

# RIT Reporter

OFFICIAL PUBLICATION OF THE ROCHESTER INSTITUTE OF TECHNOLOGY

Volume 37

Rochester, N. Y., October 6, 1961

No. 2

## Board Weighs Proposals; New Campus Site Studied

The future of RIT hangs in the balance while the Institute Board of Trustees studies two alternative proposals regarding the future placement of the RIT campus. An ever-expanding enrollment, need for additional space and the sacrifice of Eastman Building to a municipal highway program are named as causes for the proposed moves.

## Ellingson to Speak Before Alumni

The RIT Alumni Association will hold its annual banquet in the Ritter-Clark Memorial Building on Saturday, Oct. 28.

Speaker for this year's banquet will be Dr. Mark Ellingson.

Dr. Ellingson will discuss "RIT and Its Immediate Future." This concerns the two current alternative proposals regarding the future growth and expansion of the Institute. If the present pace of the program is maintained, it is entirely possible that the new plan will be ready for presentation at the banquet.

The schedule of events for the weekend will tentatively be as follows:

Friday evening—Alumni may begin registration in the Alumni Relations Office, Nathaniel Rochester Hall.

Saturday morning — The program will include seminars, tours and exhibits.

Saturday afternoon — After a luncheon, fraternity houses and dormitories will be open for visiting. A soccer game, as well as other activities, is being scheduled.

Saturday evening — A "Dutch Treat" cocktail hour will be held in the Powers Hotel Terrace Room before the banquet. After the banquet in the Ritter-Clark Gymnasium, there will be dancing at the Terrace Room.

Alumni who have sons and daughters on campus will be interested to know that the weekend's activities will be held in conjunction with the Institute's first Parent Weekend, sponsored by Student Association. Alumni

The proposals before the Board involve either moving to a suburban campus site in the Town of Henrietta or acquiring property for downtown expansion of the present site.

The first alternative to be studied proposes a move to an approximately 1100-acre site in the Town of Henrietta about six miles from our present campus and just east of the Southtown Plaza.

Options to buy 11 pieces of property, totaling 1100 acres, were obtained from Emil Muller at a meeting here at the Institute on August 8.

The options to buy will run for six months, making them due in January 1962. They are, however, renewable for another six-month period. Total cost of the possible land purchase is expected to run \$1,500,000.

At present, it is farm and wooded area, but it is generally considered to be the future center of the county. Expansion of the present downtown campus from about 13 acres to nearly 53 acres in the next 10 years, utilizing an urban redevelopment plan in cooperation with the City of Rochester, is the second proposal under consideration. This would encompass an area bordered roughly by Ford St., Adams St., Eagle St., Washington St. to Troup St. and Plymouth Avenue.

Board members are expected to study both proposals and recommend the final course of action for the Institute at a forthcoming board meeting, possibly as soon as November.

may secure reservations by writing directly to the Alumni Relations Office. Tickets are priced at \$4 each.

## Peace Corps Will Hold Exams

Any American who wants to serve in the Peace Corps will have another opportunity to qualify by taking examinations tomorrow.

The third round of Peace Corps examinations will be held at that time in testing centers throughout the country. Examinations will begin at 8:30 a.m. and will last for six hours, with an additional hour out for lunch.

Each person will be given his choice between two types of examinations. One examination is designed for men and women who would like to be considered for positions as secondary-school or college teachers. To take one of these tests, you need a bachelor's degree but you do not need to be an accredited teacher. The other examination is for everyone else who wants to serve in the Peace Corps. There is no rigid passing grade for this test. Results are considered along with such other elements as background, special skills and character references.

The Peace Corps hopes to attract a large number of Americans in the agricultural and industrial fields for tomorrow's tests.

"We are receiving an increasing number of requests for such skills from prospective host countries," according to Dr. Nicholas Hobbs, Director of Selection for the Peace Corps. "We will have to turn down these requests if we are unable to meet their needs."

If you have not yet filled out a questionnaire, but are interested in Peace Corps service, you can still take one of the examinations scheduled for tomorrow morning. See the person in charge of the Civil Service Commission testing center in Room 115, Federal Building, Church and North Fitzhugh Streets tomorrow at 8:30 a.m.

## Annual Leaders Conference Set

The annual R.I.T. Leadership Training Conference sponsored by Student Council will be held at the Rochester Chamber of Commerce on Saturday, Oct. 14.

Each year Council conducts this affair in the hopes of producing a more capable and qualified group of campus leaders. These people form the core of each organization and it is most important that we develop these leaders so that in turn the organizations themselves may prosper in the coming year.

This year's program includes several workshop areas, a lecture on Parliamentary Procedure, and a free luncheon, as well as several guest speakers. The events promise to be extremely worthwhile.

Each organization is allowed to send two representatives, the president and one other chosen member of the organization.

## New Student Activities Director Named

Albert Stephen Walls, a Syracuse University graduate, assumed the duties of RIT director of student activities on Monday. The appointment was announced by Dr. William T. Bush, vice president for student personnel services.



Albert Stephen Walls

Walls replaces Robert F. Belknap, who on Monday began in the newly created position of student financial aid officer.

A native of Philadelphia, Pa., Walls has completed graduate

courses at Ithaca College, Syracuse University and the University of Rochester. He is currently working toward a master's degree at UR.

Most recently associated with the Goodyear Tire and Rubber Company and the Ortho Pharmaceutical Corporation, Walls' work experience also includes several years of teaching and coaching.

Walls, who served for two years as a Marine Corps officer, is active in civic clubs and community organizations. He has been president of a parent-teachers organization, a member of a community recreation commission, president of his church board of trustees and chairman of a church commission.

In college, Walls was president of a social fraternity and an officer in a physical education honor society. In high school he participated in track and gymnastics, and was captain of the football team.

With his wife, Suzanne, and their three children, Duncan, Scott and Marguerite, Walls resides at 6 Crossfield Road, Fairport.

The duties of Belknap's new office, according to Frank Benz, vice president for business and finance, will encompass administration of several scholarship and loan programs available to Institute students. These include: all Institute and corporate scholarship funds, New York State Regents scholarships and Scholar Incentive Programs, Institute loans, the student assistance program and the National Education Defense Loan program.

Belknap, who lives at 14 Birmingham Drive, Brighton, received his B.S. and Ed. M. degrees at UR. A former vice-principal of Victor Central School and engineer with General Railway Signal Co., he has also served RIT as advisor to Student Council, advisor to Inter-Organization Council and chairman of activity advisors.

## Chem Student Heads Summer Dean's List

A Chemistry Department student, Robert Ning, led the summer Dean's List with a grade-point average of 4.0. Ning is presently in his fourth year of study.

Compiled quarterly, the Dean's List cites those who have an academic averages of 3.25 or better. Others achieving this honor during the summer were:

**Business Administration:** Lee Cooper, Andrew DeMarco, John D. Harsch, Dick Rizzo, Harold Connor, Vaughan Judd, James Carey, Franz Griswold and David Wrobel.

**Chemistry:** Robert Case, Douglas McMane, David Weller, Bradley Beach and Thomas Mason.

**Electrical:** William Chamberlain, Thomas Michaels, Richard Warner, Roger Hull, James Kubinec, James McCann, Frederick Tucker, Alexander Grant and William Gulliver.

**Food Administration:** David Campbell, James Harritty and Linda Giles.

**Mechanical:** Clarence Tucker, John Swapceinski, Gordon Brown, Richard Curran, Frank Coon, Donald Desrochers, Howard King, Bernard Metzger, Thomas Repp and Nicholas Yobbagy.

**Retailing:** Nancy Bell, Loretta Gananian, Sonya Hanville, Judy Hinchcliffe, Pat Mathews, Patricia Morrow, Janet Ross, William Ferguson, Elizabeth Biddle, Betty Earl and Wayne Robertson.



TRUMPET PYROTECHNICS of Maynard Ferguson entertained at Saturday night's "Here We Go Again" dance-concert. Initial campus social event was termed a success.

## Claim Yearbooks Now!

Several students have not claimed their copies of the 1961 Techmila. Those students who wish to claim their yearbook may do so daily from 12 - 1 p.m. at the Techmila office in the basement of the Clark Building.

No books will be distributed after Friday, October 20, 1961.

For those students unable to appear in person a request may be made by mail. The student's Student Association card and fifty cents to cover postage must accompany the request. Address request to:

TECHMILA OFFICE  
Rochester Institute of Technology  
65 Plymouth Ave. S.  
Rochester 8, New York



# EDITORIALS

## Bouquets to the Frosh !!

The Freshman class is to be congratulated for the spirit and drive which its members displayed during Freshman Daze. Their enthusiasm for the various orientation programs, particularly the picnic and dance, made most of us feel that this year's Frosh Daze preparations had really been worth while.

Of particular noteworthiness was the fact that this year all of the freshman girls were out on the floor at the dance—most of them with freshman boys. This, of course, might also be a complimentary commentary on the quality of this year's freshman girls.

## We're Here to Serve You, But . .

At various times in the past, this newspaper has been the target of sharp criticism for failure to report the activities of student groups on campus. These groups fail to realize that we are as annoyed as they when we make such an omission, and that they, in most cases, must share the blame.

No newspaper in the world, in any category, depends on its reportorial staff for all local news in its pages. Groups interested in publicizing their projects have public relations officers whose jobs it is to literally make pests of themselves with all news media.

A few groups on campus have such full-time officers. Many do not. We suggest that a PR office become as common in each organization as that of secretary or treasurer, for it is at least as vital as either.

This would leave the Reporter with but two excuses—a club's failure to meet the deadline for copy or lack of space in the particular issue.

## Reprise: Broadcast Council Meetings

We feel it is appropriate at this point to reiterate a proposal made in the final issue of last year:

In any fairly complex democratic society, adequate two-way communication is mandatory if the society is to continue to function in a democratic manner. Otherwise, representatives cannot know what the majority of their constituents really want, and the represented fail to know—perhaps ultimately to care—what their representatives are doing.

Too often, this is the case with the college community. Communications break down, and everything else follows suit.

If WITR can retain sufficient interest and funds to continue operations this year, we suggest that the station be allowed and encouraged to broadcast—live—all Student Council meetings. Should technical difficulties prevent this, a WITR reporter might tape the proceedings for a delayed broadcast.

We feel certain that this innovation would do much to increase the interest of the student body in Council affairs; to eliminate rumors, misquoting and misinformation; and to increase support of Council programs.

**RIT REPORTER**  
ROCHESTER INSTITUTE OF TECHNOLOGY  
Weekly Official Publication  
Telephone: LOcust 2-5780—Extension 354  
Member Associated Collegiate Press  
Editor-in-Chief: Vaughn Hildreth  
Managing Editor: Robert Jankowski

News-Feature Editor: Bonni Thiel  
Photo Editor: Bill Barley  
Associate Photo Editor: Gary Ludwick  
Sports Editor: John Absalom  
Associate Sports Editors: Arthur Walsh  
Bill Lamoureux  
Campus Editor: Dick DeSarra  
Alumni Editor: Elaine Holtschuh  
Make-up Editor: Peter Lantz  
Art Director: Frank Solomon  
Mechanical Superintendent: Jim Guisande  
Copy Editor: Louis Jacobson  
Advertising Manager: Glenn Nicholes  
Associate Advertising Manager: Bruce James  
Public Relations Director: Dan McGillicuddy  
Associate: Jack Trickey  
Circulation Manager: Ray Brenner  
Associate: Roger Pearson  
Faculty Advisors: Hector Sutherland,  
Norman Thompson and James Marshall

## Fellowship Awarded

Dr. Horst O. Bayer, Chem, 1957, left Rochester in August on the first leg of a trip that will take him to the University of Munich (Germany) for a year's post-doctoral research. He was one of 50 Americans awarded NATO Fellowships by the National Science Foundation this year.

Bayer was accompanied by his wife and son. A native of Germany he came to this country with his parents in 1949. Following his year at the University, he plans to return to this country and pursue a career in basic chemical research.

## Bridge Night Set

Another evening of duplicate bridge is scheduled for Friday, October 13, 7:30 p.m. in the Men's Residence Hall. Tickets may be obtained at the Alumni Office at \$3 per couple.

The RIT Alumni Association suggests that you add the experience of playing duplicate to your bridge knowledge. Spokesman for the association said if you play bridge, you will enjoy the fun of duplicate.

Proceeds from this evening's entertainment will benefit the RIT Scholarship Fund.

## Scholar Incentive Plan Outlined

Within the next two weeks each RIT student will find information and application forms pertaining to the state program of scholar incentive awards in his folder.

The program this year will be worth at least \$50 and up to \$150 to each applicant. Next year the award will carry a minimum of \$100 and a maximum of \$300.

Beginning with the spring semester of 1962, any person matriculated in a college in New York

## Students Reminded To Return Medical Insurance Plan Forms

Administrative records show that each member of the student body was sent an enrollment card for the student illness and accident insurance program. To date all of these cards have not been returned.

It is imperative for the insurance company's records that those students who did not sign and complete the enrollment card, do so, and declare their intent to utilize this plan or not.

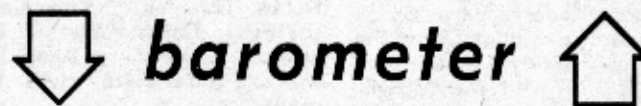
This year those students entering the plan after October 15, will have to pay the full premium. There will be no pro rata premium charge for late entry.

The basic philosophy is that this plan, offering group rates, would further protect the students from having to leave college because of expense involved in a costly illness or accident requiring lengthy periods of hospital, surgical, consultation, and ambulance fees, etc., as described in the literature students received.

Information regarding this group plan, which further provides group Major Medical rates, can be had by contacting the Egbert F. Ashley Co., Hamilton 6-1858.

State in a full-time program leading to a degree will be entitled to a scholar incentive award for each semester of attendance if he has been a resident of New York State for the preceding year and meets the prescribed academic requirements.

An undergraduate who is a legal resident but has not been a resident for a full year may qualify for an award if he was a resident during his last year of high school attendance.



Bill Ferguson

Latest & Greatest; For those of you who can't afford to buy a Sunday paper may I inform you that Mathis, Mantovani, VanClibourn and Carousel will all play Rochester in the near future. . . Some of the more adventurous Frosh have been to the quaint little pizza palace down the street, Gubiottis, where they have noticed a bottle of spiritis fermenti labeled Cobb's Creek. They all ask the same question: "Is it really that vile?" Well I'll tell you. The new fad on campii is to get your two closest buddies or fraternity brothers and buy a quart of it and rent a room at a hotel. Then you drink it for one-half hour. Then one of your closest friends gets up and leaves. The other two have to guess who left. . . Why is it we ask, that Prell is the exclusive shampoo of dry old KG? . . . It is heartening to notice that the Frosh seem a little bit better than previous years; a tip of the hat to Messrs. Swan and Co. . . Once again may I mention Parent's Weekend; will you please mention it to your parents as it could be the start of a Homecoming type event. . . First open Greek parties of the year: Phi Up and Phi Sig; this is your chance to become acquainted with the social side of fraternal organizations.

For those of you who participated in any manner at all last weekend may I say thank you for proving some of my pet theories. They are namely 1) The

freshmen are swingers (there were more frosh men with dates than the guys of two of the fraternities put together) 2) That the groups that criticize such events after they are over have the most fun and 3) a goodly number of Tech students appreciate good music. In a number of other ways I learned quite a bit this weekend. Like which organizations will support Council and IFC and to what extent. I somehow feel this will have a great deal to do with the manner in which dates are granted on the Social Calendar in the future. Over a coke-Manhattan party (he didn't drink) Maynard told us about the new TV show which debuts tonight on ABC. It's called "Straightaway" and is a story like Route 66 only they use 300SLs, Alfas, Maseratis and they race the whole European circuit. Well, anyway it cost about \$3 million and was owned by Autolite spark plugs. It was bought blind by Ford Motors last week: it has just occurred to Ford that the whole thing was shot in Europe and their aren't too many Fords over there and like what now, Henry? Anyway, Maynard Ferguson did all the sound track for it and its available on Riverside Records. The only other thing I learned was: don't have lots of faith in the promises of some Institute personages; they sometimes forget little details and have lazy staff members who would rather hide than do an honest days work.

## Building Acquired

The RIT campus was extended to the corner of Fitzhugh and Main streets on June 26 with the announcement that the Institute had acquired the long awaited deed to the Duffy-Powers Building located there. This seven-story, 300,000 square foot structure was acquired at nominal cost from the United States Department of Health, Education and Welfare.

Institute officials expect to spend about \$1.8 million in remodeling it for classroom and laboratory use. A target date of January, 1962 has been set for completion of the third floor of the building, the first to be remodeled.

When completed, this third floor is expected to house the College of Business, including the School of Retailing, the School of Business Administration and the Food Administration Departments.

Floor plans for the remaining floors are now being developed. Tentative plans show audio-visual classrooms and auditoriums on the second floor, a cafeteria for use in Sept. 1962 on the fourth floor and the fifth, sixth and seventh floors being held in reserve. The fifth and sixth floors may eventually house the School of Art and Design and the School for American Craftsman. A mezzanine may possibly be slated for student offices.

The entire project, except for the third floor and lobby, will be approached at a cautious pace pending the Board of Trustees' decision on the future of RIT.

Said Frank Benz, vice president of development and public relations, "We honestly feel the Duffy-Powers Building will be a tremendous asset in the next five to ten years, giving elbow room while plans are being made for a new campus."

The unused building, once a department store, was owned by the City of Rochester when the federal government took it over for a war plant in 1944. It had currently been declared as surplus property prior to its acquisition by RIT.

Acquisition of the building has also allowed the Institute to raze the Graflex Building at the corner of Broad and Clarissa Streets.

## Cayley's Corner

A popular TV star  
Is quoted  
In a recent book  
As saying,  
"I WISH I HAD A CAUSE,  
BECAUSE I'VE GOT  
LOTS OF ENTHUSIASM".  
Flippant?  
I doubt it!  
Everyone,  
Deep down inside,  
Wants his life  
To count  
For some real worth!  
Well—  
Here we are  
Off to another  
College year.  
What will YOUR life  
"Count for"?  
This year?  
You'll have  
Plenty of opportunity  
To choose  
Causes.  
There'll be lots of  
Cheap ones —  
And — a few  
Splendid ones.  
FIND A GOOD CAUSE.  
And give it  
YOUR ENTHUSIASM.

Chaplain MAC



# matrix

AN EXPERIMENT IN VISUAL COMMUNICATION

Autumn 1961, Number 2, Volume 1

Introducing an occasional publication concerned with the image of contemporary problems.

Editor: Maurice Kessman,

Director, Office of Educational Research

Art Director: Hans J. Barschel, Professor, Graphic Design,  
College of Fine and Applied Arts

Production Director: Herbert E. Phillips

Assistant Head, Graphic Arts Research Department

Rochester Institute of Technology, Rochester 8, N.Y.

In the modern complex of social organism, the adventure of life cannot be disjoined from intellectual adventure.

Amid simpler circumstances, the pioneer can follow the urge of his instinct, directed toward the scene of his vision from the mountain top.

But in the complex organization of modern business the intellectual adventure of analysis, and of imaginative reconstruction, must precede any successful reorganization.

In a simpler world, business relations were simpler, being based on the immediate contact of man with man and on immediate confrontation with all relevant material circumstances.

Today, business organization requires an imaginative grasp of the psychologies of populations engaged in differing modes of occupation; of populations scattered through the cities,

through mountains, through plains; of populations on the ocean, and of populations in mines, and of populations in forests.

It requires an imaginative grasp of conditions in the tropics and of conditions in temperate zones.

It requires an imaginative grasp of the interlocking interest of great organizations, and of the reactions of the whole complex to any change in one of its elements.

It requires an imaginative understanding of laws of political economy, not merely in the abstract, but also with the power to construe them in terms of the particular circumstances of a concrete business.

It requires some knowledge of the habits of government, and of the variations of those habits under diverse conditions.

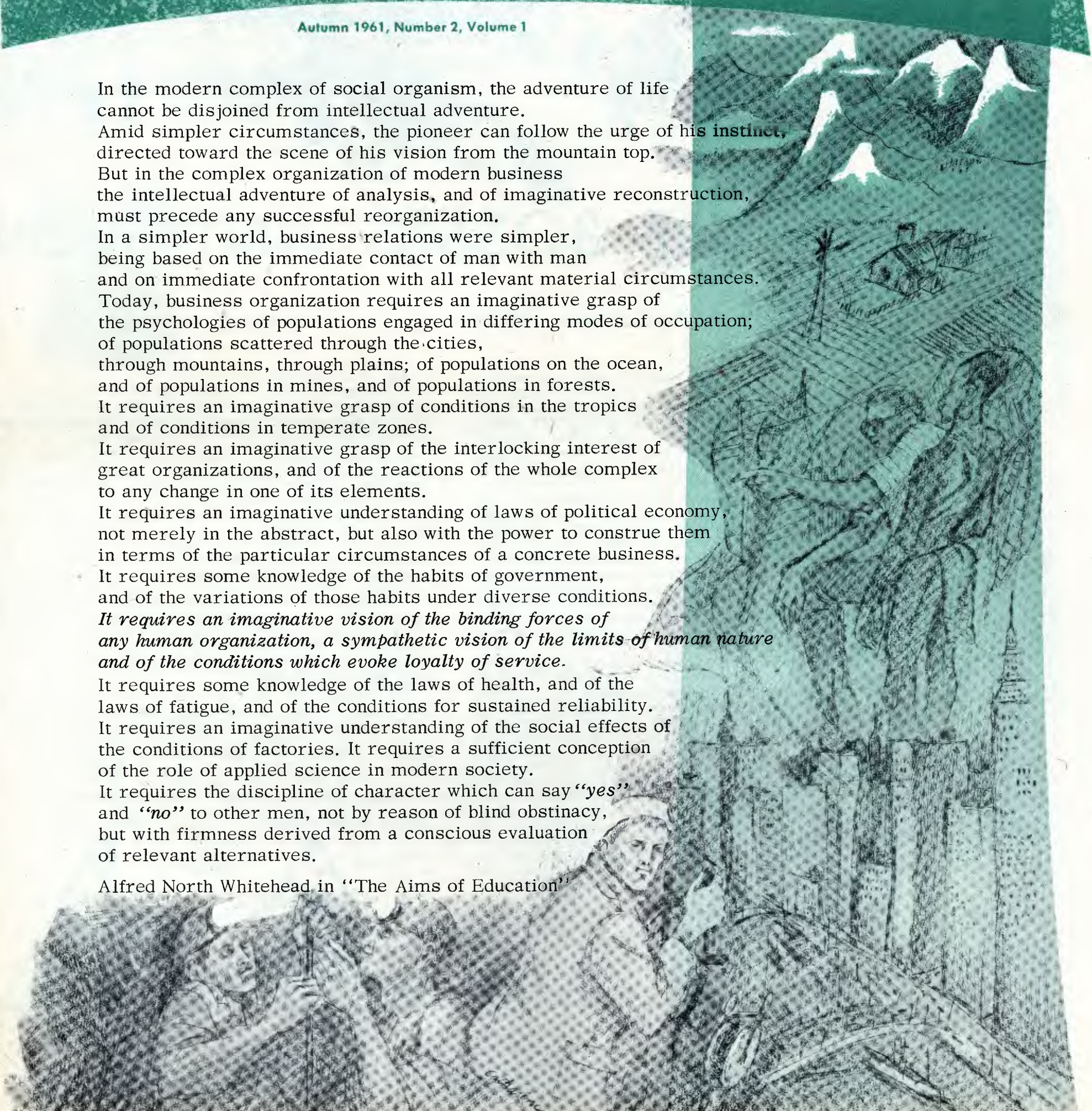
*It requires an imaginative vision of the binding forces of any human organization, a sympathetic vision of the limits of human nature and of the conditions which evoke loyalty of service.*

It requires some knowledge of the laws of health, and of the laws of fatigue, and of the conditions for sustained reliability.

It requires an imaginative understanding of the social effects of the conditions of factories. It requires a sufficient conception of the role of applied science in modern society.

It requires the discipline of character which can say "yes" and "no" to other men, not by reason of blind obstinacy, but with firmness derived from a conscious evaluation of relevant alternatives.

Alfred North Whitehead in "The Aims of Education"







## OF BOSSES AND MEN

ALPHEUS W. SMITH

After World War I, an elaborate study was made in Great Britain of the shortcomings of productivity during the War. The briefest statement of the findings of this study was made by a distinguished British economist, A. D. Lindsay, later Chancellor of Balliol College, Oxford. Subsequently, on merit, he was appointed to the House of Lords. In a single sentence, this man does two perfectly amazing things. He explains why the class warfare concept of Marxist Communism has been unreal for the Western European nations and for the United States and defines the core of almost all the difficulties in human society: In a modern industrial society, fundamental antagonism is not between those who own capital and those who do not own capital, important though that distinction may be, but the fundamental antagonism is between those persons who take responsibility and manage and discipline others, and those persons who are given no responsibility and who are managed and disciplined. No solution of industrial problems is possible unless this fundamental antagonism is removed.

In this connection, I was interested some years ago to hear Clarence Francis, who was then Chairman of General Foods, give the main address at the annual meeting of the National Association of Manufacturers in the Grand Ballroom of the Waldorf Astoria in New York. I picked out a few ideas from his address in which he expressed so well what I am trying to say. Francis says that you can buy a man's time, you can buy a man's physical presence at a given time, you can even buy a number of skilled muscular motions per hour or per day, but you cannot buy a man's enthusiasm, you cannot buy the devotion of a man's heart, you cannot buy a man's mind, and most of all, you cannot buy a man's soul. These are the most important things of all in human life. These things you must earn. Notice now what you have to earn -- enthusiasm, initiative, loyalty, heart, mind, and soul. What can we say then about the true nature of working-management relationships?

Be imaginative and creative in your own mind's eye. First of all, conceive of a triangle. At the base of the triangle imagine the workers. As the manager you are at the apex of this triangle. Now in this triangle, the workers are on the bottom and you're at the top. You're the boss. By various means of communication, pressure, instruction, orders and directives, you attempt sitting where you are to get these people to do what you want to have done.

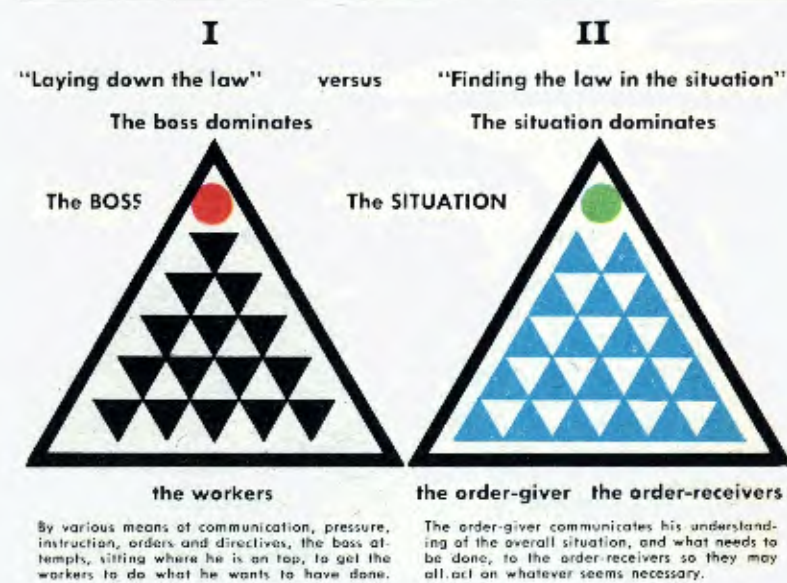
Now, visualize another kind of triangle. This triangle is a symbolic representation of what the scientist and the technologist do. They are not person-oriented; they are oriented to the solution of the situation which they face. This situation can be a danger situation or it can be one

filled with opportunity.

At the top of this second triangle we do not have the boss, but we have the situation, the problem, the emergency, the danger or the opportunity. The two bottom corners of the triangle are occupied by the order-giver, who is the boss, and the order-receiver. They will all carry out whatever seems necessary to have done, with the boss' mission being, what Mary Parker Follett calls, "discovering the law of the situation in the situation."

In this case the boss is transformed into an order-giver, and the functions as scientist or technologist; he studies the needs, the demands, or requirements of the situation. Then, he understands what needs to be done. Next, he communicates across the bottom of this triangle, to the order-receiver, his understanding of what needs to be done. There are also items here of time sequence and the communication process. All future order-givers of the world are first in the pool of order-receivers. Thus, there will always be people in this group who are developing skills over the years for making their own estimates of the needs, requirements, or demands of the situation.

We have heard or seen surgical operations on radio, in motion pictures and television. You know how it is -- a critical life and death situation. Here's all the team except



Continued on back page

Matrix presents the substance of two significant talks, which were part of John B. Gibson's 1960-61 Management Seminar. These annual seminars are bringing national and international experts in their field to R.I.T. to address participants, lead discussions and stimulate questions. We trust these talks will prove stimulating to our readers.

Alpheus W. Smith is Professor and Secretary of the New York State School of Industrial and Labor relations at Cornell University. As a former executive for the Standard Oil Company, he served in the United States, Turkey and Greece.

David L. Cole, a former head of the Federal Mediation and Conciliation Service, has had long experience in arbitration and has been the recipient of the American Arbitration Association Award "for his distinguished service to Industrial Relations." He is Permanent Arbitrator for International Harvester, Inland Steel and Dumont Laboratories and is a Public Member of



## LABOR-MANAGEMENT RELATIONS IN THE SIXTIES

DAVID L. COLE

In considering what is ahead for labor-management affairs during the 60's, we must first identify the problems we are now facing and are likely to face during this decade. The first questions occurring to most people are: Will collective bargaining as we know it today be displaced by something else? Will the objectives and methods of collective bargaining have to be modified? Will unions diminish in strength and in number this decade? If there are to be modifications in collective bargaining and perhaps in unions and their activities, is it going to be done by the legislative route or is it going to be done some other way? Will the parties do their own modifying? Will circumstances compel them to adjust their thinking and modify their methods and their institutional setup?

There are also many sub-problems involved in the few general questions mentioned. What about the search for jobs or the fear of loss of jobs? How important a part is this going to play in the next decade? What about the growth of jurisdictional disputes within the AFL-CIO? How real is the general fear throughout the country of displacement through technological development? Can we escape competition with the foreign markets? How do we consider dealing with emergency disputes?

When evaluating labor-management relations during the next years, we must remember too that the new Administration may be with us for the next 8 years, certainly for 4 years. What this Administration thinks and what its personalities think is a very important factor in affecting the course of labor-management affairs. In this connection, a key man is Arthur Goldberg, Secretary of Labor.

Arthur Goldberg believes that collective bargaining must start in an academic way long before the crisis is reached. In a speech he made a year or so ago at the University of Wisconsin, he advocated the establishment of a top level group of management and labor people to meet periodically and discuss the big problems that are of concern to management, to labor and which also concern the country. His idea is that a framework can be developed within which collective bargaining will be carried on with proper regard for the national and public interest. He has talked about this repeatedly. In his first press conference he advocated that the President set up a more or less permanent labor-management council which will fulfill this general function. I have thought that it has been a great mistake in the year 1961, some 25 years since the Wagner act was enacted, for us to wait until the moment of crisis arrives before we decide what to do about the problems we should recognize as approaching us all along the route. It would be very much better to do some talking in a more dispassionate, objective way long before we face the 11th hour. Come 12 o'clock midnight and we hit the pavement. This is not the way to resolve complicated economic and social problems.

Until very recently, collective bargaining has concerned itself mainly with the recognition of the union, including a certain sense of job security for the employees, seniority, etc., and the attempt to raise the standards up to some minimum level. Today they relate primarily to the problems of technological displacement and the extent to which we suffer from foreign competition. I cannot conceive of any way that we can do anything about this effectively in collective bargaining of the conventional kind. I can't conceive of a local union sitting across the table from a local employer and deciding what we do about foreign trade or what to do about technological displacement.

the Kaiser Steel Tripartite Committee. Only a few days after he gave this talk at R.I.T., in which he recommended that there be a "presidential commission" to consider labor-management relations, he was appointed by President Kennedy to serve as a Public Member on his newly formed President's Advisory Committee on Labor-Management Policy. This Committee's first chairman is Arthur J. Goldberg.



Until very recently, collective bargaining has concerned itself mainly with the recognition of the union, including a certain sense of job security for the employees, seniority, etc., and the attempt to raise the standards up to some minimum level. Today they relate primarily to the problems of technological displacement and the extent to which we suffer from foreign competition. I cannot conceive of any way that we can do anything about this effectively in collective bargaining of the conventional kind. I can't conceive of a local union sitting across the table from a local employer and deciding what we do about foreign trade or what to do about technological displacement. In some situations you may work out some artificial rules which are commonly called feather-bedding or make work rules. But, again, this is not approaching a solution to the problem which is much broader and deeper than what you do in a given enterprise.

Well, these are some of the problems that we face in this decade. I also say that the bread and butter kind of collective bargaining, the bargaining for recognition and for dollars and cents is almost outmoded. How does one reorient the people who speak for labor, or for that matter, the people who speak for management so that they will think in terms other than dollars and cents in the immediate impact of current negotiations? How can we make people think beyond their own self interest? It is very important that we do it. I have been in a number of major disputes, as a mediator, arbitrator or as a board member and contrary to the belief of many people, I think there is a certain real degree of influence exerted on the parties in major disputes by public opinion.

The question is - what is public opinion, how do you formulate public opinion, how do you determine what it is? It isn't what each party says it is during negotiations or on the eve of a strike. It isn't what each hopes it will be. We know the parties issue bulletins and announcements or statements on the eve of a strike or during a strike. Madison Avenue plays quite a part in this technique. I want to assure you that these statements issued on the eve or during a strike, influence the thinking only of the author and nobody else. I think they are bad. All they succeed in doing is to freeze the position of the party by whom these statements are issued.

Inflation. I am talking about inflation and economic stability in general. This is of great concern to the American people. The second point is Productivity and Efficiency. I think the American public recognizes the vital nature of productivity and efficiency. It is related, of course, to world trade. It is also related to many things, but it recognizes the necessity of getting the highest degree of productivity and efficiency that we can get in our operations. The third item is something that might seem a little bit removed from labor-management affairs. However, it is quite relevant. It is National Defense and Our Position in World Affairs. The fourth point is Racial Discrimination. I think that the public expects collective bargaining to play a greater part in solving this problem. Discrimination at the work place can be the start. If you can overcome that I hope you can overcome discrimination in the schools and in other places.

These are the four major areas in which the public and the nation expect that the people who regulate collective bargaining will play a major part. Can they do it? I don't think so. I don't believe they are capable of doing it as they are now constituted. Without meaning to be too critical I believe this reorientation and readjustment is more than they are capable of doing. This reorientation and readjustment requires that they think of things other than costs, higher wages or improved fringe benefits. Thinking in terms of global concern or matters of great national concern is beyond the capacity of the average person engaged in collective bargaining. At the local level, whether it be management or union, and even at the national and international union levels or the national corporate level, I believe that the habits we have acquired over the last 25 years are not easily broken. Therefore, I believe it is essential that some form of third party help be made available. This is why I say that Arthur Goldberg's thought, that there be a presidential commission which will meet periodically to talk about these problems and to lay the framework within which collective bargaining will be conducted, is a good idea.



the surgeon, ready to go. Now the surgeon enters -- a powerful, dominating personality. You might think he was the boss. He is unquestionably responsible for what happens in the operating room and on his authority every operation is undertaken. The surgeon's responsibility is one of the greatest assumed by any man, but it is popularly supposed that, along with this responsibility, he exercises continuous and active supervision during the operation. Many people suppose the situation to be like this: the atmosphere is tense, scarcely a word is spoken, the surgeon dominates the entire room with his powerful personality expressing authority in quiet, terse, imperative demands. He orders, "Knife!" "Scissors!" "Sponge!" "Wipe!" "Hemostat!" This is reminiscent of the first triangle with the boss-man on top and all the little workers below going around doing the boss' work. This isn't so.

I want to give you a description of a surgical operation by a former surgeon and physician, Dr. Temple Burling, who is an industrial psychiatrist and professor at Cornell's School of Industrial and Labor Relations: the atmosphere is relaxed, there is a great deal of conversation. While they are waiting for the patient to come in, there may be kidding about a golf game last Thursday or the bridge game they had last night. Often, during the course of an operation, which may take hours, not one order is given. If a trained observer entirely unfamiliar with the purpose of the procedure and the responsibilities of each member of the team were to attempt to deduce, from the behavior he sees, who was the boss in the group, he would have great difficulty in doing so. In fact, it is not at all unlikely he would conclude that the surgical nurse was the boss. He would observe that the surgical nurse hands the doctor the knife, which he dutifully uses like a good little boy. Then she takes the knife away from him and puts a pair of scissors in his hands and he follows her lead in that regard. He might even assume the surgical assistant is the man in charge. He would see the surgical assistant push the surgeon's hand aside while he caught harder on his hemostat. He might hear the surgeon's assistant say, "Wait a minute, till I catch this bleeder." The "bleeder", obviously, is a bleeding artery.

I hope that you see that what Dr. Burling describes is really happening in the context of the law of the situation. The boss here is the changing needs of a patient as they develop during the course of an operation. These changing needs determine what everyone does. When a surgical team has worked long enough together to have developed true teamwork, each member has such a grasp of the demands of the total situation and of his role in it, that the needs of the patient give unequivocal orders.

A small artery is cut. It begins to spurt. Just think! If we ran an operating room in the manner of triangle one, the way a military organization is set up, nobody would ever come out alive from the operating room. I just winced when I think of this, because I spent six years in the U.S. Army. In a chain of command the surgeon would note the bleeding and say to the assistant, "Stop that bleeder!" The assistant would in turn say to the surgical nurse, "Give me a hemostat!" The surgical nurse would say to one of the helpers, "Get a hemostat!" Well!

In the context of triangle two, the changing need of the patient is the bleeder and that's the boss. The bleeder gives a simultaneous command to all three members of the team, who have been watching the progress of the operation with equal attention. Note this. The bleeder says to the surgeon, "You get your hand out of the way until I am controlled." The bleeder says to the instrument nurse, "You get a hemostat ready."

And the bleeder says to the assistant, "You clamp me off." This is the highest and most efficient way of getting work done in all the world. This is the highest type of human co-operation. It is so efficient that it looks simple. It looks even primitive. It is possible only where every member knows not only his own job thoroughly but enough about the total job and the job of each member of the team. He can then see the relationship of what he does to the needs, demands and requirements of the overall situation.

Since in this concept the boss' real function is not to push other people around but to find the law of the situation, we seem to have greatly upgraded his job. If this is true, and I happen to think there's some validity in it, then we must do a little reorientation of our own attitudes toward our job, ourselves, and our fellow human beings.



## LETTERS TO THE EDITOR

Maurice:  
Congratulations on  
a job well done  
in respect to Matrix  
Keep it going —

Stan

Stanley H. Witmeyer, Director, School of Art and Design, College of Fine and Applied Arts, R.I.T.

Prof. H. J. Barschel, Art Director, MATRIX School of Art and Design, R.I.T.

Dear Hans Barschel,  
The first issue of MATRIX seemed to me to be a remarkably fine and exciting new venture that should receive much commendation and do a great deal to stir creative intellectual effort on the R.I.T. campus. You must feel a sense of real achievement in the production of so distinguished a first edition in your new venture.

Mrs. Leo Smith and I were commenting only today, that so recognized a figure as Vera Michaels Dean drew a pathetically small group to hear her valuable comments on international affairs when she spoke this week at Nathaniel Rochester Hall. It is through such work and efforts as yours and others who gather the best in our present day culture to present to our students that we grow from teaching technique to teaching people who are skilled in the wise and inspired use of technique. More power to you!

Most sincerely, Marcia Ellingson

Dr. Maurice Kessman, Editor, MATRIX Office of Educational Research, R.I.T.

Dear Dr. Kessman,  
MATRIX hasn't begun to tap all the high-class printing design talent at R.I.T. For example, why don't you invite Professors Horton, Jedrzejek and Lawson, who represent a significant visual communication viewpoint, to take a shot at a future issue?

Sincerely, Thomas E. Coates, Printing 4

Editor's Note: We agree with Tom Coates, who is Editor of Graphic Arts Progress, and encourage Professors Horton, Jedrzejek, Lawson and others to participate. We sincerely welcome all points of view.

Dr. Mark Ellingson, President, Rochester Institute of Technology

Dear Dr. Ellingson,  
R.I.T.'s latest expression of leadership came to my attention and I want you to know how much I approve of MATRIX, the new, occasional supplement to the well-known R.I.T. Reporter. This intelligently conceived journal, in my opinion, is a so much needed move in the right direction. Its originators should be commended for their sincere effort to communicate to a quite uninformed and often indifferent world around us, the dire needs in this hour of peril. - The quotation by Ortega y Gasset is most appropriate! Beyond its great experimental and educational value to the staff and students of your outstanding Graphic Arts Research Department and the Web-Offset Laboratory, as well as to the students and faculty of your pioneering colleges, this courageous publication also reflects, - for everyone to see -, the progressive and very lively spirit of R.I.T. I have the honor of being an art instructor in the Evening College and have always felt the need for an intelligent institutional mouth piece . . . particularly on the faculty level. As soon as I saw the first issue of MATRIX I obtained a generous armful of copies which I distributed among Sibley's top men; - (I am a creative designer in Sibley's window display studios ever since I came to this country from France.) The reaction to MATRIX seemed to be most favorable all over. The artists and others who add charm to an otherwise drab Main Street are looking forward to the next and many more interesting issues of MATRIX, hoping that the vigorous, colorful journal will bring more exclusives like "A Plea for SUBSTANTIALISM"!

Please, accept my congratulations also in behalf of Messrs. Barschel and Kessman,  
Sincerely yours, Kurt M. Fernau



Hot off the press! Herb Phillips and the Editor, at press time, get the feel of the first issues of MATRIX.

Please file! —

The editors enjoyed the RIT Reporter's good-natured satire of Matrix in its April Fool issue. Their "Mattress, An Occasional Rest" was a comfort. We are encouraged that the students have taken more than an occasional interest in Matrix.



Text composed on Friden Justewriter® automatic tape-operated copysetting machine. To set copy on the Justewriter, a two-unit machine, the compositor operates the Recorder unit much like a standard electric typewriter. From this single operation, the machine produces a visual copy for proof-reading and a punched paper tape. The tape then automatically operates the Reproducer unit to set perfectly justified copy at 100 words per minute.

With the event of Herbert E. Phillips' appointment as Assistant Head of the Graphic Arts Research Department, James W. Marshall has been named the new Supervisor of the Department's Web Offset Lab. They both will continue their association with Matrix. Mr. Marshall will now serve as Production Supervisor and Mr. Phillips as Production Director.



## Reynolds, Bokhan Soccer Co-Captains

Ken Reynolds and Vic Bokhan have been named co-captains for the 1961 RIT soccer team. Ken will be in charge of the back-field or defensive team while Vic will be in charge of the line, the scoring punch of the team.



**Ken Reynolds**

Ken Reynolds, a fifth year mechanical student, was introduced to soccer at Scio Central High School in the southern part of New York State. A native of Wellsville, he now lives here in Rochester with his wife.

This will be Ken's third season of soccer at RIT and his second year in command of the defense. He will be playing the left full-back position. Ken's main job as left fullback is to help protect the goal with his booming kicks clearing the ball to the opposite end of the field.

Vic has been playing soccer, a major sport in all European countries, since the age of 10. At present Vic, his wife, and 10 month old son, Mark, call Rochester their home. Vic has earned an A.A.S. degree in the electrical department and this year he will receive his B.S. degree in Printing.

After working with the team for only three weeks Coach Jim Dickie sees this years team as harder working with the unparalleled advantage of additional experience.

The line or scoring punch of the pitchmen this year is made up of 5 returnees from last year's varsity. Spearheading the attack is center forward, Luis Novarro, along with inside right, Dick Casanzio; inside left, Igor Koslowski; outside right Corrado Zollo and outside left Vic Bokhan.

Other veterans, from last year's varsity are: Harry Standhart, Ken Reynolds, Otto Maender, Bob Burdick and Joe Stanislawski. Additional strength will be supplied by these new comers to the squad: Gene Callanders, Pete Browne, Marty Davis, Dave Zoyhowski, Karl Freedman, Al Waterman, Dave Egan, Pete Willard and Mike Cotsworth. The manager for the team is Banna Roberts.

Get out, enjoy a truly fast moving, exciting sport and most important,

**SUPPORT YOUR TEAM!**

## RIT Alumni Win Staff Positions

Carol Y. Edwards, Photo 1961, formerly of Mingo Junction, Ohio, joined the staff of the Du Pont Company's Photo Products Department Research Laboratory at Parlin, New Jersey on June 19.

Dresser Industries, Inc., Bradford, Pa., has announced the appointment of Edward B. Carey, Mech. 1946, as Director of Marketing. He will be responsible for the development and coordination of marketing operations, and the development of new products and markets. His prior position was Assistant Sales Manager.

The appointment of Peter Tighe Quinn, A&D, 1958, as a staff designer has been announced by Peter Muller-Munk Associates, an industrial design firm in Pittsburgh, Pennsylvania. Quinn was a member of Kappa Sigma Kappa fraternity.

Lee H. Swanson, Elect. 1957, was recently promoted to Associate Engineer at the International Business Machines Corporation. He resides in Endicott, New York.

## Degrees Granted Former Students

Two graduates of RIT were granted degrees this past June. Robert L. Schneider, Chem. 1957, was awarded the Ph.D. degree by the Institute of Paper Chemistry in commencement exercises at Lawrence College, Wisconsin. He has accepted employment with Eastman Kodak Research Laboratories.

The Institute of Paper Chemistry is a graduate and research center, devoted largely to the interest of the pulp and paper industry.

The Master of Fine Arts degree was granted by Ohio University to Peter Curtis Bunnell, Photo 1959.

Bunnell is now going to Yale University for his Doctorate degree in the History of Art. He is currently working on the Alfred Stieglitz art collection at Yale.

## Photo Grad Speaks

Carl N. Reed, Photo, 1957, was among the featured speakers at the national convention of the Photographic Society of America, worlds largest photographic organization. Held in New York City in September, his talk was entitled "Exposure and Contrast Control of Color Film Through Processing."

Guy Brewster Hughes, SAC, 1954, held a one-man show in July at the Southern Vermont Art Center. For the past two years, Hughes has taught weaving at State Teachers College, Buffalo, New York.

## MR CATALINA

MAN RELAXED... a man selects a handsome sweater as he would a companion to share his most enjoyed moments... relaxing... or actively engaged in his favorite pastime. Created by our fine designer, John Norman, who himself makes a study of the art in 'moments of relaxation'.



RELAX in "COLLEGIATE" contrast trimmed cardigan of 100% Imported Australian Lambswool. Great color combinations from which to choose. \$12.95

**Catalina**  
Los Angeles, California

Automotive Service

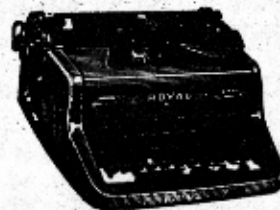
## JOHN C. DiBELLA

Gas, Oil, Lubrication, and Minor Repairs

**PARKING** for evening students \$.25  
(Free with 10 gal. of gas or \$3.00 service)

Located opposite RIT Men's Dorm LO. 2-9480  
Official N. Y. State Motor Vehicle Insp. Station No. 8609

## Rent the Latest Model Portable or Standard Typewriter



**\$5.00 a month**

Rental applied on purchase  
We repair all makes

Extra Special

## Brand new Royal Portable Typewriter

reg. 79.95

**NOW \$49.95**

Pay as little as \$1.25 weekly-Fully Guaranteed



103 Clinton South

Opposite Loew's Theater

**TYPEWRITER COMPANY**

Open Tues. & Thurs. til 9. HA. 6-4545

## NOW! WE CAN SAVE YOU MONEY ON FINE EASY-TO-ERASE TYPEWRITER PAPER!

Now we have a fine quality, famous brand easy-to-erase paper at the lowest price yet! It's Eagle-A Type-Erase, the popular paper for cleaner, faster typing and quick erasability. At the touch of a pencil eraser, typing errors "wipe" off the surface of Type-Erase, leaving no mark. Saves time... makes your work neater. Comes in a budget-priced pack of 100 sheets, 8 1/2" x 11", in medium or heavy weight, plain or 3-hole punched. Free with every pack — a Letter Placement Guide to help you type neater letters and reports.



## EAGLE-A TYPE-ERASE

...the paper that erases perfectly with a pencil eraser

Made by American Writing Paper Corporation, Holyoke, Mass., manufacturer of Eagle-A Boxed Typewriter Papers



Buy your EAGLE-A TYPE-ERASE PAPER today at

**R. I. T. BOOKSTORE**

## Collegiate Ties

Largest Selection In The City

### Slim Jim 1 Inch Ties

Ivy Stripes Ivy Continentals  
Ivy Plaids Ivy Repps  
Ivy Checks Ivy Challis

Imported Batiks

Also in 2 Inch Shapes

Get Your Free Booklet  
**HOW TO MAKE TIE KNOTS**



\$1.00 and \$1.50

**California Ties** Main St. Corner Clinton  
Between Planters Peanuts and Fanny Farmers



# Tiger Tracks

by John Absalom

On the sports page today there are a few paragraphs telling the story of how the RIT soccer team upset the UR by a score of 2-1. This is fine and wave the flag, etc., but it was only a scrimmage. The only time we ever see the boys from the River Campus is at freshman games or in informal scrimmages. Why can't we ever find the name UR on our Varsity schedules?

After discussing the matter with reliable sources, it seems that it is no fault of ours at all. The simple fact is that UR won't schedule us. Their reasoning has been termed as "complex," which probably means that they don't have a valid, concrete reason to back themselves up. The fact is that they have looked down their noses long enough and it takes things like the soccer team to start them to look straight forward for awhile.

RIT used to be the "little school across the river," but things have changed. Our basketball team of a few years ago would have ripped the Yellowjackets from stem to stern and even the team of year before last whipped them in an unofficial scrimmage. Baseball and soccer squads have experienced similar incidents with UR.

Eventually, of course, the time will come when the sedate, reserved gentlemen from the "other side" will condescend to publicly participate with RIT. When they do they will likely get beat worse than they did by Cornell last year. We know that we are ready for them, and just wonder when they will be ready for us. What about it Yellow-jackets?

## OFF THE TRACK:

Members of the wrestling team are starting early by playing on the soccer squad. . . . Must have been a good summer. Coach Dickie calls his team the "League of Nations." . . . Sounds like the backfield for Notre Dame. I wonder why the authorities didn't check the Tigers about the point shaving scandals. . . . Didn't mean to leave Dave Zoyhowski off the pre-season wrestling prediction . . . he has heavyweight pretty well wrapped up. The Frosh soccer team has been working out with undetermined results. Welcome back to old and faithful trainer Dud Armanini . . . Last year's Rookie of the Year on the Frosh baseball squad, Ed Youngmans, missed a high pop-up and got bopped in the eye with a chestnut . . . recovery complete after his Genesee vacation.

## SOCCER

Gen. Valley Park

Wednesday - 4: PM

## FENCING PRACTICE

Mon.-Tues.-Thurs.

5:30 PM

## Tiger Booters Kick Yellowjackets

Coach Jim Dickie is smiling these days, and no wonder. Mr. Dickie, of course, is the soccer coach and his "foreign legion" this week split two scrimmage games with the University of Rochester. "The boys played their hearts out in the first game and showed that they wanted to play the game," commented Dickie while watching the pitchmen run through a practice session. He expressed cautious optimism that he could have one of the finest Institute teams this season.

Gamewise, the Tigers looked the part while fighting back and whipping the UR 2-1 in their first scrimmage. Their spirited defense and fighting offense sent the Yellowjackets back to their hives limping. Co-Captain Vic Bokhan and sophomore Luis Novarro booted home the goals in the triumph over the Rivermen.

The first game was against Utica College last Wednesday afternoon at Utica. The first home action for the Tiger team is next Wednesday at Genesee Valley Park against Roberts Wesleyan College. Tiger fans still remember the sound beating Roberts gave the basketball team last winter as well as the defeat inflicted on the soccer team last fall. A good crowd should be on hand hoping for decisive revenge. The game starts at 4 p.m.

## Golfers in ECAC

Tomorrow is the opening day of the ECAC Regional Golf Tournament to be held at Hamilton College in Clinton, New York. Four representatives from RIT will compete in the tournament as well as golfers from Cornell, Colgate, Syracuse, Hamilton, UR, and 24 other schools in this section of the conference.

Coach Bob Klos is taking Gerry Abel (Bus. Ad.), Russ Carter (Elec), Tim Butler (A&D), and Bill Cory (Chem) to Clinton to participate in the event. Abel and Carter earned Varsity letters last spring, while Butler and Cory were Frosh standouts. Abel and Carter were members of last year's tournament team which finished 10th in a field of 24 at Yale University.

The tournament itself is one of four regional tournaments to be held, with the other three taking place at Dartmouth, Penn State, and Army. The low ten players, plus ties, advance to the finals to be held at Bethage Park, Farmingdale, L. I., on October 21.

4 Barbers on Duty to Serve YOU

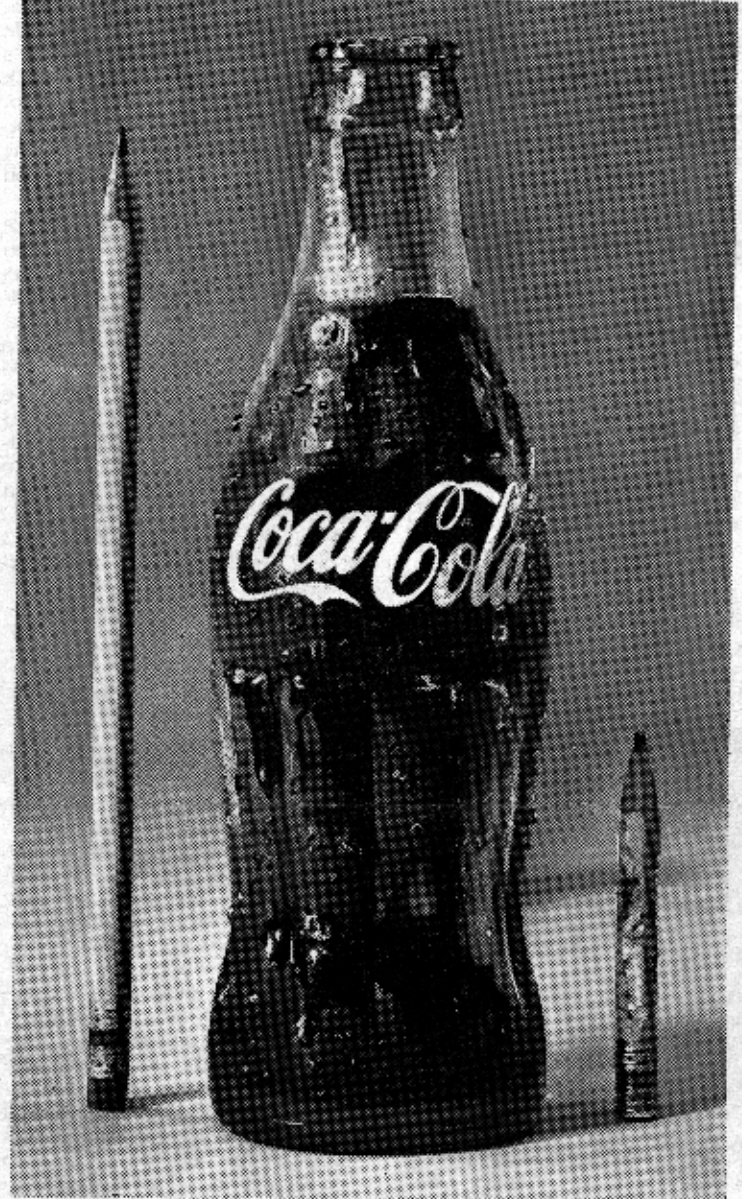
## RIT CAMPUS BARBER SHOP

Located in MEN'S DORMITORY

Open 8 a.m. - 6 p.m. Daily Closed all day Wednesday

To arrange an appointment call BA. 5-6968.

COPYRIGHT © 1961, THE COCA-COLA COMPANY. COCA-COLA AND COKE ARE REGISTERED TRADEMARKS



**BETWEEN BITES...**  
get that refreshing new feeling  
with Coke!

Bottled under authority of  
The Coca-Cola Company by ROCHESTER COCA-COLA BOTTLING CORP.,  
ROCHESTER, N.Y.




## ERASE WITHOUT A TRACE ON EATON'S CORRASABLE BOND

Touch-type, hunt-and-peck, type with one hand tied behind your back—it's easy to turn out perfect papers on Corrāsable. Because you can erase without a trace. Typing errors disappear like magic with just the flick of an ordinary pencil eraser. There's never a telltale erasure mark on Corrāsable's special surface.

Corrāsable is available in light, medium, heavy weights and Onion Skin. In convenient 100-sheet packets and 500-sheet ream boxes. Only Eaton makes Corrāsable.

A Berkshire Typewriter Paper



EATON PAPER CORPORATION  PITTSFIELD, MASS.

Rochester Institute of Technology  
ALUMNI ASSOCIATION  
ROCHESTER 8, NEW YORK