

BA Construction Starts Tomorrow

A Caterpillar tractor will replace the traditional gold shovel at the groundbreaking for the new College of Business Administration Building as part of the ceremonies of the annual Business Day activities Friday.

The Board of Regents ratified the award of a \$1.5 million con-

tract to the Del E. Webb Corporation, Phoenix, on Monday for the construction of the 84,000 square-foot building.

"BECOMING A Manager" will be the subject for keynote speaker of the day William Blackie. Chairman of the board of directors of the Caterpillar

Tractor Co., Blackie will address business students and faculty in Gammage Auditorium at 9:30 a.m.

Blackie, a member of the Public Advisory Committees for Trade Negotiations and International Business Problems, is also a trustee of the U.S. Coun-

cil of the International Chamber of Commerce, a member of the National Industrial Conference Board and the Council of the British-American Chamber of Commerce of the Midwest.

Groundbreaking will follow the speech.

AFTER THE ceremonies, over 30 local businessmen will replace faculty members in business classes to discuss opportunities and responsibilities of various sectors of contemporary business.

Dr. Glen Overman, dean of the college of business administration, explained that during this time businessmen will present ideas to the students of what they can expect when they enter the business world after graduation.

"The purpose of Business Day is to strengthen the relationship between the business community and the college of business," said Dean Overman.

Designed by Pierson, Miller, Ware and Assoc., Phoenix, the new building will be located north of Goodwin Stadium on College Avenue, across the street from the present Business Administration building, which will ultimately serve as a general classroom structure.

INCLUDED IN the structure will be 17 classrooms with facilities for 1,230 students, five seminar rooms, and faculty offices.

All classes in the college of business administration that usually meet at 9:40 or 10:40 a.m. on Friday will be dismissed so that students may attend the address and groundbreaking.

state press



ARIZONA STATE UNIVERSITY

Tempe, Arizona

Thursday, February 2, 1967

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Severe, Costly Book Penalties

The loss of a \$4 book from Hayden Library could result in the borrower paying up to \$19.

The previous plan for overdue books allowed a maximum fine of \$2 after they have been due three weeks.

According to Dr. Kenneth T. Slack, assistant university librarian for public services, this plan "just isn't working. It has failed to result in materials being returned when due."

Under the present rules it costs the delinquent borrower \$.50 for the first week, \$1.00 for the second and \$2.00 for the third week and 25 cents per day until a \$10 cut off point per item is reached. Then a replacement copy for the overdue book will be ordered; the borrower will be charged the \$10 fine, the cost of the book, and a \$5 replacement cost.

Dr. Slack emphasized that the higher fine schedule was not imposed to increase library financial resources, but to result in books being returned on time.

Former Lawyer, Yale Man Assigned to College of Law

William C. Canby, who ranked first in the University of Minnesota law school graduating class of 1956, has been appointed to the faculty of the college of law.

His appointment becomes effective July 1, according to President G. Homer Durham. Classes in the new law college begin next September.

"We consider Professor Canby a real acquisition to our faculty," said Willard H. Pedrick dean of the college of law. "He

had offers from four of the leading law schools in America, and we were very fortunate to get him."



WILLIAM C. CANBY

Canby, who holds a bachelor of laws degree from the University of Minnesota, also received a BA from Yale where he held the Helen Davenport Fessenden Scholarship.

Former deputy Peace Corps director in Ethiopia, Canby

project of nearly 500 volunteers. He also was a recent Peace Corps Director of a Uganda project.

Canby was associated with a law firm in St. Paul before his Ethiopia project. He was a special assistant to Sen. Walter Mondale of Minnesota following his return to the U. S.

Canby is a member of the Bar of the Supreme Court of Minnesota and the Minnesota State Bar Association.

served as administrator of a

Meeting

A meeting of all deans, department chairmen, directors, principal investigators and supervisors having either salaried or wage personnel will be held at 3:30 p.m. Monday in LSC 191.

The meeting's purpose is to discuss the recently implemented Fair Labor Standards Act and its effect on University operations.

"It is essential that all of the above-mentioned individuals be present or represented by a deputy," President Durham said.

Registrar in Washington For National Conference

Alfred Thomas Jr., registrar and director of admissions, is participating in a week-long conference at the National Center for Educational Statistics in Washington, D.C.

The conference, which will be held in the U.S. Office of Education on degrees granted, curricula being pursued by students of the Higher Education General Information Survey.

The surveys are used by government, business and industrial enrollments in institutions of higher education. It includes information on degrees granted, curriculum being pursued by students for degrees and other statistics which are collected and published by the U. S. Office of Education.

The surveys are used by government, business and industrial organizations for manpower studies.

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Manning, Pritsker Honored

By RICHARD WHISENHUNT

Dr. Duane Manning and Dr. A. Alan B. Pritsker will receive the Alumni Association's Distinguished Teacher and Faculty Achievement awards at the annual Founders Day dinner Wednesday.

The Distinguished Teacher Award goes to Dr. Manning who has been a member of the faculty in elementary education for 16 years.

"CRITERIA FOR the award included knowledge of his field, inspiration and leadership of students, resourcefulness and extra effort and time given to students beyond classroom time," said Don Dotts, assistant to the executive secretary of the Alumni Association.

DR. PRITSKER, professor of industrial engineering, was named to receive the



Dr. Manning



Dr. Pritsker

Faculty Achievement Award. He was awarded the first distinguished research award for the American Institute of Industrial Engineers in 1966.

Dr. Pritsker's excellent research in his field and his past award helped him win the Faculty Achievement Award, said Dotts. Each award will include a \$500 check from the annual Alumni Fund.

The dinner commemorates the 81st anniversary of the opening of classes on Feb. 8, 1886. Jim Creasman, executive secretary of the Alumni Association, recently returned from two and a half years with the Peace Corps in Brazil, will give his report on foreign service.

RESERVATIONS for the dinner, to which the public is invited, may be made at the Alumni House on campus. Cost is \$3.50 per person.

Snader Designates Oil As Main Arab Power In Lecture Series

Anarchism, lack of national identity, undeveloped resources and potential Arab power are subjects to be covered by Dr. John W. Snaden in an address at the Center for Asia Studies Monday.

Snaden, associate professor of geography will lecture on "Middle Eastern Oil: Key to Arab Power," in the MU ballroom. The 2:40 p.m. program is open free to the public.

Snaden is an acknowledged specialist on Old World drylands, particularly those of the Near East, and is a contributor and consultant on the Near East to the Encyclopedia Americana.

The lecture is one of ten programs offered by the Center for Asian Studies this year. The Center was established in response to the growing importance of Asia in world affairs, and so far this year has heard lectures by eminent scholars on such subjects as America's Chi-

na policy, the politics of communist China, and Islam.

The program after Snaden's lecture on Moscow-Peking relations, scheduled Feb. 27 by Dr. Roger Swearingen, director of the research institute of communist strategy and propaganda at the University of Southern California.

Law to See Fingerprints

Law enforcement personnel from agencies throughout the state will participate in an in-service training program beginning Monday.

The program, including a week of schooling on basic fingerprint classification and another on fingerprint sequencing, searching and filing, is conducted by the Arizona Law Enforcement Committee on Training, in cooperation with the extension division.

SOME TWENTY students will attend classes, selected from various law enforcement units statewide. The Committee on Training is composed of representatives from the FBI, the Chiefs of Police Assn., the Sheriffs and County Attorneys Assn., the Arizona Highway Patrol, and ASU.

James W. Horner, special agent for the FBI in Phoenix, is instructor. He was formerly with the identification division of the Bureau in Washington.

Another fingerprint school is slated to begin March 23. This one, an advanced course, will cover instruction on latent fingerprints — prints left on the scene of a crime.

THE IN-SERVICE programs will be held in ED 103. The Tempe police department will provide lab facilities for the school.

The Committee on Training has scheduled fifteen courses for the calendar year. Besides the fingerprinting schools, others include accident investigation, crowd control, executive training, observation and patrol, due process in interrogation, and sex crimes and informants.

Senator W. Morse Praises Article by Faculty Professor

An article by an ASU education professor appears in the Jan. 17 edition of the Congressional Record.

Dr. Willard Abraham, chairman of the department of special education is the author of "Outlook for Special Education," which originally appeared in the December issue of the National Education Association Journal.

DR. ABRAHAM, a governor-at-large of the NEA Council for Exceptional Children, cites in the article recent developments which have improved the outlook for special education.

Describing the article as "excellent," Sen. Wayne Morse, D-Ore., chairman of the Senate education subcommittee, requested and obtained unanimous consent to have the article entered in the Record.

The Oregon senator said "It is particularly appropriate, I believe, to call this article to the attention of Senators.

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'Democracy In Mexico' Is Topic

Dr. Martin C. Needler, director of the Division of Inter-American Affairs of the University of New Mexico, will speak on "Democracy in Mexico" at 8 p.m. Tuesday in the MU ballroom.

The public is invited to the address, which is sponsored by the Friends of Mexican Art of Phoenix and the Center for Latin American Studies.

Professor Needler will discuss "Mexico as a Case Study in Political Development" at 10:40 a.m. Wednesday in Main 118.

This talk, sponsored by the Center for Latin American Studies and the Department of Political Science, is restricted to faculty and students in the social sciences and in Spanish-Portuguese because of limited seating capacity.

Before going to Albuquerque in 1966, Dr. Needler taught political science at the University of Michigan and also served as research associate for the Center for International Affairs at Harvard.

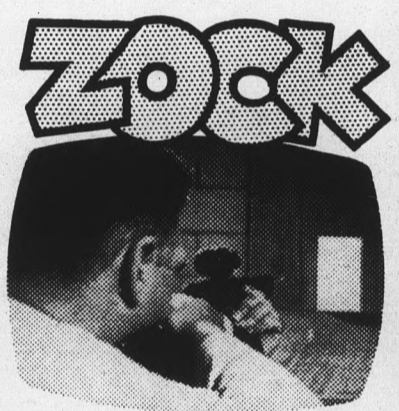
His books include "Latin American Politics in Perspective," "Anatomy of a Coup, Ecuador," "Political Systems of Latin America," "Understanding Foreign Policy," and "Dimensions of American Foreign Policy."

Random House will soon publish his "Political Development in Latin America." His articles have appeared in many professional scholarly quarters and journals.

AUSA Installs Four New Officers

Four new officers were installed in positions for this semester yesterday to command the campus chapter of the Association of the United States Army.

Elected for the second semester are David M. Stamat, Capt.; Garold A. Koopman, 1st Lt.; Leonard T. Whitfield, 2nd Lt.; and Charles A. Latchem, 1st Sgt.



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Youth Day Slated Old Library Not A Library Anymore

About 500 seventh and eighth graders will participate in Science Youth Day Saturday on campus.

Science Youth Day, sponsored by the college of engineering sciences and the Valley of the Sun Electric League, observes the world-wide Edison birthday celebration, Feb. 11, and National Electric Week. The day's activities will include several tours and demonstrations.

Dr. Lee P. Thompson, dean of

the college of engineering sciences, will address the students at a morning session while Donald Doyle, assistant professor of speech and drama, will be the featured speaker at a luncheon.

Doyle, a noted actor, director and lecturer, will speak on "The Importance of Purple Cows in Science," which will emphasize the importance of creativity and its relationship to science and engineering.

By CATHY SHAW

The smell of books and binding glue has been replaced by the odor of fresh paint, and the quiet atmosphere of Matthews library has been interrupted with banging, pounding and the ringing of bells.

Matthews Library, which first opened in 1930, was abandoned by its original occupants this fall when the book explosion forced the opening of Hayden Library. Although it is no longer the center of academic research, activity still stirs within the library walls.

CONSTRUCTION crews are busy on the second floor remodeling it into a University art gallery. The gallery will house the University's permanent collection of art work and provide room for special exhibits and traveling shows.

Windows on the second floor are being replaced by walls so that more hanging space will be

available for pictures.

John R. Ellingson, physical plant director, said that the north end is almost finished but it will be some time before the whole gallery is ready for the public.

While men hammer and paint on the second floor, the newly formed college of law is downstairs preparing for classes next fall. The law offices are located on the main floor and freshman classes will be held there next September until the new college of law building is completed.

The law college is also using several sections of the stacks while building up their own library of law books and documents.

DOWN in the north end of the basement, publications is busy printing and mimeographing official materials for the university.

At the other end of the basement, library science students from the college of education receive practical library training.

Ringling from the top of Matthews are the new Carillon Bells purchased by the University last spring.

Hospital Approved For UofA

Funds for construction and research were requested by Arizona Universities last week.

The Board of Regents approved plans for the final construction phase of the University of Arizona medical school opening next September.

BEGINNING in January 1968, the \$22 million project includes plans for a six-story clinical science building, a nine-story hospital scheduled for completion in the summer of 1970, and a \$7 million basic sciences building to be completed in July.

Preliminary drawings for a \$1.8 million addition to ASU's college of education were approved, and a request for more than \$1,000,000 in federal funds for construction at Prescott College, NAU and ASU were ratified.

Funds for research into the human soul were requested by Dr. J. Lawrence Walkup, president of Northern Arizona University. However, the UofA

medical school has already filed a brief with the board of regents for soul research.

THE REGENTS asked that the NAU philosophy department present a brief to be presented to the attorney general.

Competition for soul research funds was initiated by the will of a former pumpman for Miami Copper Company, James Kidd. Kidd disappeared in 1949, leaving a sum of \$200,000 for research on the soul leaving the body on death. He was never seen again.

Dr. Walkup said that Kidd's will has been a challenge for the NAU philosophy department whose members have spent months analyzing the problem.

Air Medal Given

An Air Medal for heroism has been presented post-humously to the parents of an Army officer killed last August in Vietnam.

Mr. and Mrs. John E. Boyce, parents of 1st. Lt. John F. Boyce, a 1965 ASU graduate, were given the medal in a brief ceremony at their home in Scottsdale, 8620 E. Starlight Way. Col. Coy L. Curtis, professor of military science made the presentation Tuesday.

HISTORY MAJOR SEES A FUTURE HAPPENING

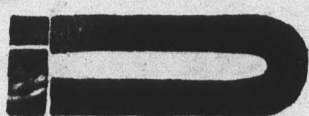


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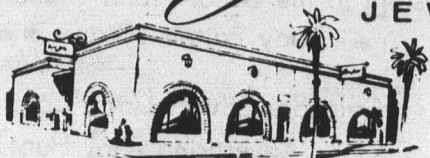
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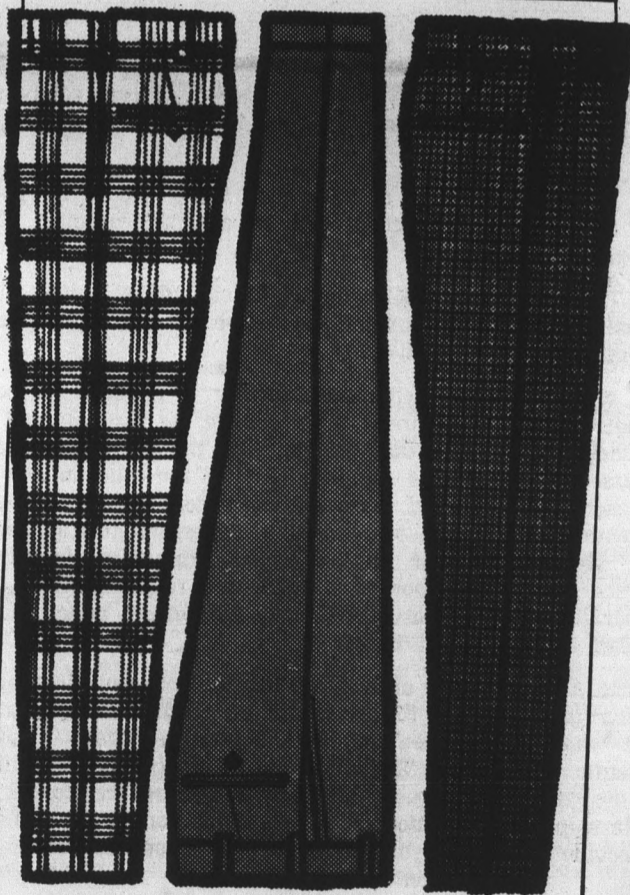


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SOS REPORT TEXT

This is the concluding part of a serialization of the text of the blue ribbon Student Organization Study Committee which was appointed by President Durham to study student academic freedom at ASU. The report has been forward to the president by the Faculty Senate with its "general approval of the substance and direction" of the report.

* * *

Policies and Operational Procedures Governing Student Affairs and Student Groups

Procedures in Disciplinary Cases

The following suggested University Discipline Committee procedures satisfy the requirements of "procedural due process" in situations requiring a high degree of formality:

1. The University Discipline Committee shall be composed of the teaching faculty and of students, with teaching faculty constituting the majority. No member of the Committee who is otherwise interested in the particular case should sit in judgment during the proceeding.

2. The student should be informed, in writing, of the reasons for the proposed disciplinary hearing with sufficient particularity, and in sufficient time, to insure opportunity to prepare for the hearing; the written notice should include the information that the student appearing before the University Discipline Committee has the right to be assisted by an adviser of his choice.

3. The burden of proof should rest upon the officials bringing the charge.

4. The student should be given an opportunity to testify and to present evidence and witnesses. If the witnesses giving testimony against him do not testify in his presence, an adequate summary of the nature of the testimony and the other evidence against him should be furnished to him in advance of his testimony. If there is no opportunity to question adverse witnesses, the University Discipline Committee has a special responsibility to establish the objectivity of the witnesses and the credibility of their testimony.

5. All matters upon which the decision may be based must be introduced into evidence at the proceeding before the University Discipline Committee. The decision should be based solely upon such matter. Improperly acquired evidence should not be admitted.

6. In the absence of a transcript, there should be both a digest and a verbatim record, such as a tape recording, of the hearing.

7. The decision of the University Discipline Committee should be final; however, the student shall have the right of appeal to the President of the University.

A university in a democratic society is engaged in the dissemination and advancement of knowledge for the common good and healthy growth of that society. The method used to attain this essential purpose is the free play of the mind in a climate of reasoned inquiry and discussion. Freedom of expression carries with it order and responsibility necessary for an open society. The members of the academic community, faculty and students, fully accept both the rights and responsibilities of the democratic scheme of ordered liberty guaranteed under the Constitution of the United States.

The Arizona Board of Regents has the inherent right and obligation to determine the standard of conduct appropriate for those who become members of the Arizona State University academic community. These standards embodied in regulations are designed to foster an intellectual atmosphere conducive to scholarship and education. It is the obligation of the University to provide a diversity of educational opportunities and to assist

(Continued on page 9)

SAN FRANCISCO — There're a lot of ways to get back into the mood for the new semester.

We spent our first day of class wandering along the streets of this majestic city, soaking up back-

ground material for a series on UC and Clark Kerr (it's by Contributing Editor Paul Schatt, starts soon), renewing an old acquaintance with the Bay Area, wearing out two pairs of shoes on the hills, and mostly just having fun.

SOMEWHERE ALONG THE line, we ended up with three psychedelic posters, The Sunday Ramparts, a lot of good quotes from Herb Cane, buttons reading "Button," "Anti-Button," and "Impeach Ronald Reagan" (we don't necessarily subscribe to any one of these), a photo of Big Al sans girls, and an interesting conversation with a few editors of the Daily Californian at Berkeley.

The fare to San Francisco would have been worth it just to see the view from the Californian's offices. They occupy the entire sixth floor of the Associated Students building. From the glass-enclosed editor's office and from just about every spot on the floor the staff can see both bridges, the bay and the Pacific.

In that setting, we began to talk about what college newspapers are all about.

UC'S EDITORS SEEMED to think they have the right newspaper for their community—a newspaper that spends most of its time reporting the continuing birth of new ideas, new movements and the people who conceive and use them.

The Californian fits this description; it's a relatively conservative newspaper in a wildly dynamic environment.

The Berkeley staffers compare their paper and similar ones at other distinguished universities to newspapers on the same campuses 30 years ago, and to the outspoken, often irreverent publications which set the pace for student opinion at the smaller and younger schools today.

THEIR POINT WAS that it often takes a campus newspaper run by a group of accused radicals (who are usually really only pushy good kids) to help ease a good university through the period of transition which yields an institution where free inquiry and free expression are as welcome as federal grants.

John E. Polich

our legislature

The University of Arizona Daily Wildcat has in recent weeks carried a series of scathing editorials attacking the current state legislature for failure to understand the financial needs and the benefits of higher education.

We could hardly agree.

IN THE FEW WEEKS the new legislature has been in session, members new and old, many of whom give greater representation to the urban areas of Arizona than ever before, have demonstrated great interest in the needs and goals of the state's colleges and universities.

In fact, President Durham appears before the Senate Appropriations Committee today to answer legislators' questions, It's his third invitation this session.

state press

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International Education Revolt to be Lecture Topic

The U. S. assistant secretary of health, education and welfare will discuss "The Approaching Revolution in International Education" at the sixth annual Grady Gammage Memorial Lecture at 8 p.m. Monday in Gammage Auditorium.

Dr. Paul A. Miller will deliver the address which honors former University President Grady Gammage.

THE ANNUAL lecture, said President G. Homer Durham, "honors the man who, more than any other, is responsible for the past growth and development of this great institution."

"Although the laborers in the vineyard have been many, we will harvest more grapes in the future from vines planted by Grady Gammage than any other individual."

Dr. Gammage was president from July, 1933, until his death Dec. 22, 1952. He had previously served as president of Arizona State College (now Northern Arizona University) in Flagstaff and superintendent of the Winslow school system.

THE LECTURE series bearing his name was established in 1961 by Dr. Durham who "felt the need of an ongoing, living intellectual memorial involving significant statements regarding the role of education in the world of mankind as an annual feature of the campus."

"By this additional means," said Dr. Durham, "by returning here year after year to the place where Grady Gammage served for nearly 27 years as president, to the hall that bears his name (Gammage Auditorium), faith can be nourished and the lamps of knowledge, so dear to his

heart, rekindled."

Dr. Miller has served recently or is currently active with the Colombian Commission on Higher Education, the Center for the Study of Liberal Education for Adults, International Voluntary Services, and the National Advisory Committee on Food and Fiber.

He has also participated in the current study by Education and World Affairs on Professional Schools and World Affairs,

was chairman of the Governor's Commission on Higher Education in West Virginia, and chairman of the Advisory Committee on Health of the Appalachian Regional Commission.

Dr. Miller is author of "Community Health Action," 1953; co-author of "Higher Agricultural Education in Colombia," 1961; and has written a number of articles on rural health, community development, university extension and organization.

Army Ups Cadets

Nine Army ROTC students were commissioned second lieutenants in the U. S. Army students who recently completed their academic studies.

Col. Coy L. Curtis, professor of military science, said the new officers will receive orders to active duty within a few weeks. David K. Bly has already been given orders assigning him to the 101st Airborne Div., Fort Campbell, Ky. . .

The commissioning ceremony

cadets and the branch of the Army to which they will be de-

Bruce J. Berres, Transportation Corps; David K. Bly, Infantry; David E. Butcher Jr., Transportation Corps; Dennis M. Decker, Artillery; John W. Dickerson, Infantry; Kenneth R. Gault, Infantry; Douglas L. Goosetree, Artillery; Robert G. Gramaze, Transportation Corps; and Stephen N. Shipp, Quartermaster Corps.

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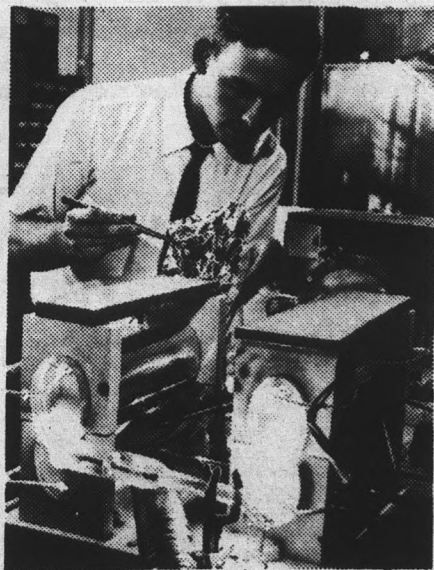
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National AAUW Officer to Talk

Dr. Frances L. Miller, associate director of the American Association of University Women and of the AAUW Foundation, will speak here Monday.

Wife of Dr. Paul A. Miller, assistant secretary of health, education and welfare and former president of West Virginia University, Mrs. Miller is slated to speak on "The Wide World of AAUW" at a noon luncheon in NU 216A.



Dr. Miller

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Sign up now in the Placement Office for interviews. An AiResearch representative will be interviewing on campus Monday, February 6.

Channel 8 Programs New Hours

The extension division and KAET - TV will conduct nine college - credit classes this semester.

Two classes of elementary Spanish, first semester, will be taught Monday through Friday by Dr. Quino E. Martinez, associate professor of Spanish, one from 9:30 to 10 a.m. and the other from 5:30 to 6 p.m.

Dr. Martinez will also conduct two classes of elementary Spanish, one beginning at 10:30 a.m. and the other at 6 p.m., Monday through Friday.

The Spanish classes offer four semester - hours of undergraduate credit.

Dr. Glenn A. Wilt Jr., assistant professor of general business administration, will teach two three - semester - hour classes in mathematics of business on Monday, Wednesday and Friday, one from 8:40 to 9:30 a.m. and the other from 6:30 to 7:15 p.m.

Three two - semester - hour classes of "Introduction to Music" will be taught by Dr. Donald J. Isaak, assistant professor of music, on Tuesday and Thursday, scheduled to begin at 10 a.m., 11 a.m., and 6:30 p.m.

The music classes began yesterday; the business and Spanish courses, Jan. 30.

Dr. Metzger Obtains Fund

A research project is underway here to obtain data on basic heat transfer.

Dr. Darryl E. Metzger, associate professor of engineering, is directing the study, under a grant of \$44,109 from AiResearch Mfg. Co.

The engineer explained that the study is concerned with heat transfer characteristics of cooled turbine components. These components can withstand only certain temperature levels.

The study of heat transfer may result in equipment which, by cooling, can withstand temperatures beyond the present limitations.

AiResearch is most interested in the applicability of these studies to gas turbine engine performance, but Dr. Metzger pointed out that the grant is for basic research, for general publication, rather than for direct use by AiResearch.

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Walk, Don't Run

Schubert's Last — Keystone Style

Schubert's last symphony can be like a heartfelt valentine. One glorious song following another, each with a beauty of almost sublime proportion.

Monday evening in Gammage Auditorium Schubert's last symphony sounded more like the soundtrack to a Keystone Kop movie.

WE ARE, however, getting ahead of ourselves.

The fifth pair of Phoenix Symphony Orchestra concerts started with Aaron Copland's peppery El Salon Mexico, a work conductor Guy Taylor programmed four or five seasons ago to coincide with the composer's lecture at the Temple Beth Israel Forum.

Though the work is more than 20 years old, it has lost none of its spice or infectious good spirits. This is the type of music Taylor conducts best and as a curtain-raiser, it was a hair-raiser.

Yours truly first heard Charles Treger at his 1965 Carnegie Hall recital. It was an afternoon affair and the house was "packed," not packed. Non-paying music lovers (mostly college students) are an enthusiastic group and with Treger's sturdy musicianship and dexterity there was plenty to be enthusiastic about. He must have given at least four encores.

MONDAY'S near-capacity audience heard him in Max Bruch's sturdy but dog-eared G minor violin concerto, which features some top-notch violin writing and truly mediocre brass scoring. The old warhorse is a crowd-pleaser though, and after a while one loses track of all the curtain calls.

The Taylor-Treger match is a good one. The soloist weaves his music through Taylor's muscular accompaniment with ease and the music profits by it. There is a lot going on in the work that recordings don't capture. Taylor-Treger did.

"What poet," H. L. Mencken asks, "ever described a kiss as well as Schubert did in the second movement of his C-major symphony?"

None, one suspects, unless his only experience with the work is through Taylor's interpretation. But if Taylor does "describe" a kiss it is not from the heart. He speeds through that movement—and the other three—like a little boy who has to go to the bathroom.

THERE IS much to savor in the so-called — and rightly so — "symphony of heavenly length," but one can't savor what one can't catch.

Taylor's frenzied pace could not, however, destroy this masterpiece and in a few instances helped it: the transition to and from the trio of the scherzo for instance. Not even the great Bruno Walter did this as well.

The orchestra members did their jobs surprisingly well and at concert's end looked proud and happy. And awfully tired.

It is said Beethoven was afraid and thundered at God, while Schubert walked with Him. Notice the word walked Mr. Taylor, not run.
RC

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Doctoral Degree Rise Predicted

Alfred Thomas Jr., registrar and director of admissions, predicts that the nation's colleges and universities will award 36,900 doctoral degrees by 1975-76.

Engineering will attract the most doctoral studies said Thomas, who is president-elect of the American Association of Collegiate Registrars and Admissions Officers. His prediction is based on a year - end forecast by the U.S. Office of Education.

The nation's total number of doctoral degrees conferred rose from 8,903 in 1955-56 to 16,467 in 1964, said Thomas. The number of Ph.D.'s conferred at ASU rose from 21 before 1960 to 148 through May 27, 1966.

In 1964-65 the number of doctoral degrees conferred in the nation was: physical sciences, 2,829; education 2,372; engi-

neering, 2,124; social sciences, 2,027; arts and humanities, 1,991; and biological sciences, 1,928. About eight out of ten doctorates were awarded in these fields.

During ASU's commencement in May, 1966, doctoral degrees were conferred in these fields; college of liberal arts, 15; college of education, 6; and college of engineering sciences, 7. A total of 58 Ph.D.'s was awarded with 24 as Doctor of Education degrees and 28 as Doctor of Philosophy degrees.

Physical science and education have been the most popular fields for doctoral candidates during the last ten years. But by 1975 engineering is expected to lead, with the order of popularity as, engineering, physical sciences, arts and humanities, education, social sciences and biological sciences.

Engineers:

Meet Boeing

Campus Interviews Thursday and Friday February 16 and 17

The many challenging aerospace programs at Boeing provide a dynamic career growth environment. Pick your spot in applied research, design, test, manufacturing, service or facilities engineering, or computer technology. If you desire an advanced degree and qualify, Boeing will help you financially with its Graduate Study Program at leading universities near company facilities.

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Today Clubs

11:30 a.m. IEEE will meet in EC 6150. A film, "The USA EPG Story," and a speaker from Fort Huachuca will be presented.

The IEEE, Institute of Electrical & Electronic Engineers, is the national honorary for engineers in the two fields.

'Best Dressed Girl'

Campus groups which wish to submit an entry to the "Best Dressed College Girl" contest must do so by 5:30 p.m. today. The contest is sponsored by Gamma Alpha Chi, women's advertising fraternity.

Sports

Entry forms are available in WRA office for WRA Co-rec Volleyball, open to both men and women students. Entries are due tomorrow.

Lectures

7:30 p.m. Clarence Robison, track coach from Brigham Young University, will speak at the LDS Institute of Religion, 947 McAllister. He will discuss "The Word of Wisdom and Athletics."

Fine Arts

8:15 p.m. Celebrity Series presents Fred Waring and his Pennsylvanians at Gammage Auditorium. Waring is currently celebrating his 50th anniversary in show business.

Tomorrow Lectures

Bishop James A. Pike will be on campus between classes in the morning hours to respond to questions. A public lecture will be conducted at 3 p.m. by Bishop Pike in Cosner Auditorium, and another at 7:30 p.m. at Tempe Union High School. At 10:15 KAET-TV Channel 8 will present "An Evening with Bishop Pike."

Draft Deferment

The signup deadline for the Mar. 11, Mar. 31 and April 8 draft deference tests is Feb. 10. Applications may be picked up at 106 E. Roosevelt St. in Phoenix or any local Selective Service Board.

Sports

The Sun Devil gymnastics team will meet San Jose here at 7:30 p.m.

Sunday Lectures

2:30 p.m. Easter Seal Society presents "Careers in Rehabilitation." Fields represented will be medicine, nursing, social work, occupational and physical therapy, speech and hearing, special education, recreation, psychology, guiding and counseling and home economics. The program will be in Gammage Auditorium.

Clubs


2:30 p.m. Blue Key, national men's service honorary, will hold a smoker in the MU upper lounge. Membership applications

will be available at the door. Applying students must be junior or senior men, must have a 2.75 grade average and must participate in two campus activities.

3 p.m. Alpha Beta Alpha will hold its monthly meeting at the Mesa Public Library, 59 E. 1st St. Mrs. Bernice Risse, a former volunteer hostess at the Wilder Museum in Mansfield, Ill., will show slides of the museum.

Catalyst Deadline

Tomorrow is the deadline for submission of material to the Catalyst, campus literary magazine. Material should be placed in the Catalyst box on the fifth floor of the Language-Literature Building.



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Here's your application for the 13th Annual National College Queen Contest

I would like to submit the following name for The National College Queen competition. Kindly mail full details and an official entry blank.

MY NAME _____ AGE _____
(or, my candidate's name)

I ATTEND _____
(or, my candidate attends) (name of college or university)

I AM FRESHMAN SOPHOMORE JUNIOR SENIOR

MY MAILING ADDRESS _____
(or, my candidate's address) (no. and street)

(city) (state) (zip code)

I obtained this application when it was published in: _____
(write in name of college newspaper in which this application appeared)

If you are nominating someone other than yourself, please sign your name in the space opposite. The entry blank will be mailed to her. _____

MAIL THIS APPLICATION TODAY TO: NATIONAL COLLEGE QUEEN CONTEST COMMITTEE
P.O. Box 935, New York City, N.Y. 10023

Deadline: This newspaper application must be received in New York City within 10 days from the date of this issue.

You can win more than \$5,000 in prizes and earn recognition for your school.

It's nomination time again! Colleges in all 50 states are nominating their candidates in the 13th Annual National College Queen Contest. And the time is right now—the nominations close soon.

Send in your name—nominate a friend

Lots of girls send their own names, so don't be shy! Freshmen, Sophomores, Juniors, Seniors—all are eligible. And anyone can make a nomination... campus groups, fraternities, sororities, friends. Just fill out the application blank.

Not a "Beauty" contest

Those who entered last year will tell you that this is neither a "glamour" nor a "genius" contest. Can-

didates are judged on their all-around abilities... they're questioned on current events, fashion, home economics, career goals and the like.

50 state winners

Every state elects its own College Queen in April. As a state winner, you'll come to New York City (all expenses paid) for a 10 day visit and the National Finals. You'll appear on a National Television Special, and attend a reception at the United Nations, theatre trips, backstage visits with Broadway stars, and the formal Coronation Ball.

More than \$5,000 in prizes

The new National College Queen will tour Europe

from London to Paris to Rome. She'll win a wardrobe of the newest styles, worth \$500—and her own car, a brand new sports convertible. She'll discover America—travelling from New York City to Disneyland, including featured appearances at the Rose Bowl Game and the traditional Tournament of Roses Parade.

Enter Today

It's easy to enter, fun to nominate. Take a minute right now to fill out the application yourself. And how about your club, fraternity or sorority nominating someone? Remember, this is not a typical "Beauty Contest." It's for the real girl, the all-around girl—it's for you!

The National College Queen Contest is sponsored by Best Foods:

Makers of: Bosco Milk Amplifier, Best Foods / Hellmann's Real Mayonnaise, Best Foods / Hellmann's Dressings, Karo Corn Syrups, Knorr Soups, Mazola Corn Oil, Mazola Margarine, Nucoa Margarine, Skippy Peanut Butter, Niagara Spray Starch, NuSoft Fabric Softener, Rit Tints and Dyes, Shinola Shoe Polishes and Waxes. Best Foods is a division of the Corn Products Company.

I would like to submit the following name for The National College Queen competition. Kindly mail full details and an official entry blank.

MY NAME _____ AGE _____

I ATTEND _____

I AM FRESHMAN SOPHOMORE JUNIOR SENIOR

MY MAILING ADDRESS _____

(coupon for bashful girls)

SOS TEXT

(Continued from page 4)

and encourage students in the development of their capacities for critical judgment and sustained and independent search for truth. Reasoned and free inquiry includes the right of dissent.

Since education is not confined to the classroom but derives from a multiplicity of experiences in the academic community, students individually and in organized groups at Arizona State University are permitted and encouraged to express their views freely and to discuss openly the issues that confront our age. Neither individual students nor organized student groups may act on behalf of or speak for or in the name of the University. Arizona State University neither approves or disapproves the views of individual students or organized student groups. It is presumed that all members of the academic community understand that freedom of expression and association must be carried on within the realm of liberty under law.

In this statement of position, Arizona State University is simply reaffirming the enduring principles of a free and democratic society which in our country are embodied in our social and legal institutions under the Constitution of the United States.

Procedures for the Registration of Organized Student Groups

I. Policy

A. All organized student groups shall register with the University.

B. An appropriate body should be designated to administer the registration of organized student groups.

C. The University will assist student groups by systematically scheduling facilities for group use.

II. Registration Requirements and Procedures

A. Initial Registration

For initial registration each organized student group shall submit the following information:

1. Name of the organized student group.

2. Statement of purpose:

The constitution and by-laws, if formulated, shall be submitted. If no constitution has been created, then a statement of purpose shall suffice.

3. The signature of the faculty adviser.

4. Membership:

(a) Membership shall be open only to currently enrolled students and currently appointed faculty.

(b) Each group shall have a minimum of ten full-time members as certified by its presiding officer.

B. Retention of Registration

1. In order to retain its registration an organized student group shall provide the following information by the end of the fourth week of the fall semester:

(a) Name of the organized student group.

(b) Certification by its presiding officer that the group has a minimum of ten full-time members.

(c) The signature of the faculty adviser.

(d) The constitution or any addition, deletions, or alterations thereto.

(e) One meeting a semester.

2. Failure to provide the information required for retention of registration of any organized student group shall automatically result in termination of registration.

Sign Up

All American Indian Students are requested to report to the Indian Education Center, as soon as possible to fill out the second semester student information sheet.

join famous dropout Robert Louis Stevenson!
Cut out for Tahiti and Club Méditerranée

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Procedures for the Conduct of Student Organizations

I. Responsibility

Members of organized student groups are individually and collectively responsible for the official conduct of their organization.

II. Meetings

A. Campus Meetings

1. Meetings shall be held in campus facilities or in adjacent approved off-campus facilities.

2. At least one meeting shall be scheduled each semester.

3. Scheduled meetings are open only to members of the organization and individually invited guests.

B. Public Meetings

Meetings open to the public shall be subject to university regulations.

C. Disciplinary Procedure

1. In the event of alleged misconduct, violations of law or university regulations, the organized student group, collectively as a group and individually as members, shall have its case heard before the University Discipline Committee. Standard due process procedures of notice, open hearing, opportunity for assistance of counsel, non-participation by those persons bringing the charges, and impartiality shall apply.

2. Appeal from decisions of the Discipline Committee shall be in accordance with university regulations.

Procedures for the Distribution of Literature

I. General

A. All persons and organizations distributing literature on the campus are responsible for the content of the literature and should be cognizant (1) of the importance of keeping such literature and its distribution within the bounds of good taste and the dictates of law and order; and (2) that violation of the law shall subject the distributor to the penalty prescribed by law.

B. Literature distributed:

1. Should not contribute unduly to the problem of littering on the campus.

2. Should not physically interfere with administrative or academic functions on the campus.

3. Should not interfere with the security or normal operations of residence halls.

II. Procedures for Students and Student Organizations

A. One or more out-of-doors central locations such as in the vicinity of the Memorial Union or the mall in front of the Library, shall be provided for students and organizations desiring to distribute literature, subject only to the requirement that, in advance of distribution, a copy of the literature shall be filed and the names of its distributors shall be registered at a convenient designated place.

B. Students and student organizations desiring to distribute literature in places other than the authorized central locations shall file a copy of the literature and register their names at a convenient designated place. The person and/or organization submitting the literature for registration shall assume responsibility that its contents are in accordance with the statement in Section 1-A. The right to distribute literature may be refused or revoked if the university official serving as registrar finds that the distribution is in violation of the standards prescribed in Section 1-B.

Hayden Library Less Per Foot

Hayden Library was built at a lesser cost to taxpayers than any other library completed in 1966 to serve institutions of similar size, reports the annual architecture issue of the Library Journal.

The library was built and furnished for \$20.50 per square foot. Others built close to this cost were: Boston University \$33.67 per sq. ft.; Bradley University \$27.48 per sq. ft.; Baltimore University \$26.07 per sq. ft.; Oral Roberts University \$26.34 per sq. ft. and St. Johns University \$21.41 per sq. ft.

Good planning and wise buying are the two major reasons for the University's low cost in building and furnishing the library, said Dr. Alan D. Covey, University librarian.

This is the third library that Dr. Covey has helped design. He directed two programs in the California State College System.

The library was built completely on the bid system from the architects to the major building contractor to the furniture.

The University's purchasing agent, George W. Morrell, and Dr. Covey worked with the architects Weaver and Drover and accepted bids for the furniture at one time.

This enabled the University to buy the same chairs for \$18.95 each which the state of Oregon paid \$36.20 for in 1963. They also managed to buy the study tables (even with an increase in the price of steel) at about what Oregon paid in 1963.

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New Professional Classes Offered

The position of the qualified secretary is gaining in status, according to Dr. Donald J. Tate, chairman of office administration and business education.

He predicts that by 1970 the role of the executive secretary will extend into the decision-making process and that she will become increasingly necessary on the management team.

To gain such recognition, however, a secretary must bring to her work a professional attitude and a comprehensive knowledge of modern business, in addition to excellence in typewriting, dictation, transcription, filing and the other skills, he said.

For such professionally minded secretaries, the college of business administration offers a course, beginning this semester. Classes, held in BA 302, will meet for 12 weeks, from 7 to 9 p.m. Wednesdays.

The course will provide an opportunity for secretaries to upgrade their qualifications. It also serves as preparation for the Certified Professional Secretary examinations, held on campus each year.

By passing this rigorous examination, said Dr. Tate, a sec-

retary earns the CPS badge of distinction. Only 3,596 have earned this title to date, and 50 of them are Arizonans.

Subjects to be covered during this second semester course are human relations, secretarial procedures and secretarial skills. Assisting Dr. Tate in the course will be Dr. Gary Huston and Dr. Robert Gryden.

Further information may be obtained by calling Dr. Tate at 966-3231.

A special course for teachers of young children will be offered during second semester by the extension division and the Arizona Association for Education of Young Children.

Dr. Grace Langdon, child development consultant of Tempe, noted co-author of numerous books for parents and teachers and of a syndicated newspaper column, "Today's Children," will teach the course.

Entitled Teaching in the Kindergarten, the class will meet Saturday mornings, Feb. 4 to May 20, from 9 to 11:50 a.m., at Central Methodist Church, 1875 N. Central Ave., Phoenix.

Open to people active in the field of kindergarten and pre-kindergarten teaching and administration, the course offers three semester hours of undergraduate or graduate credit.

Cost of the course is \$36, and checks should be made payable to ASU. Those attending may register at the first class meet-

ing. To reserve a place in advance or obtain additional information, call Mrs. Wynn Wright at Central Methodist Pre-school.

Subjects to be covered include the origin, organization and administration of kindergartens, equipment and supplies, philosophical and psychological foundations, community resources, and gathering and preparing learning materials.

Act Faces Study

Remarks by members of the Senate Appropriations Committee yesterday cast doubt that the Board of Regents' request for \$23.5 million in tax money for University construction will be passed.

Maricopa Sens. Ray Goetz and Chet Goldberg questioned the budget demands, saying that they exceeded an annual figure of \$15 million to cover a five year span that was proposed two years ago, as reported by the Arizona Republic.

THE REGENTS accounted for the extra money needs, citing the October 1965 defeat of a \$100 million bonding proposal, and explaining that no long range building plans had been solidified at that time.

Richard Harvill, President of the University of Arizona, was called before the committee to explain requests for tax funds to supplement bonds already being used for UofA construction.

'Checkless Banking?'

By HUGH BOYLE

"Many of our newer inventions in the last ten years have become obsolete due to the rapid increase in technological advances" noted Mr. Joseph Ryan, representative of Touche, Ross advertising firm, during a slide lecture.

"One place where these technical advances are needed is in our country's banking system, where thousands of dollars and valuable time are being wasted each year in processing and balancing customer checks and checking accounts," he said.

IN A SECTION called "The Banking Revolution," Ryan explained the vital roll the banks will play in the future development of the country.

Ryan contends that the method of "Checkless Banking" would end the problem of processing checks and still provide better and faster service for the community.

This System of Automatic Value Exchange called SAVE works like this. The customer would go into a store and buy a product and give the clerk his credit card. The card is then put into a computer-type cash

register that immediately relays the numbers of his card to a computer at his bank. This computer sends a message back by phone giving a description of the card holder.

THEN THE clerk puts down the amount of the purchase and the computer tells her if the customer has enough money in his account to cover it. The amount of the purchase is then subtracted from the customer's account and added to the store's account.

SAVE gives the customer fast service, provides the merchant with instant payment and, allows the bank to have a larger hand in community service.

Once "Checkless banking goes into effect there is an endless amount of possibilities that it could be used for," Ryan added.

Classified

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● PERSONAL

JOHN B. Suicide pacts are nix. Instead I say that "tricks" and we'll go to The Club instead. Might as well smash your legs on the dance floor as on the cement. -Martha B.

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1966 CHEVY Super Sport conv. 396, 4-sp. 967-9881. Jim Witko.

1961 PONTIAC Catalina 2-dr., ht., auto., clean. Must sell. 967-9881. Jim Witko.

Packard Burns on Alpha Drive

A 1955 Packard was extensively damaged by fire late Tuesday night next to the Alpha Tau Omega fraternity house.

Tempe fire fighters report the vehicle is owned by Elwen L. Barton, 6813 E. Loma Land Drive, Scottsdale, and was driven by Nick Couvdous, an ATO pledge.

Campus Security officials reported the fire was spotted by a patrolman about 11:30 p.m., adjacent to the ATO house at 620 Alpha drive.

A TEMPE Fire Department vehicle was dispatched but was unable to save the car, which sustained damage overall.

Neither fire nor security officials made a determination as to the cause of the blaze.

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★ SATURDAY

— STROBASONIC —

DANCING

9:00 PM to 1:00 AM — LADIES 18 MEN 21

THE PRODIGIES

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Devils Rap Fate's Door For Victory

The Devils' opponents tonight in Albuquerque, N. M. have the dubious distinction of having fallen from as high as a No. 4 national basketball ranking, to an 0-3, last place record in WAC play.

But with the Devils luck as it is, New Mexico's Lobos will probably hit top form tonight against the youthful Tempe bunch.

LUCK is when you play your best ball all year, then lose in the last six minutes to one of the nation's best teams. That's the story on the last Devil outing, where, after leading all the way, the boys hit only six points in the final nine minutes succumbing to Texas Western 56-50.



SOPHOMORE STARTER — Another sophomore added to the starting Devil lineup is 6-6 Jeff Mackey. Mackey will be in for captain Mike Lange, sidelined with a blood clot in his right calf. Mackey has started five games for the Devils.



CINEMA 12
SATURDAY MIDNIGHT
IS WHAT'S HAPPENING
MEMBERSHIPS
AVAILABLE

VALLEY ART
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If New Mexico has any hopes left for a WAC title, they can't lose again. And at the same time, undefeated BYU will have to drop three of its remaining games. So the Devils, 1-2 in WAC contests, shape up as the first obstacle in NM's long climb to the title. But don't take the Devils lightly.

Characteristic of late has been a balanced attack by the home boys, usually featuring high scoring by sophomore Roger Detter. Fact is, the Devils haven't made a bad showing in their last six games, except, some say, against Hawaii — and they won that one.

ODDLY enough, team captain Mike Lange has missed all of those games because of a blood clot in the calf of his right leg. While his absence has definitely hurt, the sophomores are making up for it.

In addition to Detter, starters Bob Edwards and Lange's replacement, Jeff Mackey, are both sophs. The starting five is rounded out with junior Frank Bailey and lone senior Randy Lindner.

Every WAC team leads that conference in one department or another and the Sun Devils are no exception. With WAC teams averaging 21.6 fouls per game, the Devils are on top with a 25.3 average per scuffle.

It will be a long road trip for the Devils as they'll travel to Wyoming after tonight for a Saturday tilt with another pre-season favorite (according to "Sports Illustrated"), the Cowboys of the University of Wyoming.

By JOHN COATES
Sports Editor

In ancient times, the gladiatorial games provided brutal physical entertainment for the masses.

Some recent commentators have called our modern game of football today's equivalent to those bloody diversions. In terms of sheer roughness, it often seems an apt parallel.

YET, AS I speculate on last Thursday's game between Arizona State and Texas Western, I become convinced that it is basketball, not football, which is the brutal sport. Basketball, that is, as played by such teams as the defending national champions.

As the play-by-play announcer mentioned early in the game, Texas Western employs a very tight defense, such that a wag has dubbed a "clutching man-for-man." A measure of its effectiveness is the Miners' rapid rise to prominence since coach Don Haskins installed it.

THE TEAM'S most outstanding exponent of this type of play is junior David Lattin. Nicknamed "Big Daddy 'D'," he made a name for himself early as a player who, though often lethargic, was big, strong and quick enough to dominate play whenever he chose.

Thursday night, he showed all present just how his reputation was earned. After a comparatively quiet first half, he opened up with some nine minutes left to play in the game. Arizona State had forged to a six-point lead. Seconds later, Lattin dribbled in front court,

Sun Devil guard Roger Detter attempted a steal and they struggled and fell to the floor.

Lattin then walked on Detter's midsection. He drew a foul — belatedly — but that did little to make Detter feel better.

LESS THAN A minute later, Lattin actually tripped ASU's other guard, Frank Bailey, as he released the ball. Bailey missed both foul shots. He wasn't quite as steady as usual.

These two incidents represent only the high (?) points of Lattin's performance. To be sure, they were not surprising. One expects to find some bad apples in every barrel.

What is surprising — very surprising — is that the referees in this, and every other game like it, could allow such conduct to continue; could allow such a player to remain in the game after this kind of behavior.

EVEN MORE surprising is that the people present at this game, or any like it, could not only stay and watch it, but could bring themselves to cheer Lattin's acts and to lustily boo when he drew a foul.

It seems that people formerly committed to the ideals of sportsmanship and fair play have turned their backs on those ideals.

The old cliches appear to read now: "May the dirtiest man win," and "It's not how you play the game, but whether you win or lose."

HAVE WE become — all of us — so afraid of losing that we've forgotten how to win? If this be the case, the end is in sight.

Incidentally, Lattin's Miners won. . . .

Outing Club Meeting to Finish Learn-to-Ski Weekend Plans

The Outing Club will meet this evening at 7 in room 211 of the Women's PE Building to set up transportation for a Learn-to-Ski Weekend at Big Cienega ski area in the White Mountains of Northern Arizona.

The group will leave tomorrow afternoon from the WPE Building on a three-day outing which will cost \$21.95 per person.

Horseshoe Toss Kicks Off Spring Intramurals Play

Horseshoes competition will kick off intramurals for the second semester beginning Saturday at 9 a.m. in Daley Park. bowling and softball.

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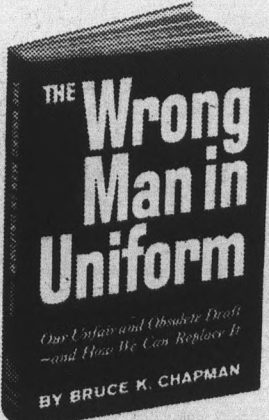
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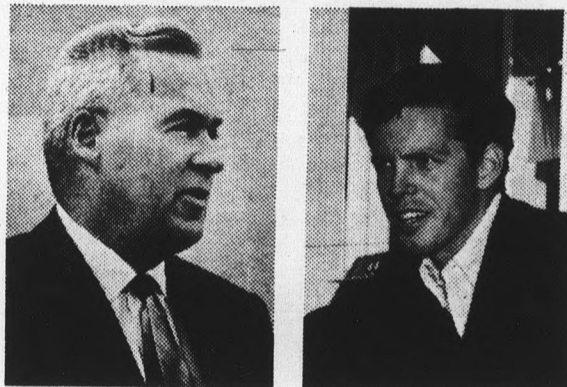
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T.G.I.F.

IS BUSINESS STRUCTURED FOR RECOGNITION OF INDIVIDUAL MERIT?

(or How To Succeed Quickly in Business by Shuffling Letters.)



Robert W. Galvin

Thomas Fehn

Dear Mr. Fehn:

The fundamental concern expressed in the headline above has been voiced in one way or another by all six students taking part in our current exchange of views on business. Because it is an issue of such common concern, I am going to respond in the same manner to each of you.

We would agree, I believe, that there are instances in which seniority, prejudice in some form, nepotism, or personal chemistry have been influential to an unjustifiable degree in advancing or hindering careers in business, in government, in education. This shows human frailty; it is neither unique nor dominant in business. We must combat this for the general improvement of society and we will be assisted in our task by the fact that inadequacy in any position of leadership tends to catch up with its owner.

Meanwhile, the great burden of evidence supports a conviction that **business is structured for the recognition of individual merit.**

There are thousands of executives in American business today who made their mark before they were 50. Many before 40. I want to tell you about one of these men, not because I seek to generalize on one specific but because the individual merit which has been demonstrated in his career broadly characterizes American business leadership.

This man's career might be entitled "How To Succeed Quickly in Business by Shuffling Letters." It is not a tale of a young genius who invented a new product and zoomed to the high tax brackets overnight. There are true stories like that, but they don't speak directly to your questions.

No, this story starts with an 18-year-old student of humble circumstances at the University of Chicago who had an ordinary summer job at a camera company. His job wasn't too different from the sort of summer job which many college students would describe as dull and boring, fragmented and inconclusive. He worked in the company's service department. He answered complaint letters.

It was a small department (there weren't too many complaints) and the college student spent about two weeks doing exactly what he was paid to do: read letters, find the problem, write answers which gave the solution. This is the way the job had always been done, no matter who sat at that particular desk. Gradually, however, this particular answer-writer (his name was Charles H. Percy—the company was Bell & Howell) began to see patterns emerging in the customers' letters. With few exceptions, he realized, each letter fell into one of perhaps nine categories.

Percy took a bundle of letters home that weekend, sorted them out on the floor, and began to compose a group of specific, carefully thought-out letters of reply. He checked and rechecked each letter against each proposed answer letter and against all the other answer letters. He found that, sure enough, he now had created a series of answers which gave full and courteous reply to almost every customer letter in the bundle.

On Monday morning, Percy checked the morning mail against his new letters and, when they, too, checked out, he took the whole bundle into the service department manager's office.

The service manager heard Percy out, checked the letters in the bundle, and agreed: a secretary could sort incoming complaints by category, type the answers, and forward a copy for further action where needed. The manager also agreed that Percy had knowingly eliminated his own job.

This intrigued Percy's boss (jobs were scarcer than they are today) and he told Bell & Howell President Joseph H. McNabb about "this enterprising kid down there who has worked himself out of a job." Mr. McNabb said, "That's a young man we should keep an eye on."

Chuck Percy went to work full-time for Bell & Howell after he graduated in 1941. He was elected president and chief executive officer at 29. The company's sales increased twelvefold under his leadership. Today, at 47, he is a newly elected United States senator. Counting his summer jobs, he had worked for Bell & Howell for 28 years.

I do not contend that every college student can duplicate the Percy story in whatever career he chooses. I do submit, however, that your own version of this story will start when you start to apply your individual creativity to your first job the way he did to his.

Answering complaint letters can be a routine job for a routine sort of fellow. Come at the job with creativity, however, and you can lift it from the humdrum. You can even eliminate the job—and there aren't many more forceful ways to show that you are ready for a bigger job than to eliminate your present one.

Note also that here was a man who achieved job fulfillment, recognition, security, advancement, individuality, a chance for creativity—all the things today's college students want from their working lives—and he achieved them all **within the business structure.**

Society itself has a structure. All elements within society have structures. These structures generally work for the good of the individual, not for his harm—and the degree to which this is so depends in the final measure largely upon the individual.

Chuck Percy did not wait for chance recognition—he earned his early recognition by his own creative vision, imagination, and action.

The fastest route to a job of major responsibility is to improve the handling of a job of lesser responsibility.

This two-way conversation is open to you

Have you questions or opinions about business as a possible career or as a force in society? Have you reactions (pro or con) to this series of open letters between Tom Fehn, a student at University of Southern California, and Robert W. Galvin, chairman of Motorola Inc.? Letters like this one have appeared regularly in 29 student newspapers throughout the country since October. You are invited to make your feelings known, too. Write Mr. Galvin at 9401 West Grand Avenue, Franklin Park, Ill. 60131.