, and

spoken Chinese.

A course in theatercraft offers exercises in acting and production techniques, improvisations, movement and stage presence and use of stage materials. First given in 1967 the course has grown to a regular enrollment of over 100.

The MIT Educational Studies Program also offers a weekly education seminar on problems in secondary education, counseling in higher education, a film and media project, and a library of educational material and games.

A four-dollar registration fee covers all expenses for a high school student taking three classes weekly and participating in occasional festivals sponsored by the program. Nominal additional fees are charged for computer and photography courses.

A new addition to HSSP is a group of high school representatives who have been enrolled in HSSP for several terms and serve as liaison between the program and nearly 40 secondary schools.

Young people between 14 and 18 who would like information about the program may call 253-4882. An answering service will record their names and telephone numbers and a member of the HSSP coordinating committee will return the calls.





# The Tech

VOLUME 93 NUMBER 1

CAMBRIDGE, MASSACHUSETTS

TUESDAY, FEBRUARY 6, 1973

FIVE CENTS

## Housing sets '77 class size

By Paul Schindler

The class of 1977 will be targeted for 900 members, according to Chancellor Paul E. Gray. Historically, the number is not small, but it is a drop of 140 from the record class of 1040 admitted last year.

As mentioned previously in *The Tech* (Tuesday, January 9), the drop in class size will, according to officials, have no significant effect on financial aid or

tuition income. Due to variations in student need, marginal income per student is not a simple, linear student-tuition relation.

There has been a pattern of increasing class sizes over the last five years (see graph on page 3) with last year's class being an accidental overshoot of a target of 1025. Suddenly this year, a sharp upturn of the retention rate in the dormitories (the number of people who stay in the

dorms) combined with the large size of recent classes produced a housing "crunch," according to Assistant Dean for Student Affairs Ken Browning. This overcrowding was cited by Gray as the primary reason for the reduction in class size.

"There are many forces which push the class size up," Gray noted, "but the housing crunch is the main thing which holds it down." The decision, announced in a meeting Friday morning, January 26, was debated for almost two weeks after it was discussed in Academic Council, and was considered privately for some time before that. The persons at the meeting were those most directly affected: Gray, Director of Admissions Peter Richardson, Dean for Student Affairs Carola Eisenberg, Provost Walter Rosenblith, Vice President for Administration and Personnel John Wynne, and Vice President for Operations Philip Stoddard.

Alternatives were considered, according to Gray, but within the framework of having all freshmen live in Institute or Institute-approved housing (i.e. fraternities or Student House), there was no escaping the smaller class size. The alternatives were: intentional overcrowding of the dorms, or use of interim housing which would be both expensive and inadequate for use by undergraduates.

Vice President Kenneth Wadleigh described the decisions as "denying some the right to come to MIT, while doing the best we can for those who do come." Stating that the decision to admit 900 next year will "hold the line on decent housing," he noted that the decrease in size this year will allow classes of 950 in succeeding years. Wadleigh also told *The Tech* that there is no immediate prospect of funding for a new undergraduate dormitory, which would be the long range solution for the housing problem.

(Please turn to Page 3)

Science Advisor to John F. Kennedy, the role of the OST is "to show the President what the options are, with regard to science programs and policies."

"Wired nation"

However, lately it has been difficult to determine what functions the science advisory staff has been performing for the President, and in one case where the information was learned, the OST and Mr. Nixon came under fire from both Congress and the general public.

That instance involved a study entitled "Communications for Social Needs," and was prepared by David's office for Presidential Assistant for Domestic Affairs John Erlichman and the President's Domestic Council.

The 300-page "Administratively Confidential" document was a feasibility study of using telecommunications and computer technology to produce a nation-wide communications system. The master plan included placing FM receivers in every home, boat and automobile, which could be turned on and off by only the government, eventually leading to the concept of the "wired city" and finally to a "wired nation."

(Please turn to Page 6)

## News analysis Nat'l science policy: who'll run the show?

By Norman D. Sandler

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by Norman Sandler

With recent reports of a dismantling of President Nixon's science advisory staff (see *The Tech*, January 16, 1973), and the formal resignation of the President's science adviser, Dr. Edward E. David, Jr., several weeks ago, there has been a great deal of controversy in Washington, as well as at institutions such as MIT, over the position the Nixon administration will be taking with respect to science and technology as Mr. Nixon enters his second term.

Traditionally, the President has directed science policy and has set priorities with the assistance of the science advisor, a position originally established by President Dwight Eisenhower. However, it now appears that the advisor system is being superseded by one which will again have the President alone making policy decisions, phasing out or eliminating the role of the professional advisory staff.

The scientists were in the Office of Science and Technology (OST) and the President's Science Advisory Committee (PSAC). According to MIT President Jerome Wiesner,

## Tech uncovers press hoax

Special to *The Tech*

In a daring early morning coup yesterday, persons ostensibly connected with *The Tech* perpetrated a major hoax upon members of the MIT community and the Boston press.

The hoax was accomplished by the clandestine distribution of a spurious version of *Tech Talk*, which so closely resembled the original that many persons were fooled even after close inspection.

Copies of the bogus issue were reportedly distributed to the home of Dr. Jerome Wiesner, offices of MIT administrators, and the Boston press, including both wire services, the *Boston Globe*, the *Herald-American*, and two of the area's three television stations.

Officials of *The Tech* expressed stunned disbelief that such an event could be traced to members of the staff, especially in light of the strict managerial control which the Board of Directors assert that they have over members of the staff.

*The Tech* Chairman David Tenenbaum '74, in a public statement made Monday morning upon hearing of the incident, stated that "I had no prior

knowledge that such a prank was in the making, and have been assured that no one from *The Tech* was even remotely responsible for the plot."

Recently-elected Editor-in-Chief Paul Schindler '74, could not be reached for comment yesterday. Several persons reported seeing Schindler at various locations throughout the MIT campus on Monday, though none of these tentative identifications could be substantiated. In a written statement left in the offices of *The Tech*, Schindler explained that he regretted his "lapse of good judgment," and set the blame for the deed on Tenenbaum and *The Tech* News Editor Norman Sandler.

Sandler, also unreachable for comment, though thought to be bound for an undisclosed South American destination with an unidentified female staff member, cabled Chairman Tenenbaum yesterday noon with the message "Boffo stunt hear you pulled... Hear Admin multi-upset... Have left for short vacation due to health..."

The controversial counterfeit contained a lead story announcing that MIT President Wiesner had been appointed as Science

Advisor to President Nixon, and would be leaving the Institute, succeeded by Chancellor Paul Gray.

Radio station WBZ picked up the Wiesner story on its ten and eleven morning news, changing the report to a feature on the hoax for its noon program.

Members of the MIT administration and the staff of the MIT News Office and *Tech Talk* were not available for comment at press time.

## Rowe to assist chancellor

By Sandra Yulke  
and Paul Schindler

The new woman working with Chancellor Paul E. Gray will, by her own choice, be known as the Chancellor's Assistant for Women and Work. She is Mary Potter Rowe, [Note: She does not like the use of titles, as she is a Quaker, and prefers to be called "Mary Rowe" by those who do not know her, and "Mary" by those who do.] a graduate of Swarthmore and Columbia (where she got her Ph.D. in economics in 1971).

Rowe lists her current occu-



Rick Carley '76 returned from a week-long tour with the MIT Concert Band last week and found, to his surprise, that friends on his floor in East Campus had constructed this wishing-well in his room, complete with bricks, roof, and approximately a foot of water inside.

Carley walked down the hall with an apprehensive look on his face, which turned to surprise when he found a note reading "Best Wishes, The hall" tacked to his door. "My God that's impressive" was the only thing he could manage to say upon seeing the well. When asked about his plans for the structure, Carley said, "Why, every room should have a wishing well." Photo by Fred Hutchison (AP)

## Lowell School changes seen by new director

By Jonathan Weker

At a time when the Lowell Institute School is undergoing the most fundamental changes in its seventy year history, Dr. Bruce Daniels Wedlock has been named as director-designate of the School, according to Dr. Walter Rosenblith, MIT provost, and Dr. Ralph Lowell, trustee of the Lowell Institute.

Wedlock will assume the position to be vacated on June 30 by Dr. F. Leroy Foster, who has served as director of the Lowell Institute School since 1959.

His appointment, Wedlock feels, is part of an effort by MIT to revitalize the Lowell School following a period during the Sixties when the School's role as an evening institution with technical instruction for persons in industry seemed to be diminishing. Enrollment has been decreasing over the past five years, a phenomenon Wedlock attributes to two factors.

The major reason for this decline, according to Wedlock, is because of "competition from community colleges and other institutions that offer associate

degrees for four years of night-school study." He believes the other cause to be that the School's curriculum was becoming "outdated."

Until 1969 the Lowell Institute School had maintained the same educational format as had been used since the School's inception in 1903. The school had been started at that time as the brainchild of Dr. A. Lawrence Lowell, at that time president of Harvard as well as trustee of the Lowell Institute.

The Lowell Institute had been founded in 1836 by John Lowell, who left half of his fortune of \$500,000 for the "maintenance and support of public lectures, to be delivered in Boston, upon philosophy, natural history, the arts and sciences, or any of them, as the trustees, from time to time, deem expedient." The Lowell Institute has expanded to where it now is a benefactor of television station WGBH channel 2, and also offers the Harvard University Extension Courses and the periodic Lowell Lectures for

(Please turn to Page 2)

pation as "Consultant Economist," and has been doing work at Radcliffe most recently.

Much of her work has been in the area of the economics of child care, a topic she has researched for the federal, state, and Cambridge city governments. She has worked for Harvard, OEO, the Carnegie Corporation, Abt Associates, the National Council of Churches and the UN. She spent 1963-66 in Nigeria, and 1962-3 in the US Virgin Islands. She has published numerous specialized papers, serves on several boards and is a

member of the American Economics Association, the National Planning Association, and the African Studies Association.

The announcement of Mary Rowe's appointment has been a long time in the offing, and she says that most of the delay involved has been her own fault. She was the number one candidate and most likely prospect as early as mid-December, but she told *The Tech* that meetings with Gray about the nature of her job and her hours delayed any final announcement. Gray

(Please turn to Page 5)



## NOTES

\* Fund-raising concert to benefit Medical Aid to Indochina featuring "Swallow," on February 13 at 7:30 at the Aquinas Junior College. For further information call 965-3643.

\* The MIT Automobile Club will have a meeting Tuesday, February 6 at 8 pm in the West Lounge of the Student Center. We will have slides of the US and Canadian Grand Prix, possibly a discussion by David Ammen, a top driver in a C/Sedan Alfa, further information about the pro driving schools, and a report on our sponsorship activities.

\* Work has started on the organizing of R/O Week for next year. If you have any modifications, new ideas, or are interested in helping out - please leave your name at the FAC Office, room 7-103.

\* The Student Center Committee presents the return of the Midnite Movie Series. This week's movie will be "The Little Shop of Horrors" starting at midnite, Friday, February 9 in the Sala de Puerto Rico. Admission Free!!!

\* POT LUCK COFFEEHOUSE Live entertainment every Friday and Saturday night, 8:30 pm to 12 m. Mezzanine Lounge of Student Center. Free coffee, cider and doughnuts. Performing this week: Friday - Gaytha Hillman, Brian Rohsenow. Free Admission!

\* THE AMERICAN DELEGATE research group is now located in Room 24-607, x3-2460. Students who did interviewing over IAP are urged to return questionnaires to the project office, or to contact coordinators at the extension given to make other arrangements.

\* Many new opportunities are now open for students interested in doing fieldwork in law-related areas, with community organizations, state agencies, and with the state legislature. Arrangements can be made to receive credit or in some cases wages for work during the term. For more information, contact Tim Bird at x3-4822, or Leonard or Suzann Buckle, x3-1788.

## Changes seen for Lowell

(Continued from Page 1)  
the public (in addition to the Lowell Institute School).

As a trustee, Lowell felt it would be worthwhile to create a college for tradespeople, and he presented the idea to Harry S. Pritchett, then president of MIT. Pritchett found this proposal acceptable, so in 1903 the Lowell Institute School, a school for industrial foremen under the auspices of MIT, was begun. Here, for "the price of two bushels of wheat" per year, which at the time was five dollars, a man or woman actively employed in industry could take a two year course, either electrical or mechanical in nature.

Sixty five years later, this format remained essentially the same, though the price had risen to a \$5 registration fee plus \$5 for every semester hour taken. Over the years, the curriculum was continually updated, but could not keep pace with technological advancements. By the late Sixties, this form had become obsolete, and some individual elective subjects were added to the School's offerings.

The decreasing attendance led to a cancellation of the two year courses, with the final ones being completed in 1969. Wedlock considers this period to be one of the low points in the Lowell Institute School's history. The Lowell Institute wanted MIT to contribute to the renovation of the School, but MIT was considering whether to discontinue its support of the Lowell Institute School altogether.

Last year, however, MIT decided that it would be to its benefit to see the Lowell Institute School reinvigorated. The School was put under the provost's office, financially tying it to MIT. Previously, all of the funding had been by the Lowell Institute, with MIT providing only the room and the facilities for the School. Under the new arrangement, Wedlock's salary

will be paid by MIT, the first time a member of the School faculty has not been paid by the Lowell Institute.

Currently confronted by the problem of making innovations at the School, Wedlock is proposing a structure that would allow the School to serve in two capacities. The first function of the School would be to offer special one-semester subjects which would introduce students to simple skills related to their fields of work, or expand on skills already possessed. These courses would be designed to give technicians experience in techniques related to those used on the job. "Basically, this whole school is technician-oriented," Wedlock remarked.

Among the subjects to be presented during the upcoming semester is a course on scientific photography, designed to teach those photographic techniques pertinent to scientific work, and a course on digital electronics, which would give technicians the ability to find and fix errors in electronic circuits.

The second type of course to be offered consists of one or two year programs in new areas of technology. "We are planning new areas of study that will take advantage of the position MIT occupies in the forefront of developing technology," Wedlock said. Under this program, the Lowell Institute School would serve as a "graduate school" for people in industry with associate degrees, or the equivalent.

One of the courses to be offered would deal with the repair of medical equipment, which would concentrate on the various types of instruments used in medicine and how they work. "The object of this is to train the technician in new technological information," Wedlock commented. Also mentioned was a possible future course in the field of electro-optics.

Wedlock cited potential long-range expansion into non-technological fields; for example, a course on building supervision and maintenance, which would be given by physical plant personnel. However, he does not envision any daytime program. "We will be continuing the concept of the original two-year program," said Wedlock. "We want to offer courses at the technician level that are not available at other places."

Wedlock has had previous contact with the Lowell Institute School, teaching classes for the School while a graduate student and then while a professor of Electrical Engineering at MIT. He has also spent time doing research for private industry.

Since taking over the duties of his office December 1, Wedlock has been very satisfied with the opportunity which the leadership of the Lowell Institute School presents. Initial discussions with industry personnel have led him to believe that the School will be well enrolled. Remarkd Wedlock, "I will be very disappointed if the phones are not ringing!"

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# Housing squeeze sets size of '77 class

(Continued from page 1)

(If such a dormitory were built, according to Associate Dean for Student Affairs Richard Sorenson, it would most likely be in the area of MacGregor and Westgate II. A study to determine the most efficient uses to which the remaining land in that area could be put is now underway.)

Browning stated that the flexibility of the Dean's office to deal with certain special housing needs will be less than hoped for with a class of 900. "The student-faculty exchange, set up by the physics department, is authorized for ten people, although it has never been at its full authorized level. We also wanted ten spaces to handle the imbalance in the MIT-Wellesley Residence Exchange, and 40 spaces to handle special cases, including re-admits and transfer students." He went on to note that the only aspect of this built-in flexibility which could be decided in advance was the

disparity in the MIT-Wellesley Residence Exchange; the other decisions would have to be "played by ear because there is too much uncertainty. A one per cent change in the retention rate in any one class is five students."

There is also uncertainty, both in the precise meaning of the decision, and how close the admissions process can come in any case to delivering a class exactly as large as that desired. Director of Admissions Peter Richardson said he guessed that MIT could "easily admit a class of 1100 qualified students next year." There is the possibility of getting a few too many students; a two per cent error in admissions (20 students) is easily possible because of the uncertainty of how many admitted students will come to the Institute.

"There are pressures on you to admit as many people as possible, and there are pressures on you, especially now, to not admit too many. When you add the fact that we try to let people

know about our decision as soon as possible, it becomes a very difficult task," Richardson said. He expressed confidence that the Admissions Office was up to the task, and that they would come very close to the target figure. Richardson also noted that the number of blacks and women in the class was not likely to decrease disproportionately.

The precise meaning of the decision is not clear. At one time during discussions, the class size was spoken of in terms of "not to exceed x." By the time it was finalized, the "not to exceed" no longer had so much emphasis. One source said, "No one took it out, it just seemed to disappear by itself. Thus, you can either say 'at least' or 'not to exceed,' depending on what you believe, and what your audience wants to hear."

The only significant opposition to the smaller class size known to *The Tech* at press time was that of several members of

the Engineering Council, a steering group for the School of Engineering. According to one member of the Council, the question of the class size came up for the last half hour of a two and a half day meeting.

"People were not rising in massive indignation," said one participant, "but they thought it was not a good idea to cut the class size at this time." There was apparently some feeling that the class size cut might be reflected adversely in Engineering School enrollment, while others felt that the decision had not been discussed enough.

Associate Dean of the Engineering School James Bruce told *The Tech* that the decision raised several questions in his mind. "It is going to be interpreted as MIT playing down science and technology," he said. Bruce believes that "all the issues were not put on the table," (he gave the effect on tuition income as an example) and that there had not been enough discussion of "alternative housing possibilities. How committed are we to the current ratio of graduates to undergraduates on campus? Why can't some graduate housing have undergraduates in it?"

One possible solution suggested by the Council was the housing of undergraduate students in faculty homes. Eisenberg has

promised to appoint a task force to look into the idea, which she called "promising." "There may be some problems," she added, "as we have commuting students now, and this mode of living does not offer students as much on-campus life." When asked, she said that the Deans' office does have some say over graduate housing, and that she knew "no reason that some undergraduates could not be housed in graduate houses."

When he described the decision process used by Wiesner and himself, Gray said that there were two major considerations: internal effects and external perception of the decision.

"Internally, we asked ourselves what the decision would mean. It might mean staffing changes in large freshman classes like 8.01 and 18.01. It might reduce, at the margin, the number of people selecting certain courses. Will this hurt some departments worse than others? There is no way to do an experiment, but we do not believe this decision will have a major effect on any single department."

Gray called the question of MIT backing off due to pressure on "science and technology" a "non-issue." The decision did not have to do with young people's interest in MIT, or with MIT's interest in education. It had to do with the quality of life.

## Nixon cuts R&D funding MIT to be hit by slashes in domestic research funds

By Norman D. Sandler

MIT is in line to feel a financial pinch in the area of federally-sponsored research, due to cuts in the federal budget for the fiscal year (FY) 1974, as announced by President Nixon last week.

Citing rising taxes and skyrocketing inflation throughout the sixties as examples of the results of vast government spending, the President has asked for cuts in many domestic programs, which will eliminate more than seventy governmental agencies and programs.

In a radio address, Mr. Nixon said: "If we're to keep taxes and prices down, the Congress must keep spending down... relying on bigger government is the wrong way to meet our nation's needs."

The budget slashes reflect the theme of the President's inaugural address last month, which called for a shift in national spending priorities, with an emphasis on each American helping himself, rather than having government spending provide that assistance. Just as was anticipated following that speech which referred back to the "work ethic," the FY '74 budget eliminates the Office for Economic Opportunity (OEO), as well as other monies earmarked in the past for welfare and other human and social services.

Domestic R&D

Hit hard by the new Nixon budget are funds for domestic scientific research, in almost all areas excepting defense, cancer and heart disease research, and projects related to solving the nation's energy crisis.

Areas of research which will feel the most immediate squeeze are atomic energy, health sciences (except in those areas named above), aerospace research (funded by NASA) and federal assistance to graduate students. Much of the pinch felt at MIT will be due to a cut in the fiscal year budget of the National Science Foundation (NSF), which will decrease by nine percent.

Cuts in the research budget for the Atomic Energy Commission (AEC) will result in the closing of one, and possibly two, MIT-affiliated research facilities: the Cambridge Electron Accelerator (CEA), and the linear accelerator in Middleton, Massachusetts.

The CEA, operated jointly by MIT and Harvard, is already having work curtailed there, and

has been discontinued altogether by the FY '74 budget. In the new budget, the CEA received no operating funds for new research, and just enough money to close the facility down.

The Middleton linear accelerator, an MIT facility opened only last year, has been in desperate need of funds to stimulate research there since completion. However, in the '74 budget, only \$18 million is allocated for research in that field, and the Middleton facility will have to share that sum with five other installations across the country.

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### Study in France

Representatives from the International Studies Center, Grenoble, France, will be in the Placement Office, E19-455, Wed., Feb. 7, 10 AM - 5 PM.

Phone 391-0274 for more information.

## MIT Dramashop presents

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Wednesday Night 8 pm

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Ken Russell's THE SAVAGE MESSIAH 6:15 - 9:45 & David Hemmings in THE WALKING STICK 8:00 Weekend Matinees 4:30



# Letters to *The Tech*

## Philosophy

An open letter to Professor Cartwright, Head of the MIT Philosophy Department.

Dear Professor Cartwright:

This letter is written to request 1) that an advocate of the philosophy of Objectivism be added to the faculty of MIT's philosophy department; 2) that Objectivist viewpoints be studied in the relevant subjects now being offered by the department; and 3) that a separate subject on Objectivism be included in the curriculum of the department.

There are several reasons why we consider these to be proper requests which should demand the department's immediate and serious attention.

Last year there was considerable controversy over the bias of MIT's philosophy department. A number of students (who were not supporters of Objectivism) complained that the department was "too analytic," and that faculty members were being penalized because they did not "toe the line" espoused by those who run the department (cf. the Graves tenure controversy). To the extent that those accusations mean that the department is extremely biased towards the philosophical positions of linguistic analysis, logical positivism, and their variants (e.g. such contemporary doctrines as Quine's and Tarski's) — and that this emphasis results in discrimination, both in subjects taught and faculty hired, against those who disagree — we consider the complaint to be correct. One need only attend the subjects being offered by the department (as we have) and view the disproportionate amount of time devoted to the above-mentioned philosophies, to conclude that the department is greatly biased in their favor.

Moreover, in the realm of ethics and political philosophy, there are several faculty members who explicitly support altruism and Marxism in one form or another. There is *no one* who advocates rational individualism and libertarianism.

Future leaders of the nation — in both the sciences and the humanities — are now being indoctrinated with views regarded by many as absurd and repulsive, by a department intent on propagating its own doctrines to the exclusion of all others. In the judgment of many of us, the teaching of philosophical "analysis" is significantly responsible for the destruction of logic and mathematics as more and more students are led to believe that these sciences consist of arbitrary rules adopted by convention; and this together with the so-called "empiricist" theories of meaning are just as devastating in their effect on the intelligibility of even the most basic concepts and laws of elementary physics — to say nothing of the recognized philosophical disaster in modern physics. And given the current social state of the world, it hardly seems necessary to point out the devastating effects of the constant indoctrination of contemporary ethical subjectivism and collectivism on the minds of college students.

In short, across the board in all the major divisions of philosophy there is a specific philosophical orthodoxy being pushed by the department, while virtually no opposition to it is allowed. Since the purpose of a philosophy department at MIT is, supposedly, to educate interested students by a balanced presentation of important past and present philosophical views, and not to indoctrinate them, it is mandatory that opposition to the present discriminatory policies be given a voice in the department.

Objectivism is a significant and comprehensive philosophical system which provides just such an alternative. Since Objectivism is a systematic philosophy embracing all the traditional branches of philosophy — metaphysics, epistemology, philosophical psychology, ethics, political science and aesthetics, an Objectivist philosopher on the MIT faculty would provide the beginning for the badly needed representation of views now being excluded in all those areas, as well as systematically relating them.

Moreover, Objectivism not only provides an alternative point of view in these areas, it provides answers to several problems heretofore thought unanswerable by most philosophers, not the least of which

are solutions to the problem of universals — via its theory of contextual essentialism — and the problem of deriving the "ought" from the "is" — through its theory of objective (as opposed to intrinsic or subjective) value.

It is relevant to note that a few years ago there was a push throughout the country to get a token representative of existentialism or of an Eastern (Oriental) philosophy in philosophy departments. MIT was one of those who followed suit. Objectivism is in the Western tradition, it is new and different, yet it is still unrepresented. There can be no good reason for

It is also relevant to note that the department has stated its desire to offer subjects which will attract greater attendance in the department's courses. We have noted that attendance in class has increased greatly on those rare occasions when the ideas of Ayn Rand — the philosophy of Objectivism — have been presented. One example of this was the increased attendance last year in former Professor Rabinowitz's section of *Contemporary Moral Issues*, 24.01-24.02; that attendance was the greatest (nearly the entire class, in vast contrast to the usually minuscule attendance) when a student who supported Objectivism was allowed to present three lectures on it.

Therefore, we request that students be presented Objectivism's basic positions in subjects which deal with the pertinent philosophical questions.

This latter request entails not merely adding books on the philosophy of Objectivism to the reading list, but also having lecturers who are competent to present it correctly. As has been witnessed by anyone who was enrolled in last year's *Contemporary Moral Issues*, to take an example, the lecturers displayed either an incredible ignorance of Objectivism and/or an immense hostility to it, both of which result in distortion and misrepresentation of its positions. It is for this reason that we request both a separate subject on Objectivism and an Objectivist professor in the philosophy department. A policy of this kind would in general serve to ensure the objectivity necessary for the appraisal of any ideas, but it is particularly necessary in the case of such a new and radical philosophy as Objectivism.

In regards to the position in the department for an Objectivist professor, there are presently several Ph.D.'s who could be approached, and we will gladly submit their names for your consideration.

Implementing the three proposals we have made will be an important first step in achieving a much larger representation of realism and individualism in the MIT philosophy department. For the MIT philosophy department to deny even the first step of a *single* spokesman for an alternative to the present doctrine would be inexcusable.

Finally, we would like to hear your response to our requests as soon as possible; we also believe that a meeting with you is desirable, and thus we request an opportunity to speak with you at length about our proposals. We can be reached either through Warren Ross, dl 0-289, or Frank Peseckis, 261-2491.

[The note was signed by Ross, Peseckis, and ten others. — Editor]

### Lettvin Sychophant?

To the Editor:

Barbara Moore's one-sided, misleading article on the Feld-Lettvin debate marks her as a hopeless Lettvin sychophant. In a 500-word article she devoted a mere two sentences to Feld's views, and presented Lettvin's arguments in a slavishly uncritical light as though no one had been able to rebut them.

As it happened, Feld saw the heart of the matter not consisting in whether it is logically possible to separate the work from the man (as Moore erroneously stated in her article), but whether the AAAS should take an "excellence in its own right" stand by supporting fascistic, anti-Semitic writers whose political ideology is on the other end of the spectrum from its members, or reward artists who use their talent to support the moral positions of the AAAS members. The AAAS has the right to define the purpose of its Emerson Thoreau Award,

and it has done so by giving the award to people like Hannah Arendt and denying it to Ezra Pound. Lettvin only obscured the issue by raising the specter of political censorship of art and denigrating the abilities of the AAAS to judge poetry. Feld pointed out that denying an award to Pound does not repress his free speech and poetry since he is already recognized as a great poet, and that the members of the AAAS don't have to be poets to select recipients of the award because it is not a poetry award *per se*. The statement that "The general impression of the audience was that it agreed with Lettvin when he stated 'I would rather have Pound with extreme anti-Semitism than a world without Pound'" is not only unjustified judging from the response of the audience, but pointless because it does not address the issue. Feld made the important point by saying that it would be appropriate to recognize the fact that Edward Teller (a right-wing physicist, "father of the H-bomb," who testified against other scientists during the McCarthy Era) is a good physicist by awarding him the Nobel Prize for his contributions in quantum mechanical interpretations of certain chemical phenomena, but it would not make sense to offer him the Atoms for Peace Award because of his position in developing nuclear armaments and his intransigent views on disarmament and foreign policy.

Bonnie Buratti, '74  
Elise Nuchtern, '74

### SDS Corrections

To the Editor:

I wish to point out that the last two issues of *The Tech*, in articles about the demonstrations in Washington on January 20, have libeled SDS. I have called the printing of misinformation libel because in this instance the errors in question were presented as if they were the inevitable consequence of SDS ideology and the conscious intent of the SDS leadership. The two instances to which I refer are: 1) On January 16, 1973, *The Tech* in an article by Norman Sandler stated that SDS did not have a march permit and would march against police opposition if necessary on January 20 in D.C. and, 2) on January 23, 1973, in an article by Paul Schindler, *The Tech* stated that during the demonstrations on January 20, "the SDS" burned the Yippie (Zippie) RAT float. The truth is that: 1) SDS, whose "March Against Racism and the War" was called in September, indeed had successfully worked out a parade route with the D.C. police by late December and certainly had an approved parade route by January 6, 1973, well in advance of the January 16, 1973 *Tech* article (and *Thursday* article of January 18 which contained the same mistake). 2) SDS did not burn the Yippie-Zippie RAT float. Our enemies like to portray SDS as an organization which irresponsibly provokes violence for any reason or for no reason at all. Actually, SDS has always opposed the sort of senseless provocations of which burning the float is an example; in Washington we wanted to draw attention to the growing anti-racist opposition to Nixon's government, and nothing could have been achieved by inviting a police attack. This contrasts sharply with the occupation of the ROTC offices at MIT last spring when we felt (correctly) that we could rally a great number of MIT students to support a real attack against MIT's complicity in the Vietnam war through its hardware weapons research and contracting, its officer production for that war, and its counter-insurgency work at the Center for International Studies.

Paul Schindler failed to mention that SDS held an independent demonstration of 4000 black and white students and workers in Washington on January 20. Our main demands were to call for a stop to the racist attacks of the U.S. government on black and minority workers and to call for the U.S. to get out of S.E. Asia. We feel the U.S. has committed genocide in Vietnam through its saturation bombings of the North and the South as well as through its many other military exploits. Defoliation is one example of a tactic which has caused

hundreds of thousands of birth defects as well as a huge loss of arable land. At home, massive budget cuts, especially in the areas of social programs, housing and health care, are a tremendous attack upon minority people and are excused by racism. The idea that the poor (read blacks) are unwilling to work for a decent living has been long promulgated by politicians and businessmen. Today, important government advisors such as Daniel Moynihan (until very recently a member of the Harvard-MIT Joint Center for Urban Studies), who claims that blacks are on the bottom of the social-economic ladder due to pathological weakness in their family structure, and Edward Banfield (former model cities director under Nixon), who claims blacks enjoy living in dilapidated housing (see *The Unheavenly City*), offer their views as evidence supporting the need for Nixon's "end to the era of hand-outs." These cutbacks, along with current legislation such as the Talmadge Amendment which requires welfare recipients to work for less than the minimum wage, will hurt not only minority people but most workers and students.

MITSDS plans to research, expose, and fight MIT's complicity in government racism and genocide.

Leon Dickson, MITSDS

Continuous News Service

## The Tech

Since 1881

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# Rowe named assistant to Gray



If there is to be any real change in any job or student category, there will be changes in all of them...



It's a peculiar position; it has no appropriate role models.

*(Continued from Page 1)*  
often said during this period that a woman had been selected, but was not yet ready to commit herself to taking the post. There was also some concern that she might eventually decide not to take the post, so her name was not revealed until last week. The official announcement of her appointment will appear in tomorrow's *Tech Talk*.

Since there was some interest expressed in the selection process, the interview began on that point.

*Q: How do you feel about the lack of student input in your selection?*

I would have been delighted if there had been some student input, and I thought that the Forum would provide it.

(Note: the week that Mary Rowe was the guest at the Women's Forum was exam week, and therefore almost no students were present.)

*Q: There was a period between your saying yes and your taking the job for certain?*

I think that there was a month in there, where Gray might either have said 'We don't want you if that's what you want to do' or in which I might have said, 'Are you sure you don't want to look for somebody else?' I think the Institute was, during that month, reasonably committed to serious exploration with me and I with them so that it would have been reasonable for the Institute to say we've got somebody else who we think will come without having been able to say definitely that she was coming.

It's a peculiar position; it has no appropriate role models. I was very eager to have the chance to talk with most of the

tenured women faculty.

*Q: How many are there?*

There are now eight. I talked to maybe a dozen women students, trying to seek out women at such places as the Sloan school, where there aren't many. I talked with quite a number of people particularly in the economics department, because I am an economist. I talked with five or six junior faculty and several administrators and with lots of secretaries, and I was just very keen to have the chance to think about it for a long time. I think Paul Gray wanted a chance to think about it for a long time. It's a major step forward for the Institute.

He has been, by the way, unfailingly gracious to me. There

## Rowe thinks Wiesner and Gray fight for equal rights out of personal conviction.

has been in our interviews no point where I felt things were askew.

And I talked with Carola.

*Q: But students were not involved in your selection...*

Paul Gray asked me to meet with a representative committee, including students, at the same time when I was formally requesting a meeting with a committee including students. When I say including students, I mean women in every job and student category at the Institute. The day that Gray called me, to see if I was still interested, Emily [Wick] and Gray and I were all in the process of saying that there should be this meeting.

There is no question in my mind but that Gray felt that my appointment was contingent on my meeting with a representative committee of women from every job and student category. Emily and I actually hoped that my coming to the Forum would serve that purpose. I did not want to limit it to any one specific committee. I very much wanted to hear from any woman who wanted to come, in effect.

*Q: Have you been warned of no money?*

No money for what?

*Q: Were you told about MIT's tight budget?*

There's two sides to that. Number one is that I am an economist, and I know what the scene is, and I have been working in Washington steadily for the last three years in an area which is not receiving Nixon's full attention, namely Child Care and Women. On the one hand, I am very familiar with the university finance scene, on the other Paul Gray has been encouraging me to think that if there are good projects, he would help me with them.

*Q: You have a basically liberal arts background, how does that make you feel about coping with a place like MIT, which is extremely technically oriented?*

my mother got her degree, she went to Peking where she became the first female professor of sociology. Also, economics is not as unscientific as some people seem to think.

*Q: What are you going to do for students? Will you have clout?*

I think in unequivocal cases, that both Gray and Wiesner have systematically been very determined in terms of policy. I was told of a specific example of a very decisive action taken by Wiesner and Gray earlier this year in a case of discrimination against a woman.

*Q: Is that personal conviction or HEW pressure?*

The story I have heard makes me think it is personal conviction. I know of at least one letter written by those gentlemen, which would never have been seen by the general public; which was unequivocal in its representations to a department head. It pleased me very much. It was by no means in the public eye; they would have no reason to think that any woman might have seen this letter, and it was very clear, and straightforward, as well as very polite.

*Q: Could you get MIT to make a statement supporting the continuing presence of women here?*

I liked the statement in the Ad Hoc report... I can certainly

**"it wasn't until I talked with Gray... that I became interested in this job."**

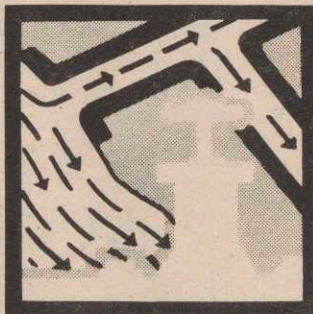
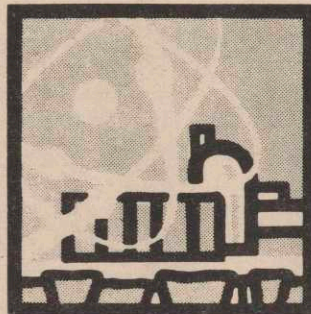
My background is more scientifically oriented than it may appear. I was a premed student in undergraduate school, and I come from a family of doctors. In some ways, my background was also very 'liberated,' after

ly propose anything like that that proves to make sense. I think that my appointment is considered by both Drs. Gray and Wiesner as that kind of statement, in itself, in a very concrete fashion.

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# Wiesner considered for OTA post

(Continued from Page 1)

The report was disclosed by Rep. William Moorehead (D-Pa.), Chairman of the Foreign Operations and Government Information Subcommittee of the House Committee on Government Operations. He termed the plan "an intrusion into the daily lives of virtually every American" in a letter to President Nixon. Moorehead is scheduling hearings on the matter, and David will reportedly be "invited" to testify before the subcommittee. According to a subcommittee staff member, the hearings will take place sometime in February or March.

According to the report, portions of the plan could be put into effect by 1975, with an initial cost of \$230 million, and an additional annual expenditure of \$200 million. An investigation by the subcommittee has revealed that other parts of the plan have already been tested by government agencies, including two alternative systems allowing government access to homes. One operates through television receivers, and the other is an AM version of the system described earlier.

## "Midas-like interests"

The President himself has come under attack from scientists and science policy-watchers for an indifference toward the stimulation of innovative programs. Daniel Greenberg, publisher of *Science and Government Report* (SGR), an "independent bulletin of science policy," writes in that publication that even several months ago members of the science advisory staff were becoming weary of Mr. Nixon's "general indifference to science and Midas-like interest in technology."

It was reported in the *Washington Post* that the recent shake-up in the science advisory staff was actually a move by the President to eliminate any potential high-level criticism when he announced budgetary cut-backs in scientific and technological research and development for the coming fiscal year. (Some institutions, including MIT, are already preparing for the pinch from the cut-backs in education and federally-sponsored research.)

However, one observer remarks: "The fact of the matter is that what Nixon has done is to recognize a *de facto* situation — i.e. he has not been consulting with the advisory staff and the special assistants have not had much access to him."

Former Science Advisor Wiesner warned that there would be two undesirable immediate effects of the staff shake-up. First, the President is now "captive" — he must depend on other agencies for advice and evaluations, since there is no longer a

means for independent evaluations in the Executive Office of the President (EOP). Second, Wiesner said that without the advisory staff, "science" will not have "the correct relationship" with the President, since there will no longer be an official staff of scientists to advise him.

## Congress and OTA

Immediately prior to last November's presidential election, the science and technology issue was given some prominence by the creation of the new congressional Office for Technology Assessment (OTA). OTA was established by Public Law 92-484, which was passed by both houses of Congress in the final hours of the 92nd Congress, having been in committee since February.

The planned functions of the OTA, according to Senator B. Everett Jordan (D-N.C.) are to: (1) identify all probable impacts of new technology or technological programs; (2) establish "cause-effect" relationships; (3) identify alternative technological methods for implementing certain programs; (4) identify alternative programs for achieving requisite goals; (5) estimate impacts of alternative programs and methods; (6) present complete analyses of options to Congress; (7) identify the areas in which more research is required for the completion of the necessary assessments and estimates which the OTA undertakes; and (8) undertake additional tasks as prescribed by the appropriate authorities.

The OTA is to be a congressional review body and will be controlled by a Technology Assessment Board, composed of six members of each house (three from each party). The members of the TAB were eleventh-hour appointments, made by the House and Senate leaderships only a few weeks before the election. Headed by Senator Edward Kennedy (D-Mass.), a major driving force behind recent legislation in the area of science and technology and expected chairman of the TAB, the Senate appointees include Democrats Hubert Humphrey (D-Minn.) and Ernest Hollings (D-S.C.). Republican appointees are Senators Gordon Allott (R-Colo.), Peter Dominick (R-Colo.), and Richard Schweiker (R-Penn.).

House members appointed to the Board are Democrats Earle Cabell (D-Texas), John Davis (D-Ga.), and Mike McCormack (D-Wash.). Republican Representatives are Charles Gubser (R-Calif.), James Harvey (R-Mich.), and Charles Mosher (R-Ohio). Allott and Cabell were defeated in re-election bids in November, and replacements for those two seats are yet to be filled. McCormack, formerly a research chemist, is the only scientist currently serving in Congress.

In addition to the members of the TAB, the OTA will include a Technology Assessment Advisory Council (TAAC). Serving on that body will be ten "civilians" representing academia and industry, as well as the Comptroller General and the Director of the Congressional Research Service of the Library of Congress.

## Wiesner

The TAAC will be charged with the task of "providing a liaison between the Board and the public," and MIT President Wiesner is reputed to be a "more than likely" candidate for the chairmanship of the council, being a long-time Kennedy ally.

However, when asked about the report, both Kennedy and Wiesner were reluctant to discuss the possible appointment. Wiesner responded that since the advisory council had not met, he could not have already been offered the post. He added that he had not been "formally asked" about the position by anyone, and thus far had held only informal discussions with a few members of the TAB, whom he had "casually run" into while in Washington.

Wiesner also said that in light of the persistent rumors that he had been offered the chairmanship, he "would have reservations before saying yes or no." "Some people," he explained, "are jumping the gun on this, and that would make me think twice about taking the position." He said that in addition to the "jumping the gun," he would have to weigh the time requirements involved before making any positive commitment.

Wiesner will have to be selected by the ten members of the TAAC when the council meets, which apparently will not be until March at the earliest, according to Kennedy's office. It is probably that Kennedy will have some influence over the council in the choice of the TAB chairman. An aide said that Wiesner has retained a close contact with the senator, and that Kennedy regards the MIT president as "a great leader in science policy" adding that he (Kennedy) quite often turns to Wiesner for advice.

Wiesner is no stranger to the concept of a congressional version of the President's Science Advisory Committee. The origins of the OTA stem back to the mid-sixties, to an idea put forth by Wiesner and former Rep. Emilio Q. Daddario, when the two were members of the Research Management Advisory Committee. Wiesner said that

the OTA would be a "watchdog over the government, and not just over the OST," as well as serving as "an early warning system to look at things before they get too bad."

"The OTA will look at all kinds of consequences [of programs in science and technology] and not just at the physical ones. The current problem with the OST is that it examines only the physical problems, and doesn't look at the wider range of environmental, social, and economic aspects of science and technology."

However, Wiesner warned that the OTA is not a congressional answer to the OST, nor the President's Science Advisory Committee, noting "the only thing the OTA could do is to show the poor consequences of some plans, since it is not a science policy board. In the end there is no way to avoid the judgment of the President or the science advisor."

## Daddario

Daddario is currently a senior vice president for Gulf and Western Precision Engineering, and while in Congress was chairman of the Science, Research, and Development Subcommittee of the House Committee on Science and Astronautics, which is not headed by TAB appointee Davis. Daddario is in line to become the director of the OTA once the TAB meets, and a source close to the Board discloses that Daddario is interested in the position and, in turn, members of the TAB have more than a fleeting interest in him. (A Kennedy aide reports that some TAB members have spoken to Daddario, though he has not indicated to them whether he would take the position as OTA director.)

Appointments to the posts of OTA Director and Chairman of the TAAC are still forthcoming, and Kennedy has explained to this reporter that the TAB "is expected to hold its first organizational meeting sometime in February, at which time the Board will begin to discuss the policies and procedures which will govern the operation of the Office, and funds for the operation of the Office, will not be forthcoming until sometime later in the year."

Though Congress has managed to pass the OTA legislation, with the recent shake-ups in the Executive Office Building over the OST it is not at all clear how the President will now decide science policy, though a move is now in the works to put the National Science Foundation (NSF) in charge of the many non-military R&D programs.

Another piece of "Kennedy-inspired" legislation, Senate Bill 32, the "National Science Policy and Priorities Act," would strengthen the NSF by appropriating another \$1 billion for "domestic research," in order eventually to put NSF-sponsored civilian research on par with current military R&D expenditures.

When asked about the possible implications of handing that sum to NSF, Wiesner replied that the Foundation may not be able to handle that large sum, due to staff and other administrative short-comings. However, he noted that "we can use more money for creative purposes," adding that it would help institutions get away from dependence upon the Defense Department for research funds.

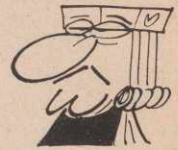
## SEC

If the responsibility for evaluation and advice for the President does not fall to NSF, Mr. Nixon still has the option of creating another office to fill at least part of the void which will exist if and when the OST is officially eliminated.

In addition to the pre-existing OST and PSAC, Mr. Nixon has in reserve a 27-member Science and Engineering Council (SEC), which he appointed on October 17 of last year, in an announcement made at the national headquarters of the Committee to Re-elect the President. However, there is still a question of whether the SEC was purely a campaign tactic or a permanent agency.

The Council is headed by W.O. Baker, vice president for research at the Bell Labs. He has been the President's "unofficial science advisor" for some time, and is a long-time friend of ex-advisor David.

Baker has recently been named to succeed retiring Bell Laboratories President James Fisk, and it is doubtful that he would be in line to accept any permanent appointment as Nixon's Science Advisor. However, if the reason for dismantling the OST and PSAC was to prevent internal dissent, and if that is what the President is concerned about, the SEC, composed of Nixon-supporting scientists and policy men from the last election, may be one of the best alternatives open to Mr. Nixon.



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# Fifty frosh flunk 8.01; MacIntyre on conservatism

By Ken Davis

The MIT Physics Department reported that 50 out of approximately 500 students, mostly freshmen, failed 8.01 this past term. The number was considerably higher than last year.

"It came as an unpleasant surprise to us as instructors," said Professor A.P. French, Associate Department Head and lecturer for 8.01, basic Physics I, during the fall term. He expressed the opinion that many factors were responsible for the high rate of failure.

One major factor was that very few grades of incomplete were given. Last year, over 160 "I's" were given out, most of which were changed to passing grades by the middle of the spring term. This year, the "I" grade was more strictly interpreted, and only a few students who came close to passing were given "I's." It was decided that, as most of the failing students had in fact completed the subject, "I" was not an appropriate grade.

French also felt that some of the failures might have been partially due to the subject's

format. 8.01 was divided into ten units, each with a test at the end. The test was a one-step type problem. The problems on the final exam were more difficult, and similar to the homework problems in complexity. To take the final, the 8.01 student had to pass more than seven out of ten unit tests. Many students were apparently misled by the unit tests, thinking that if they passed them they would do well on the final.

Other students waited until late in the term to take the tests, and passed them without gaining an understanding of the material. Only one third of the fifty who failed had passed all ten tests.

Two more 8.01 finals will be given for those who failed. One was on January 31, and another two weeks into the spring term. Students may take one but not both of these. The Committee on Academic Performance has given the Physics Department authority to replace with "P's" the failing grades of those who pass these finals.

By Robert Nilsson  
Dr. Alastair MacIntyre gave a characterization of American Conservatism and contrasted it with European Conservatism at a lecture presented by the Technology and Culture Seminar and the MIT Department of Political Science.

The lecture began with MacIntyre of the Departments of Philosophy and Political Science and Dean of the College of Liberal Arts at Boston University, laying out the fundamental basis of Conservatism. He told how first tradition must be broken, for if tradition is continuous, there is nothing that will need conserving. Once a revolution, for example, starts brewing, conservatives will want to stop it to preserve what already exists. In this sense there must be a rupture with the past to have conservatism.

It is not necessarily a going back into the past which characterizes Conservatism, rather it is a freezing of the present. Liberals may bring conditions up to a point where conservatives will want to keep it. After a revolution has been completed, it is the desire of conservatism to reassert continuity and resist a future rupture with the past.

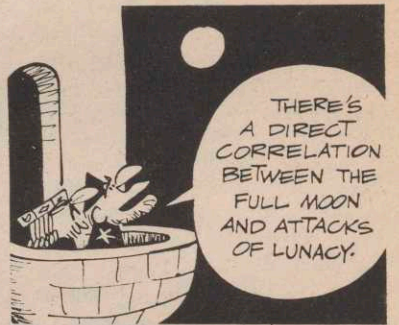
Following the basis for Conservatism, MacIntyre characterized American Conservatism in particular. He described contemporary American Conservatism as having a histrionic character. MacIntyre compared the contemporary conservatism in Nixon's administration with the early conservatism of Disraeli.

This brought the lecture up to the present and a discussion of how great powers tend to force their wills on smaller nations followed. The taking over more land by powerful countries today is a mistake for the powerful countries. One of the biggest errors by the Soviet Union was moving into Eastern Europe and seizing control of the satellite countries which have been nothing but problems to them ever since. Were he president, MacIntyre continued, he would cede South Vietnam, Thailand, Cambodia, and Laos to the communists and, as a condition of peace, force them to take Burma and the Phillipines. If we could give them Ceylon also, we could claim total victory.

The achieving and exercising of rights was also a topic brought up. It was stated that 1) achieving rights is their continuous reassertion, and 2) rights must be exercised to be kept. He explained how this relates to fundamental rights and the rights of Blacks vs. those of whites. It was brought up that the results of one study, which MacIntyre did not believe accurate, seemed to indicate that Blacks were intellectually inferior to whites. Even if there were in fact the case, and Blacks were, to a certain extent, ineducable, then more time should be spent on Blacks and not less.

MacIntyre concluded his lecture with the thought that conservatism is actually a branch of liberalism which strives to resolve incoherencies. At the other end of liberalism radicals try to resolve the incoherencies differently. It is the utilitarian conservatives at one end and the absolutistic radicals at the other. Finally, MacIntyre closed with the remark that in America today most Americans find no political identity. A question and answer period followed.

This lecture was the first in the series "Political Conflict and Views of Human Nature" given on Thursdays in 9-150. The remaining two are entitled "Politics As Drama" and "Politics As Tragedy," both to be given by MacIntyre at 5:15.



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## Police Blotter

Police Blotter is a weekly compilation prepared by Campus Patrol to report crimes occurring in the MIT community.

1/28/73

Car stolen in Medford was recovered at 3 Ames Street.

1/29/73

Larceny of a typewriter; two young males observed leaving the area carrying a cardboard box large enough to hold typewriter.

1/30/73

Breaking and entering at Random Hall. Pry bar was used to force door. Camera equipment and portable radio taken. CP and Cambridge Police investigated.

Report of a larceny; a telephone was taken from CAES.

Attempted accosting. Complainant reported an operator of a motor vehicle made three attempts to get her to enter a motor vehicle while she was walking between Mass. Ave. and McGregor House. Complainant ran to a phone and contacted CP.

## classified advertising

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Volunteers are needed to tutor East Boston elementary students in their homes. If interested, please contact East Boston APAC at 567-8857.

2/1/73

Attempted larceny, two subjects scared away by office occupants who heard someone entering the office. Pocketbook on desk was not stolen. Reported to CP who pursued subject.

Two students apprehended tampering with lock in Building 11. Investigation led to discovery of furniture removed from East Campus to off campus apartment. Institute property was recovered.

2/2/73

Two students observed removing chairs from Building 8. Investigation at East Campus resulted in recovery of stolen property.

2/3/73

Armed robbery at the rear of Walker Memorial. Two subjects seized a student, and threatened him with a knife. Demanded wallet with \$50. The assailants fled towards Walker dance. Wallet was found in Walker, without money.

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# SPORTS

## Hoopsters drop 3 straight

By Fred Hutchison

The MIT basketball squad, in losing three games to Yale, Suffolk, and Coast Guard, dropped their season record to three wins and 16 losses.

The MIT roundballers led for the first 18 minutes of the game with Yale, but the overwhelming height advantage of the Yale squad soon proved too much for the engineers. Yale outrebounded MIT 29-21 offensively, and 34-21 on the defensive boards.

John Mills '74 led the Tech squad with 16 counters, followed by Cam Lange '76 with twelve while John Cavolowsky '76 and captain Jerry Hudson '73 each scored eight points. Hudson also pulled down eleven rebounds and Peter Jackson '76 garnered seven off the boards.

Yale shot 32 for 76 from the floor and 12 for 17 from the line, while MIT only managed 21 for 68 and 13 for 19 free throws.

Outscoring Suffolk 40-31 in the second half wasn't quite enough as the Tech squad went down to defeat 79-67 last Tuesday. It was turnovers and fouls that told the story as MIT lost the ball 19 times to Suffolk and the Tech hoopsters committed 25 fouls while Suffolk was called for 17.

MIT was outscored in the

first half 48-30, and it was this deficit that was to make the difference. A spirited Tech squad returned from the locker room and outplayed Suffolk in the second half, scoring 40 points while holding the opposition to 31. High point man for MIT was Hudson with 22 points and 13 rebounds, followed by Jackson with 19 points and ten bounds.

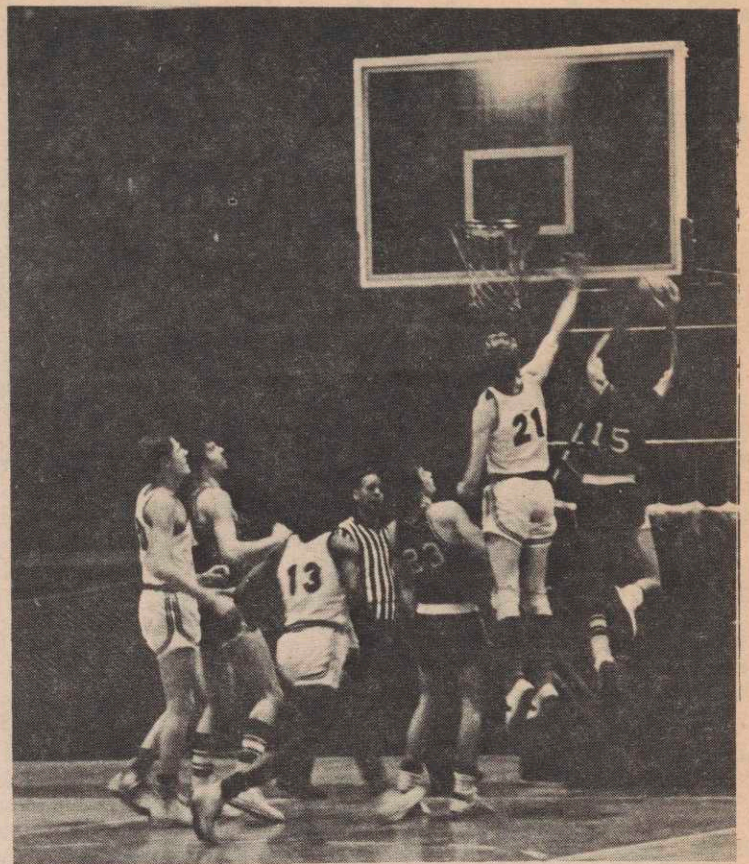
Saturday saw the basketball squad travel to Coast Guard for an evening game. MIT got off to a slow start as Coast Guard utilized a high post screen to pick up an early lead. Petko, CG's hard hitting forward, led the Coast Guard attack by blasting the Tech defense for 14 points in the first period. Turnovers again played a major part in MIT's defeat as the team lost the ball 16 times. Halftime saw Coast Guard leading 31-24.

### LACROSSE

There will be a short (15 min.) meeting of all those interested in participating in varsity, j.v., or freshman lacrosse; it will be held in the lobby of duPont Athletic center, Wednesday, February 7, at 5 pm. If you have any intention at all of playing the fastest sport afoot this spring, you should try your best to be there.

The final minute of the game saw Coast Guard leading 58-55, until Cam Lange hit a jumper to bring MIT within one. CG took the ball slowly down the floor and took a clutch shot. Jackson rebounded the ball for MIT and called timeout with 28 seconds remaining on the clock. The Tech hoopsters inbounded the ball, brought it down court and proceeded to set up their offense. Jackson was tied up inside, and although he won the tip, MIT couldn't hold onto the ball. Roger Teal '73 came up with the basketball, but was also tied up. MIT lost the tip and it was all over, Coast Guard winning 58-57.

Lange, MIT's leading scorer, got 22 counters and five rebounds, and Hudson garnered five bounds and 19 points.



## Skiers second at Windham

The MIT ski team kicked off its divisional competition this season in soft snow and warm temperatures with a second place slalom finish at Windham College in West Dummerston, Vt. Friday, January 19. Led by the first place finish of John Nabelek '74, and aided by poor showings by most of the teams there, the team finished with a score of 83.5%. (Team scores in skiing are expressed as a percentage of a base score; the base is the combined times of the top three finishers, while the team score is that of the top three of its five men.), behind Windham's 96.8. Dartmouth's 'B' team, competing in the meet although not a member of the EISA Division II, was third with 77.9.

Many skiers had trouble with the course; only twenty of the thirty starters completed the course without disqualifying. In fact, the three remaining teams, St. Michael's, Yale, and Norwich, did not even manage three finishers for a team score.

Nabelek's two run time of 61.1 seconds was a second ahead of his nearest competitor, David Virgine of Dartmouth. Tied with Virgine after the first run, with a time of 31.1, Nabelek turned in a blazing second run of 30.0 to win the event. MIT's team score was rounded out by Drew Jaglom's '74 10th place finish with a time of 69.4, and Mike Sayre's '75 time of 91.5. Sayre's

was within three gates of the finish on his second run when he fell and had to climb up to a missed gate. Gary Ruf '75, who, with Nabelek, was fighting a cold and the flu, also fell, and finished 17th, while Evan Schwartz '75 fell and did not complete the second run.

The afternoon's giant slalom was a disaster for the team, as it finished sixth, with a score of 87.8. Nabelek again turned in a solid performance, finishing third, with a time of 63.6, behind Dartmouth's Ken Stowe's 60.8 and Mark Weeks' 62.8. Dartmouth won the event solidly with its 1-2 finish, for a score of 99.4, followed by Windham with 95.5, St. Michael's with 94.9, Norwich with 94.4, and Yale with 93.2.

The Nordic team was supposed to be in action all weekend, however Friday's 30 kilometer cross-country race was called off due to the warm weather, and Saturday's jump was cancelled because of ice and high winds. This left only Sunday's USEASA 15 Kilometer Championships at Craftsbury Common, Vt.

Competing against a field of nearly 100 class A, B, and C racers, the team finished far back, but ahead of all the other Division II teams competing.

Scott Weigle '74 finished 73rd with a time of 65 minutes 4 seconds. Lew Jester '73 was 77th with a time of 66:09, and

Bob Collier '74 was 84th in 67:33. The only divisional competition to place ahead of any of the MIT team members was Steve Johnson of Norwich, who placed 79th.

MIT Nordic coach Helge Bjaaland also raced, and finished 13th in a time of 54:33, two and a half minutes behind the winner, Bill Koch.

### ON DECK

Tuesday

Wrestling, GBCAA @ BU

Wednesday

Basketball, Amherst, home,

8:15 pm

Hockey, Tufts (host), home,

7 pm

Swimming, Amherst, home,

7 pm

Friday

Track, GBCAA @ Harvard

Skiing, Plymouth State Carnival

Saturday

Basketball, Carnegie-Mellon,

home, 8 pm

Fencing, Holy Cross, home,

3:30 pm

Gymnastics, Coast Guard,

home, 2 pm

Skiing, Plymouth State Carni-

cal

Hockey, Trinity, home, 7 pm

Pistol, Air Force, Boston

State, John Jay, Coast Guard,

home

Rifle, Rhode Island, Yale, away

Squash, Bowdoin, away, 2 pm

Swimming, Trinity, home, 2 pm

Track, GBCAA @ Harvard

Wrestling, Williams, home, 1 pm

## Gymnasts beat Yale, blasted by So. Conn.

The MIT Gymnastics Team brought its season record to 3-2 during the last two weeks by defeating Yale 113.1 to 101.75 and being beaten by Southern Connecticut State College 154.55 to 121.0.

At Yale the teams were close for the first two-thirds of the meet, but the last two events put it away for MIT. The SCSC meet was never close as the first competitor, Olympian John Crosby, put the meet away with a 9.5 on floor exercise. As a whole, however, the MIT team did as well as could be hoped against such formidable opposition.

The Yale meet was clearly dominated by MIT as the Tech gymnasts took five of the six events, both as a team and individually. The only bad spot of the day being a seven point slaughter by the Yale pommel horse team over the Tech horsemen. The MIT ring team continued its streak of four wins with a total score of 19.45 from Larry Bell '74, Jarvis Middleton '74, and Dave Millman '73 with his fourth consecutive first place.

The biggest single event margin for MIT was on parallel bars.

Bell's 7.9, Andy Rubel's '74 7.25 and John Austin's '74 4.5 got back the seven points lost on horse. The other first place winners were Bob Barrett '74 on floor exercise, Austin on vaulting with his second score in the eights, and Scott Foster '75 with his first career first place finish on high bar.

The meet against Southern Connecticut, last year's New England champion, was scheduled to gain experience against a first place team. For the most part, the Tech gymnasts sat and watched good gymnastics intermixed with their own attempts at emulation. The star of the day had to be Dennis Dubro '73 whose third place on pommel horse was MIT's only placing in the top three.

It has to be considered a good day for the gymnasts as their score of 121 is their highest of the season. Topping the list of individual scores were Millman's 7.9 on rings, again just missing the 8.0 barrier, and Bell's 7.8 on parallel bars. Also in the sevens were Austin and Neil Davies '74 on high bar; Austin, Bell and Davies on vaulting, and Rubel on parallel bars.

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Tuesday, February 6, 1973



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April 10, 1990

Professor Mary Rowe  
Ombudsman  
Massachusetts Institute of Technology  
Cambridge, MA 02139

Dear Mary:

To refresh your recollection as to who is the Ed Herman writing this letter, I met you at the M.I.T. Faculty Club on March 20, 1990. I was Bob McKersie's guest when he spoke about Labor Unions in South Africa. When Bob drove me to the Holiday Inn, we also talked about our respective spouses, both of whom are psychologists.

Last Sunday evening, I was reading the New York Times, and I was pleasantly surprised to see the enclosed article with your picture in it. Congratulations. I found your comments very interesting.

I am looking forward to attending, with your permission, your class on negotiations next spring.

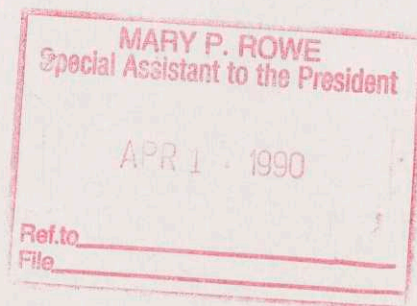
With best personal regards.

Sincerely,

A handwritten signature in cursive that reads "Ed".

E. Edward Herman  
Professor of Economics

EEH/vhf  
Enclosure





## Business

Section 3 Part 2

The Executive Life/Deirdre Fanning

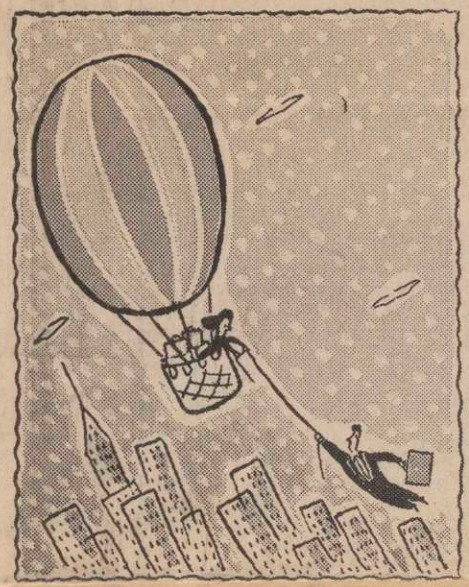
When She Moves,  
And He Must Trail Along

LINDA VINING faced family protests when she agreed to leave her job in New York two years ago at Shearson Lehman Hutton Inc. to become associate general counsel at the Banc One Corporation in Columbus, Ohio. Her husband, John, was more than willing to make the move, but their parents were worried about what it would mean for his singing and songwriting career.

"We got things like, was he really serious about his career or was he just a tag-along to me?" said Mrs. Vining, who ultimately did move, but only after the couple worked out a plan to rebuild Mr. Vining's career in Ohio.

Job relocation is almost always traumatic: families are uprooted, old friends and colleagues abandoned and beloved houses put up for sale. And with the advent of the two-career couple, relocating has become an even more tangled process since one job transfer affects two careers. But the knottiest problems of all seem to surface when, as in the case of the Vining, it is the wife who gets the call to move on and the husband has to follow.

Traditionally, the woman has been the trailing spouse during job relocations — not a particularly surprising fact, given that women have entered the work force in significant numbers only in relatively recent years. Now, as the careers of more and more women are equaling or surpassing those of their husbands, many couples find they have to cope with sexual stereotypes — on top of



Santiago Cohen

everything else — when weighing a move.

"Men, although they may be willing to follow their wives, don't have any role models to fall back on," said Phyllis Macklin, an outplacement specialist at Minsuk, Macklin, Stein & Associates, based in Princeton Junction, N.J.

Sometimes the husband's resentment and insecurities are enough to keep the woman from going through with a move. But even when husbands are supportive, they often sense general pressures from society to dig in their heels.

"I think there is still the feeling that men are the bosses, the decision-makers," said Richard Murray, director of marketing and athletics at Texas Tech University. "I don't agree with this at all, but there can be the feeling that when you don't stay in your position, you're being subservient to your mate, that you've got some kind of a weakness."

Mr. Murray is about to leave his job to move with his wife, Colette, to Detroit, where

Lingering stereotypes  
haunt two-career  
couples taking jobs  
involving relocation.

she will be corporate vice president of philanthropy at the Henry Ford Health System, a nonprofit health care and academic research organization.

The criticism factor pales, however, when compared to the very real possibility that the trailing spouse cannot find a job. While this dreaded situation is not limited to men, it can be particularly humiliating for them; society still allows women a grace period of unemployment before condemning them as failures. And, of course, if the husband has given up a high-paying position to follow his wife, the financial strains can be formidable.

Witness the Mansurs. Last November, Bernadette Mansur quit Avon Products Inc. in New York after 15 years to become vice president of marketing and communications at Reebok International Ltd. The switch meant moving to Boston and, for Michael Mansur, giving up his job as national sales manager for a shirt manufacturer. As Mrs. Mansur recalled, "Michael said, 'When you get an opportunity to work for such a high-profile company, you don't say no.'"

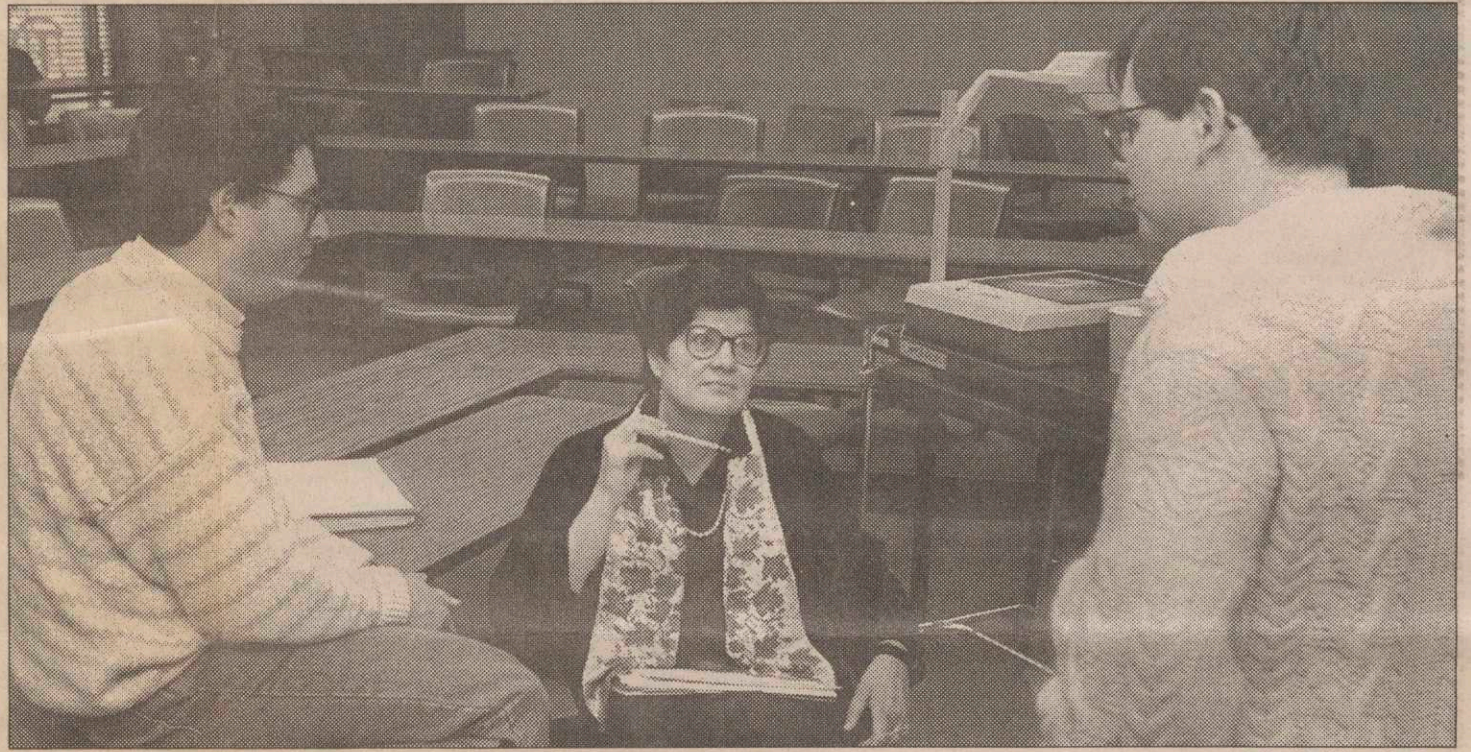
One thing the couple had not taken into account, however, was the New England economy going into a tailspin. By the beginning of this year, Boston had become a city filled with newly unemployed executives, Mr. Mansur among them, all vying for the same jobs. Financially, the move has been stressful, even apart from Mr. Mansur's unemployment, because the Mansurs have been unable to sell their New York apartment and Southampton country house. But, as Mr. Mansur points out, "people go through this all the time when the spouse relocates. It's just usually not the woman doing the relocating."

Some women executives try to avoid the whole sticky problem by attempting commuter marriages. Early last year, Mary Jean Connors was transferred by Knight-Ridder Inc. to Philadelphia from Miami, where her husband, Geoffrey Tomb, remained as a reporter for Knight-Ridder's Miami Herald. For five months, she and her husband commuted up and down the East Coast on weekends to see each other. "I don't recommend it as a life style," she said wryly. Eventually, the strain became too much, and her husband took a job up north.

Their story has an extra twist. Just a few months after they were reunited, Mr. Tomb was offered a better position at the Herald and, as luck would have it, Ms. Connors got transferred back to Miami at about the same time.

The good news in all this is that some companies are finally catching on to the fact that relocating may be hard for the male spouse. When Colette Murray was being wooed by her new employer, a cocktail party was thrown for her and her husband, the Texas Tech athletic director. Included among the guests was a carefully assembled group of prominent Detroit business executives who had ties to sports organizations in the city.

"This has given me a foundation to start off with when I come to Detroit looking for a job," Mr. Murray said. "The fact is, both people in a marriage work these days, and the organization that is recruiting one of them needs to see that both are happy." ■



The New York Times/Jim Bourne

Mary Rowe, the ombudsman at M.I.T., said formal grievance procedures are not enough.

Managing

## 'Courts' for Workplace Disputes

They can defuse conflicts and perhaps keep employees from quitting, or even suing.

By DANIEL GOLEMAN

AT Honeywell Inc., a top-level department head who was fired alleged that his boss, a vice president, had dismissed him for reasons of personal animosity rather than performance. A management appeal committee agreed with him, and reinstated him at another division.

"The appeal committee had been established by the same vice president whose decision was overturned," said David Ewing, an authority on corporate complaint-handling. "He just swallowed and took the decision; he thought it was more important to support the company court."

Mr. Ewing belongs to a growing movement to revamp the ways disputes and conflicts

are settled in organizations. "The old options too often boil down to 'stick your neck out' or 'go through exhausting arbitration,'" said Mary Rowe, ombudsman at the Massachusetts Institute of Technology and past president of the Corporate Ombudsman Association. "They leave people too quick to quit, sue, strike, or just put up with the problem while protesting silently through backbiting gossip, intentional errors, working slower and the like."

Ms. Rowe sees the need for even more imaginative approaches to conflict resolution in coming years. "Complaints will always exist, and will become more common among workers in the 90's." One reason, she said, is the growing diversity of the work force; predictions are that 1 in 10 new workers will be white men, with the others women, minorities and immigrants. "The sharp increase in diversity leads to great opportunity, but also to more friction at the edges," she said.

With educational levels falling among workers and the need for skilled workers increasing, companies must try harder to keep good employees. At the same time, the waning of company loyalty among workers makes those who are unhappy quicker to move on, Ms. Rowe said. "The trend is for companies to become more concerned and

more flexible, spending more resources and creativity on handling complaints," she said.

Sometimes the new complaint-handling systems are called "company courts," according to Mr. Ewing, author of "Justice on the Job." His book describes 20 systems at companies, including Federal Express, Honeywell, Citicorp, NBC and International Business Machines. Mr. Ewing published his book last year, while he was managing editor of the Harvard Business Review. "I was skeptical at first," he said. "I thought the systems would be stacked in favor of management. But I found that's not the case at all."

ONE of the model systems, Mr. Ewing said, is at Federal Express. Under the "Guaranteed Fair Treatment Procedure" a five-person jury is picked for each case, with the complaining employee picking two peers and the company choosing two managers; someone from the human resources office is the guiding member.

"They hear the complaint informally, somewhere off company premises," said Mr. Ewing. "It's very informal, with no lawyers allowed, no rules of evidence. Every effort is made to avoid being adversarial."

Some companies have someone — in effect, a company judge — who investigates cases and renders decisions. The process is invariably swift, with a decision being made within a week or two of the complaint. Other companies have ombudsmen, who can intervene and advise, but often lack final authority.

"Formal grievance procedures by themselves are not enough," said Ms. Rowe, the ombudsman at M.I.T. "More creative ways to solve problems often bring better results."

Ms. Rowe tells of one administrative assistant at a health care company who was outraged that his boss demanded unpaid overtime. The assistant considered filing a formal grievance, but feared arousing his boss's resentment. Then he intentionally started slowing down at work, and missing work altogether. He fantasized about quitting, or bringing a lawsuit.

Instead, he went to his company's ombudsman. The ombudsman asked the human resources department to send out a general notice on overtime rules. The boss stopped demanding overtime; the worker was relieved that no one but the ombudsman knew he was involved. ■

## An Ombudsman's View . . .

Mary Rowe, ombudsman at the Massachusetts Institute of Technology, says there are a number of elements that make up an effective employee grievance program.

- The feelings of people — their hurt, anger and fear — are dealt with, not just the complaint.
- Everyone in the organization knows how the procedure works, trusts it and feels it is a safe channel for complaints.
- Counseling is used to sort out conflicts and to negotiate a solution.
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Candidates must have a broad and diversified formal education and hands-on experience in architecture with all its disciplines and building construction of health related facilities. In addition, candidates will coordinate rehabilitation projects from inception to construction completion, participate in RFP process, bidding review, and selection of contractors. Associate's or Baccalaureate Degree in Architecture or Construction Management required, with 7-10 years broad field experience desired.

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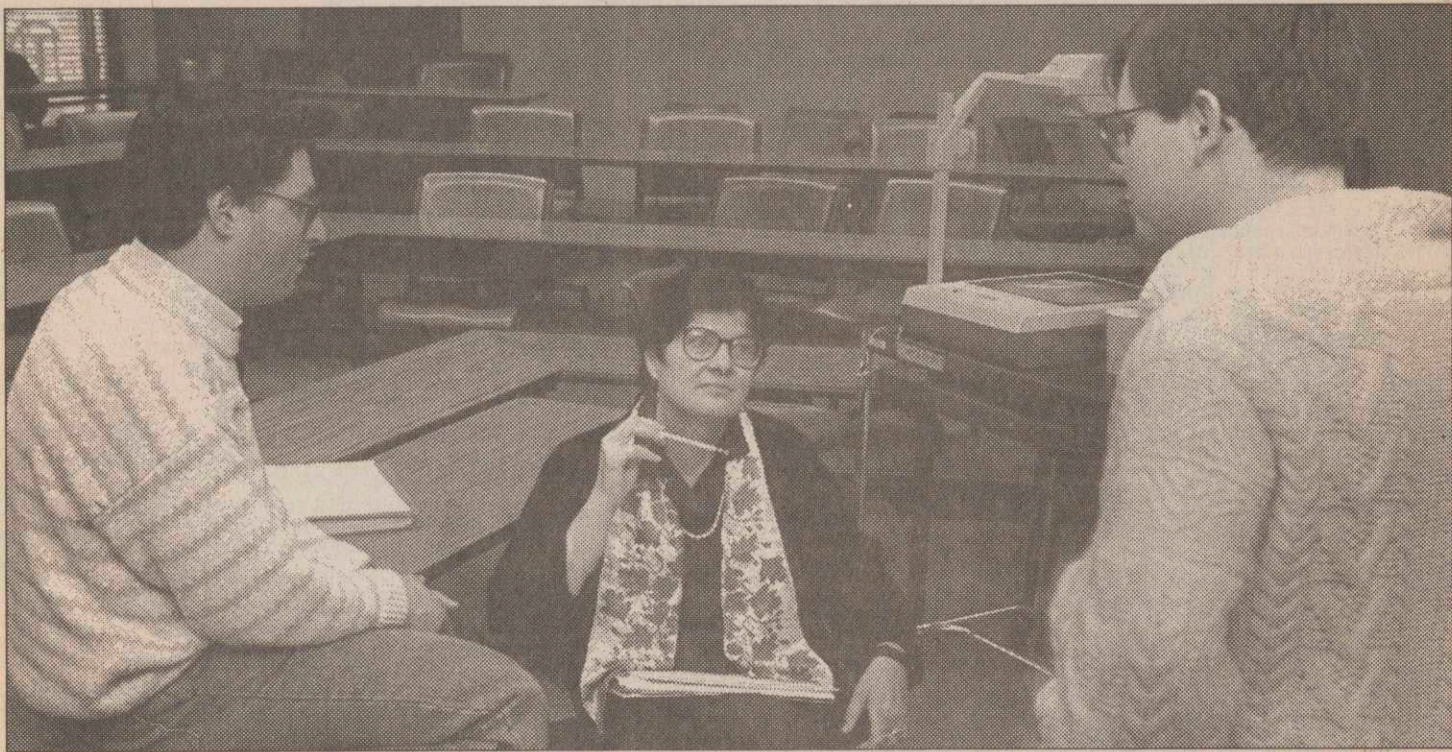
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# Business

 Section **3** Part 2


The New York Times/Jim Bourg

Mary Rowe, the ombudsman at M.I.T., said formal grievance procedures are not enough.

## Managing

# 'Courts' for Workplace Disputes

They can defuse conflicts and perhaps keep employees from quitting, or even suing.

By DANIEL GOLEMAN

**A**T Honeywell Inc., a top-level department head who was fired alleged that his boss, a vice president, had dismissed him for reasons of personal animosity rather than performance. A management appeal committee agreed with him, and reinstated him at another division.

"The appeal committee had been established by the same vice president whose decision was overturned," said David Ewing, an authority on corporate complaint-handling. "He just swallowed and took the decision; he thought it was more important to support the company court."

Mr. Ewing belongs to a growing movement to revamp the ways disputes and conflicts

are settled in organizations. "The old options too often boil down to 'stick your neck out' or 'go through exhausting arbitration,'" said Mary Rowe, ombudsman at the Massachusetts Institute of Technology and past president of the Corporate Ombudsman Association. "They leave people too quick to quit, sue, strike, or just put up with the problem while protesting silently through backbiting gossip, intentional errors, working slower and the like."

Ms. Rowe sees the need for even more imaginative approaches to conflict resolution in coming years. "Complaints will always exist, and will become more common among workers in the 90's." One reason, she said, is the growing diversity of the work force; predictions are that 1 in 10 new workers will be white men, with the others women, minorities and immigrants. "The sharp increase in diversity leads to great opportunity, but also to more friction at the edges," she said.

With educational levels falling among workers and the need for skilled workers increasing, companies must try harder to keep good employees. At the same time, the waning of company loyalty among workers makes those who are unhappy quicker to move on, Ms. Rowe said. "The trend is for companies to become more concerned and

more flexible, spending more resources and creativity on handling complaints," she said.

Sometimes the new complaint-handling systems are called "company courts," according to Mr. Ewing, author of "Justice on the Job." His book describes 20 systems at companies, including Federal Express, Honeywell, Citicorp, NBC and International Business Machines. Mr. Ewing published his book last year, while he was managing editor of the Harvard Business Review. "I was skeptical at first," he said. "I thought the systems would be stacked in favor of management. But I found that's not the case at all."

**O**NE of the model systems, Mr. Ewing said, is at Federal Express. Under the "Guaranteed Fair Treatment Procedure" a five-person jury is picked for each case, with the complaining employee picking two peers and the company choosing two managers; someone from the human resources office is the guiding member.

"They hear the complaint informally, somewhere off company premises," said Mr. Ewing. "It's very informal, with no lawyers allowed, no rules of evidence. Every effort is made to avoid being adversarial."

Some companies have someone — in effect, a company judge — who investigates cases and renders decisions. The process is invariably swift, with a decision being made within a week or two of the complaint. Other companies have ombudsmen, who can intervene and advise, but often lack final authority.

"Formal grievance procedures by themselves are not enough," said Ms. Rowe, the ombudsman at M.I.T. "More creative ways to solve problems often bring better results."

Ms. Rowe tells of one administrative assistant at a health care company who was outraged that his boss demanded unpaid overtime. The assistant considered filing a formal grievance, but feared arousing his boss's resentment. Then he intentionally started slowing down at work, and missing work altogether. He fantasized about quitting, or bringing a lawsuit.

Instead, he went to his company's ombudsman. The ombudsman asked the human resources department to send out a general notice on overtime rules. The boss stopped demanding overtime; the worker was relieved that no one but the ombudsman knew he was involved.

## An Ombudsman's View . . .

Mary Rowe, ombudsman at the Massachusetts Institute of Technology, says there are a number of elements that make up an effective employee grievance program.

- The feelings of people — their hurt, anger and fear — are dealt with, not just the complaint.
- Everyone in the organization knows how the procedure works, trusts it and feels it is a safe channel for complaints.
- Counseling is used to sort out conflicts and to negotiate a solution.
- Shuttle diplomats act as go-betweens when needed.
- Investigation of complaints is fair, prompt and thorough.
- Impartial arbitration is available, if needed.
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Competitive salary, benefits and career development are offered. Send resume, with cover letter indicating position of interest and salary history, to: Ms. Yvette M. Pennacchia, Assistant to Director



# Business

 Section **3** Part 2

The Executive Life/Deirdre Fanning

## When She Moves, And He Must Trail Along

LINDA VINING faced family protests when she agreed to leave her job in New York two years ago at Shearson Lehman Hutton Inc. to become associate general counsel at the Banc One Corporation in Columbus, Ohio. Her husband, John, was more than willing to make the move, but their parents were worried about what it would mean for his singing and songwriting career.

"We got things like, was he really serious about his career or was he just a tag-along to me?" said Mrs. Vining, who ultimately did move, but only after the couple worked out a plan to rebuild Mr. Vining's career in Ohio.

Job relocation is almost always traumatic: families are uprooted, old friends and colleagues abandoned and beloved houses put up for sale. And with the advent of the two-career couple, relocating has become an even more tangled process since one job transfer affects two careers. But the knottiest problems of all seem to surface when, as in the case of the Vinings, it is the wife who gets the call to move on and the husband has to follow.

Traditionally, the woman has been the trailing spouse during job relocations — not a particularly surprising fact, given that women have entered the work force in significant numbers only in relatively recent years. Now, as the careers of more and more women are equaling or surpassing those of their husbands, many couples find they have to cope with sexual stereotypes — on top of

### Lingering stereotypes haunt two-career couples taking jobs involving relocation.

she will be corporate vice president of philanthropy at the Henry Ford Health System, a nonprofit health care and academic research organization.

The criticism factor pales, however, when compared to the very real possibility that the trailing spouse cannot find a job. While this dreaded situation is not limited to men, it can be particularly humiliating for them; society still allows women a grace period of unemployment before condemning them as failures. And, of course, if the husband has given up a high-paying position to follow his wife, the financial strains can be formidable.

Witness the Mansurs. Last November, Bernadette Mansur quit Avon Products Inc. in New York after 15 years to become vice president of marketing and communications at Reebok International Ltd. The switch meant moving to Boston and, for Michael Mansur, giving up his job as national sales manager for a shirt manufacturer. As Mrs. Mansur recalled, "Michael said, 'When you get an opportunity to work for such a high-profile company, you don't say no.'"

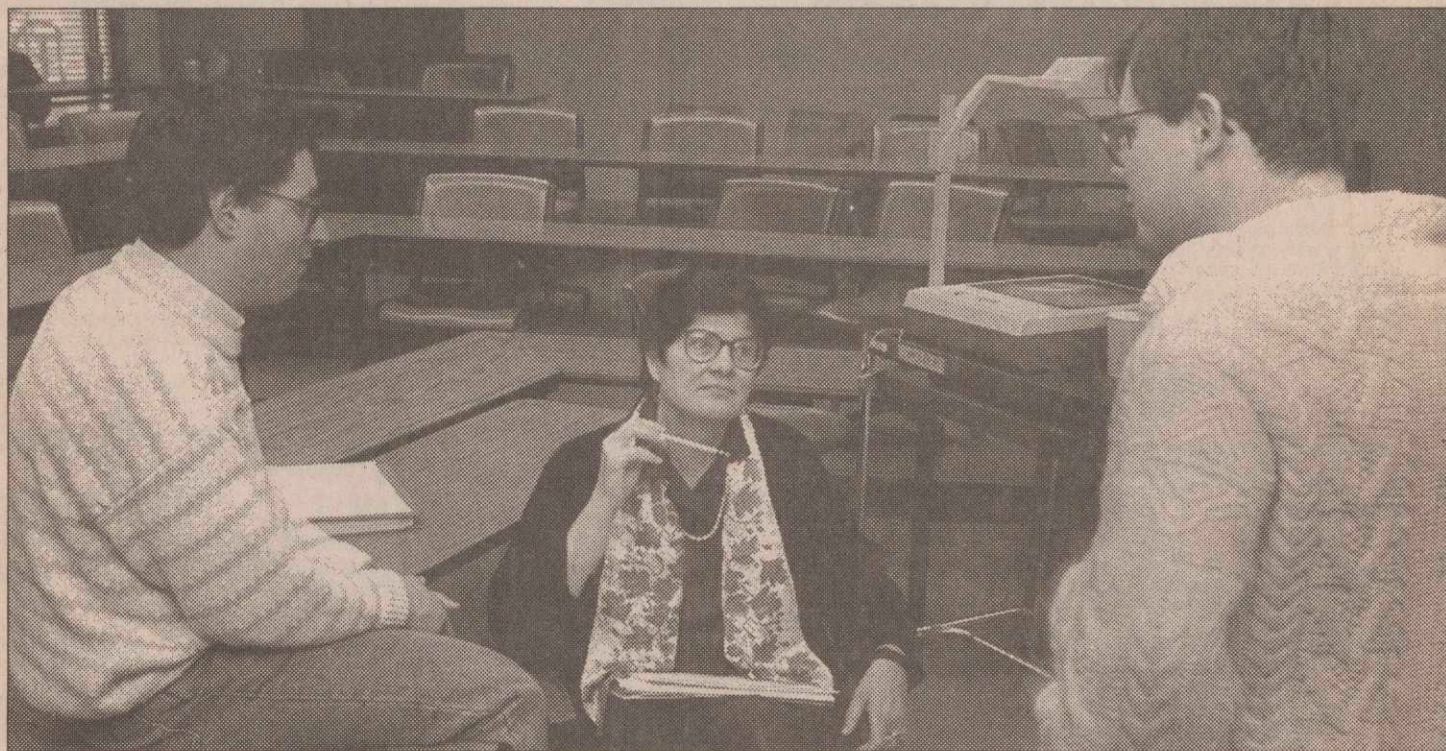
One thing the couple had not taken into account, however, was the New England economy going into a tailspin. By the beginning of this year, Boston had become a city filled with newly unemployed executives. Mr. Mansur among them, all vying for the same jobs. Financially, the move has been stressful, even apart from Mr. Mansur's unemployment, because the Mansurs have been unable to sell their New York apartment and Southampton country house. But, as Mr. Mansur points out, "people go through this all the time when the spouse relocates. It's just usually not the woman doing the relocating."

Some women executives try to avoid the whole sticky problem by attempting commuter marriages. Early last year, Mary Jean Connors was transferred by Knight-Ridder Inc. to Philadelphia from Miami, where her husband, Geoffrey Tomb, remained as a reporter for Knight-Ridder's Miami Herald. For five months, she and her husband commuted up and down the East Coast on weekends to see each other. "I don't recommend it as a life style," she said wryly. Eventually, the strain became too much, and her husband took a job up north.

Their story has an extra twist. Just a few months after they were reunited, Mr. Tomb was offered a better position at the Herald and, as luck would have it, Ms. Connors got transferred back to Miami about the same time.

The good news in all this is that some companies are finally catching on to the fact that relocating may be hard for the male spouse. When Colette Murray was being wooed by her new employer, a cocktail party was thrown for her and her husband, the Texas Tech athletic director. Included among the guests was a carefully assembled group of prominent Detroit business executives who had ties to sports organizations in the city.

"This has given me a foundation to start off with when I come to Detroit looking for a job," Mr. Murray said. "The fact is, both people in a marriage work these days, and the organization that is recruiting one of them needs to see that both are happy." ■



Mary Rowe, the ombudsman at M.I.T., said formal grievance procedures are not enough.

Managing

## 'Courts' for Workplace Disputes

### They can defuse conflicts and perhaps keep employees from quitting, or even suing.

By DANIEL GOLEMAN

AT Honeywell Inc., a top-level department head who was fired alleged that his boss, a vice president, had dismissed him for reasons of personal animosity rather than performance. A management appeal committee agreed with him, and reinstated him at another division.

"The appeal committee had been established by the same vice president whose decision was overturned," said David Ewing, an authority on corporate complaint-handling. "He just swallowed and took the decision; he thought it was more important to support the company court."

Mr. Ewing belongs to a growing movement to revamp the ways disputes and conflicts

are settled in organizations. "The old options too often boil down to 'stick your neck out' or 'go through exhausting arbitration,'" said Mary Rowe, ombudsman at the Massachusetts Institute of Technology and past president of the Corporate Ombudsman Association. "They leave people too quick to quit, sue, strike, or just put up with the problem while protesting silently through backbiting gossip, intentional errors, working slower and the like."

Ms. Rowe sees the need for even more imaginative approaches to conflict resolution in coming years. "Complaints will always exist, and will become more common among workers in the 90's." One reason, she said, is the growing diversity of the work force; predictions are that 1 in 10 new workers will be white men, with the others women, minorities and immigrants. "The sharp increase in diversity leads to great opportunity, but also to more friction at the edges," she said.

With educational levels falling among workers and the need for skilled workers increasing, companies must try harder to keep good employees. At the same time, the waning of company loyalty among workers makes those who are unhappy quicker to move on, Ms. Rowe said. "The trend is for companies to become more concerned and

more flexible, spending more resources and creativity on handling complaints," she said.

Sometimes the new complaint-handling systems are called "company courts," according to Mr. Ewing, author of "Justice on the Job." His book describes 20 systems at companies, including Federal Express, Honeywell, Citicorp, NBC and International Business Machines. Mr. Ewing published his book last year, while he was managing editor of the Harvard Business Review. "I was skeptical at first," he said. "I thought the systems would be stacked in favor of management. But I found that's not the case at all."

ONE of the model systems, Mr. Ewing said, is at Federal Express. Under the "Guaranteed Fair Treatment Procedure" a five-person jury is picked for each case, with the complaining employee picking two peers and the company choosing two managers; someone from the human resources office is the guiding member.

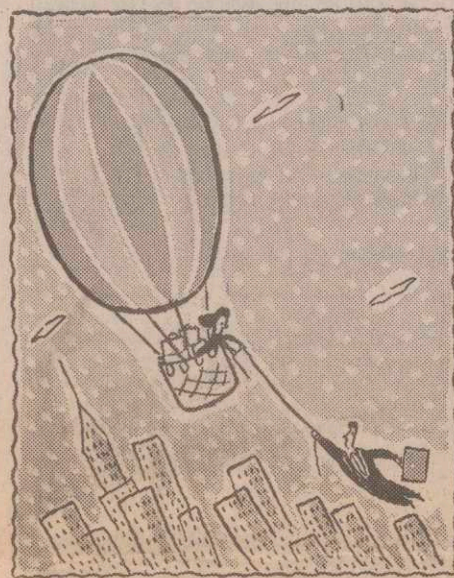
"They hear the complaint informally, somewhere off company premises," said Mr. Ewing. "It's very informal, with no lawyers allowed, no rules of evidence. Every effort is made to avoid being adversarial."

Some companies have someone — in effect, a company judge — who investigates cases and renders decisions. The process is invariably swift, with a decision being made within a week or two of the complaint. Other companies have ombudsmen, who can intervene and advise, but often lack final authority.

"Formal grievance procedures by themselves are not enough," said Ms. Rowe, the ombudsman at M.I.T. "More creative ways to solve problems often bring better results."

Ms. Rowe tells of one administrative assistant at a health care company who was outraged that his boss demanded unpaid overtime. The assistant considered filing a formal grievance, but feared arousing his boss's resentment. Then he intentionally started slowing down at work, and missing work altogether. He fantasized about quitting, or bringing a lawsuit.

Instead, he went to his company's ombudsman. The ombudsman asked the human resources department to send out a general notice on overtime rules. The boss stopped demanding overtime; the worker was relieved that no one but the ombudsman knew he was involved. ■



Santiago Cohen

everything else — when weighing a move.

"Men, although they may be willing to follow their wives, don't have any role models to fall back on," said Phyllis Macklin, an outplacement specialist at Minsuk, Macklin, Stein & Associates, based in Princeton Junction, N.J.

Sometimes the husband's resentment and insecurities are enough to keep the woman from going through with a move. But even when husbands are supportive, they often sense general pressures from society to dig in their heels.

"I think there is still the feeling that men are the bosses, the decision-makers," said Richard Murray, director of marketing and athletics at Texas Tech University. "I don't agree with this at all, but there can be the feeling that when you don't stay in your position, you're being subservient to your mate, that you've got some kind of a weakness."

Mr. Murray is about to leave his job to move with his wife, Colette, to Detroit, where

### An Ombudsman's View . . .

Mary Rowe, ombudsman at the Massachusetts Institute of Technology, says there are a number of elements that make up an effective employee grievance program.

- The feelings of people — their hurt, anger and fear — are dealt with, not just the complaint.
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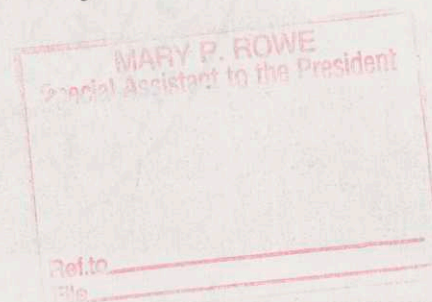
April 10

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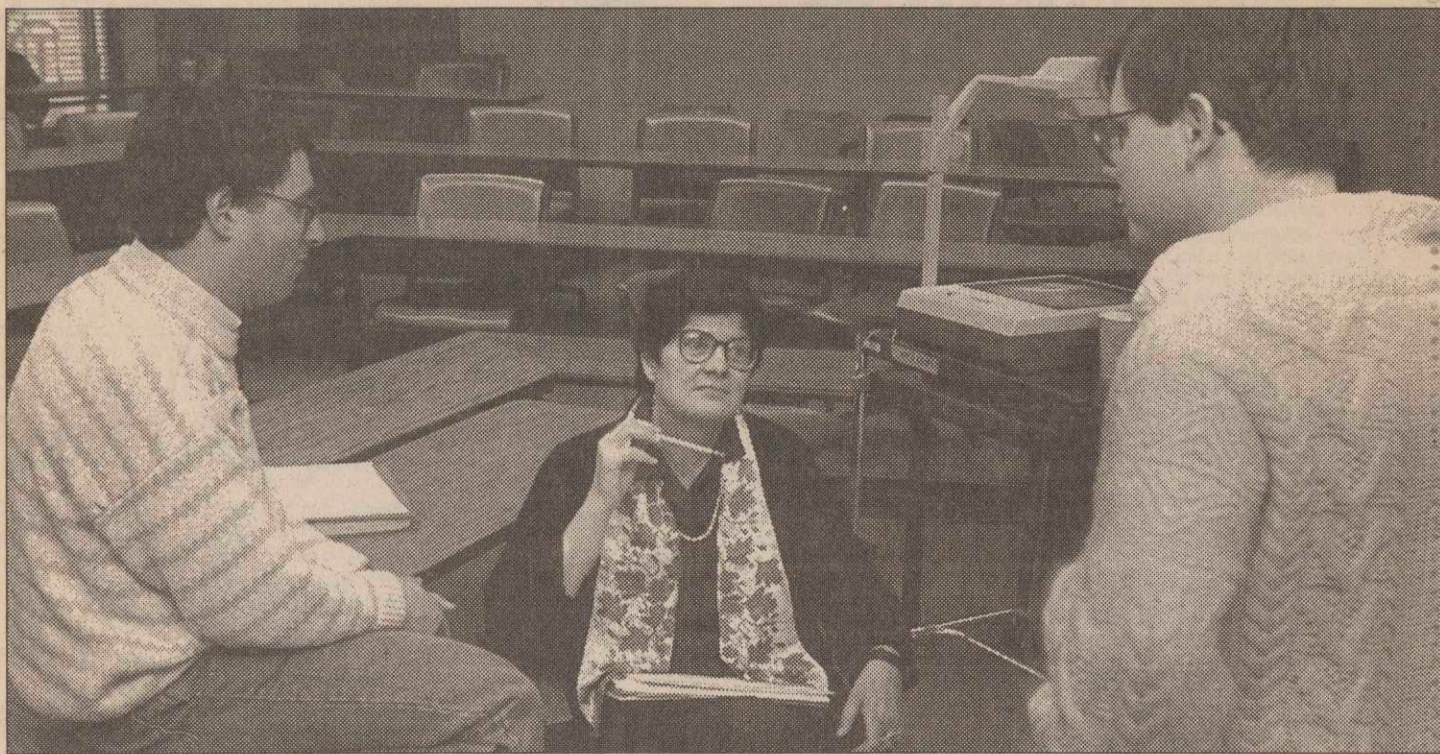
Sincerely,

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# Business

 Section **3** Part 2


The New York Times/Jim Bourg

Mary Rowe, the ombudsman at M.I.T., said formal grievance procedures are not enough.

## Managing

# 'Courts' for Workplace Disputes

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By DANIEL GOLEMAN

**A**T Honeywell Inc., a top-level department head who was fired alleged that his boss, a vice president, had dismissed him for reasons of personal animosity rather than performance. A management appeal committee agreed with him, and reinstated him at another division.

"The appeal committee had been established by the same vice president whose decision was overturned," said David Ewing, an authority on corporate complaint-handling. "He just swallowed and took the decision; he thought it was more important to support the company court."

Mr. Ewing belongs to a growing movement to revamp the ways disputes and conflicts

are settled in organizations. "The old options too often boil down to 'stick your neck out' or 'go through exhausting arbitration,'" said Mary Rowe, ombudsman at the Massachusetts Institute of Technology and past president of the Corporate Ombudsman Association. "They leave people too quick to quit, sue, strike, or just put up with the problem while protesting silently through backbiting gossip, intentional errors, working slower and the like."

Ms. Rowe sees the need for even more imaginative approaches to conflict resolution in coming years. "Complaints will always exist, and will become more common among workers in the 90's." One reason, she said, is the growing diversity of the work force; predictions are that 1 in 10 new workers will be white men, with the others women, minorities and immigrants. "The sharp increase in diversity leads to great opportunity, but also to more friction at the edges," she said.

With educational levels falling among workers and the need for skilled workers increasing, companies must try harder to keep good employees. At the same time, the waning of company loyalty among workers makes those who are unhappy quicker to move on, Ms. Rowe said. "The trend is for companies to become more concerned and

more flexible, spending more resources and creativity on handling complaints," she said.

Sometimes the new complaint-handling systems are called "company courts," according to Mr. Ewing, author of "Justice on the Job." His book describes 20 systems at companies, including Federal Express, Honeywell, Citicorp, NBC and International Business Machines. Mr. Ewing published his book last year, while he was managing editor of the Harvard Business Review. "I was skeptical at first," he said. "I thought the systems would be stacked in favor of management. But I found that's not the case at all."

**O**NE of the model systems, Mr. Ewing said, is at Federal Express. Under the "Guaranteed Fair Treatment Procedure" a five-person jury is picked for each case, with the complaining employee picking two peers and the company choosing two managers; someone from the human resources office is the guiding member.

"They hear the complaint informally, somewhere off company premises," said Mr. Ewing. "It's very informal, with no lawyers allowed, no rules of evidence. Every effort is made to avoid being adversarial."

Some companies have someone — in effect, a company judge — who investigates cases and renders decisions. The process is invariably swift, with a decision being made within a week or two of the complaint. Other companies have ombudsmen, who can intervene and advise, but often lack final authority.

"Formal grievance procedures by themselves are not enough," said Ms. Rowe, the ombudsman at M.I.T. "More creative ways to solve problems often bring better results."

Ms. Rowe tells of one administrative assistant at a health care company who was outraged that his boss demanded unpaid overtime. The assistant considered filing a formal grievance, but feared arousing his boss's resentment. Then he intentionally started slowing down at work, and missing work altogether. He fantasized about quitting, or bringing a lawsuit.

Instead, he went to his company's ombudsman. The ombudsman asked the human resources department to send out a general notice on overtime rules. The boss stopped demanding overtime; the worker was relieved that no one but the ombudsman knew he was involved.

## An Ombudsman's View . . .

Mary Rowe, ombudsman at the Massachusetts Institute of Technology, says there are a number of elements that make up an effective employee grievance program.

- The feelings of people — their hurt, anger and fear — are dealt with, not just the complaint.
- Everyone in the organization knows how the procedure works, trusts it and feels it is a safe channel for complaints.
- Counseling is used to sort out conflicts and to negotiate a solution.
- Shuttle diplomats act as go-betweens when needed.
- Investigation of complaints is fair, prompt and thorough.
- Impartial arbitration is available, if needed.
- Complainants have a range of options on how to complain.
- Complaints are confidential and anyone in the organization may file one.
- People with special expertise are brought in to handle complaints when appropriate.



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A HealthEast Hospital

April 13, 1990

Ms. Mary Rowe  
Special Assistant to the President  
Massachusetts Institute of Technology  
Cambridge, Ma 02139

Dear Mary:

I want to congratulate you on the wonderful article that appeared in The New York Times on 4/8/90. A national exposure such as this will certainly help to enhance the professional credibility I feel we all deserve.

Very nice job. Looking forward to seeing you in Hershey in May.

Respectfully,

Dave Kozemchak  
Employee Ombudsman

MARY P. ROWE  
Special Assistant to the President

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WRITER'S DIRECT DIAL NUMBER

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April 9, 1990

Dr. Mary P. Rowe  
Special Assistant to the President  
Massachusetts Institute of Technology  
10-213  
Cambridge, MA 02139

Dear Mary:

You made my breakfast reading yesterday interesting, especially when I told the kids I had worked with someone who was so prominently pictured and written about in The New York Times.

It has been some time since we worked together on the CPR Mediation Procedure, and I just wanted to say "hello".

With my warmest regards and best wishes,

Cordially yours,

Jay W. Waks

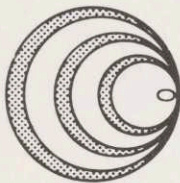
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MARY P. ROWE  
Special Assistant to the President

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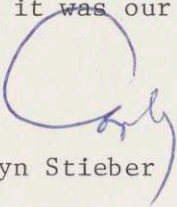
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April 16, 1990

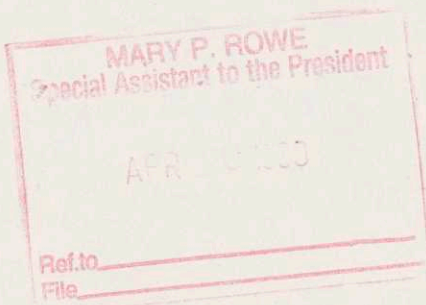
Mary:

What a surprise to find you in last Sunday's New York Times, picture and all. The "employee courts" concept is interesting -- I suspect the article will generate a good deal of comment.

It was nice to see you at the UCOA meeting. I think it was our best meeting thus far.

  
Carolyn Stieber

CS/jp







4-13-90

Mary

I'm quite accustomed to  
read about you in the  
Globe, but the New York  
Times . . . . I'm really  
impressed!

It was a very nice article.

Keep up the good work.

Best,  
Harry

MARY P. ROWE  
Special Assistant to the President

APR 13 1990

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