



Vol. 9, No. 3

October 1956

October 1956

#### TRAINING CONFERENCE HELD

The tenth annual conference of Training Directors was conducted by ILR School October 23-25 at Statler Hall. The Industrial Training Council of New York State cooperated. Theme of the conference was "Mutual Concerns of Training Directors and Their Managements." About 70 training directors and their staff were present.

Unlike previous training conferences, this conference emphasized a team attack on problems of industrial training. Teams (training director and another member of his company) explored, in workshop groups, questions and problems involved in planning, organizing, administering and conducting company programs.

The conference had a two-fold purpose: development of managerial ability, and development of workforce skills. Each team was given a choice of the two areas for special attention. Registrants divided, under either of the two topics, into workshop groups with a discussion leader in charge.

E. R. Chappell, Special Assistant to the Secretary of Labor, U. S. Department of Labor, was keynote speaker, with the topic "The Job Ahead in Manpower Development." Discussion leaders were Erich F. E. Hardt, Training Supervisor, Kaiser Aluminum and Chemical Corporation and ILR Professors F. F. Foltman and Emil A. Mesics.

Tuesday's dinner session featured a case study presented by the Bendix  
(see p. 2)

#### EXTENSION TEACHERS TO MEET

Approximately 25 part-time teachers of extension classes through the state will meet with ILR resident extension staff in Ithaca Nov. 2 and 3. This year's group will consist of teachers of grievance handling. In former years teachers in the fields of labor legislation and supervision have met on campus.

Purpose of the yearly meeting for non-resident ILR extensioners is to give them an opportunity to become better acquainted with each other, and with the ILR extension and resident faculty.

Dean Catherwood will be Friday luncheon speaker. At dinner Friday evening Prof. Vernon Jensen will discuss grievance handling by the New York Shipping Association and the International Longshoremen's Association. Conference program will consist of workshop sessions, with resident extensioners and visiting teachers taking part.

Prof. Eleanor Emerson of the Extension staff is in charge of the program.

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Aviation Corporation with Hugo Petersen and Gordon Kennedy of the South Bend, Ind. office, and Carlton Dwight of Scintilla Division, Sidney, N.Y. participating.

Wednesday's dinner was followed by the annual meeting of the Industrial Training Council of New York State.

#### FACULTY-ALUMNI SEMINAR TO BE HELD

ILR's third annual Faculty-Alumni seminar will be held November 30-December 1 at the Hotel Martinique in New York City. According to Prof. Rudolph Corvini, in charge of program arrangements, the program will follow the pattern set in previous years: A management representative will speak at the opening Friday evening dinner; a union representative at the Saturday luncheon. At the Saturday

morning session Management Development will be the topic under discussion, and New Issues in Collective Bargaining will be up for discussion at the afternoon closing session.

#### MARY DONLON LECTURE SET FOR NOVEMBER 15

The Mary Donlon Lecture on Workmen's Compensation will be given on November 15 at 8 p.m. in Olin M. This year's speaker will be Arthur Larson, Under-secretary of the U. S. Department of Labor. Topic of the lecture will be announced at a later date.

#### FALL ILR REVIEW PUBLISHED

The Fall, 1956 issue of Industrial and Labor Relations Review contains an article "The Amalgamation of Collective Bargaining and Political Activity by the UAW," by Marjorie Thines Stanley. She writes that political activity is viewed by the UAW as a "natural adjunct" to collective bargaining. In exploring the UAW's political action program, the author examines union strategy, the UAW's stand on social security, and its drive for the guaranteed annual wage.

The Review, published quarterly by ILR School, also contains articles by Neil Chamberlain on the structure of bargaining units, Robert J. Myers on the mine workers' welfare and retirement fund, and Jane Cassels Record on "The Rise and Fall of a Maritime Union."

Prof. Donald Cullen, Vernon Jensen, Harrison Trice and John Windmuller have book reviews in this issue; Prof. Edwin Witte of the University of Wisconsin reviews "Economic Needs of Older People," by John J. Corson and ILR's John McConnell.

#### J. J. JEHRING; HILARY MARQUAND TO SPEAK

Former ILR professor J. J. Jehring, now Director of Profit Sharing Research Foundation, will be on campus Monday, November 5. He will speak to students of ILR 260 at 9 a.m., and to students of ILR 560 at 11 o'clock. There is room in both classrooms for a few extra people.

Hon. Hilary Marquand, M.P., House of Commons, Great Britain, will be at ILR as special lecturer in the field of social security and protective legislation Oct. 28-30. He will speak Tuesday, Oct. 30 before the combined classes ILR 570 and 671.

The Board of Directors of Associated Industries of New York State will meet on campus Nov. 19 and 20. ILR will play host to the group.

### WHO SITS WHERE

Fall term finds many shifts in ILR office locations.

One such change has taken place in the "administrative corridor." Jack Leonard (who was part-time administrative assistant) has vacated Room 6 in favor of Administrative Assistant John Paterson. Doris Stevenson of the Fiscal Office has taken over Room 7, formerly occupied by Mr. Paterson. Mrs. Dorothy Johnson has moved from the Extension Office to share the outer Fiscal Office (Room 5) with Mrs. Jane Webb.

Prof. Oscar Ornati, returned from a sabbatic, now occupies an office in Room 28, Extension Central District Office headquarters.

Visiting Professor Emil Mesics and Visiting Lecturer Albert Martin each have a cubicle in Room 20. The outer office is manned by Diane Barkdoll, Jane Cantlay and Toni Nell.

Newly-appointed Prof. John Brittain has an office in the central Statistical Offices, Room 320, Warren Hall on the Ag campus.

Martin Horowitz and Curtis Stucki, both of the ILR library staff, are in Rooms 128 and 2, Quonset Hut, respectively. Henry Landsberger, who teaches a course in Human Relations, is housed in 144 Quonset Hut.

Ann Holman Woolf, Research Associate, has desk space in Room 27, Research Office.

### POPULAR SCHOOL BULLETIN REPRINTED

School bulletin "You Can't Hire a Hand and Other Essays", by Dr. Temple Burling, is now in its third printing. One of the most popular of school publications, the bulletin was first printed in 1950. A total of 40,000 copies has now been issued.

### PUERTO RICO SENDS THREE STUDENTS

Thanks to Puerto Rico's Economic Development Administration, three young men from that island are studying at ILR this year. Puerto Rico, with its rapidly expanding economy, is increasingly mindful of the need for trained men.

Victor Morales, on the staff of the Administration's Department of Industrial Services, is on campus for only the Fall semester. The two others, Fernando Cruz and Daniel Rigau, are at ILR on Administration scholarships for a year. At the end of their stay they are slated to work for the Industrial Services Department.

Both Morales and Cruz have B.A. degrees from the Polytechnic Institute of Puerto Rico. Rigau did undergraduate work at St. Olaf's in Minnesota. Morales has had several years work experience with the Y.M.C.A. both in the States and in Puerto Rico.

According to Morales, these students are the first to study at ILR under this program. This year two Puerto Ricans are enrolled at the College of the City of New York and two at Carnegie Tech.

### FOREIGN STUDENTS COME FROM FIVE CONTINENTS

With the arrival of eight newcomers from across the waters, the School currently has students from each of the five continents. Recently enrolled are Samuel Lujan-Charles from Trinidad (EWI); Aly Agrama from Heliopolis, and Ibrahim El-Sherbini, Cairo, Egypt; Kiroko Kondo, Ashiya City, Japan; Harry Matzen from Utrecht, Holland; Vincente Sota, Santiago, Chile; Michael Stewart, Oxford, England; and Bisheshwar Verma, Patna, India.

STAFF ORGANIZATION MEETS

The ILR Staff Organization held its first meeting of the year Oct. 22 with Lydia Dodge presiding. After a brief business meeting, the session was turned over to Administrative Assistant John Paterson. He discussed such items as state retirement benefits, hours of work, overtime, increments, etc.

GRADUATE ASSISTANT ASSIGNMENTS

The following is a list of graduate assistantship assignments for the fall term, 1956:

Name	Assigned to	Room
Muriel Beach	Konvitz	153QH
Salvatore Bella	Cook	151QH
William Bridger	Windmuller 42	Homer Neilly Statistics 10C
Fred Bushhouse	Konvitz 153QH	Pat O'Connor Audio Vis. 12
John Callis	Extension 28	Hans Panofsky Konvitz 153QH
Charles Coleman	Hodges 151QH	Tom Patten Hanson 13
Joan Finder	Risley 141QH	Melvin Roberts Statistics 10C
Charles Gilroy	R. Campbell 47	Norman Rushforth Aronson 153QH
Jos. Guggenheim	Statistics 10C	Ron Saldanha Statistics 10C
Robert Helsby	Risley 15	Dave Singer Raimon 26
William Irving	Eckert Libe	Marion Stever Sayre 28
Ralph James	Clark 151QH	David Swindells Carpenter 40
Seymour Lehrer	Cullen 13	Ram Tarneja Tolles 151QH
John Leonard	Jensen 11	V. Bisheshwar Library Libe
Paul Mahancy	Library Libe	Roger Walker MacIntyre 13

NEW STAFFERS

John Bock, born and raised in the Ithaca area, is ILR's new mail clerk. He and his wife live on N. Aurora; their two sons are grown and on their own. John has a varied work history -- bus driving for Ithaca Railways, janitor in university dorms, eight years in a garage, county highway construction work, and ten years with United Cooperatives -- from its opening til its closing.

Mrs. Ann Fullerton, a student wife, is Prof. Oscar Ornati's new secretary. Her husband is a senior in the Agronomy Department on the Ag campus. Ann has previously worked for two lawyers (both Cornell graduates) in Albany. Her home was in nearby Altamont. This past summer the Fullertons worked for a mountain-top resort on Lake George.

SCHOOL TO AWARD SERVICE PINS

ILR School will award service pins on Thurs., Nov. 9, to 19 of its non-professional staff who have five years or more of service with Cornell University. Dean Catherwood will preside at the presentations. The awards will be made by division heads.

TWO ENGAGEMENTS ANNOUNCED

Two engagements have been announced recently--both in the ILR library: Emogene Stanton, secretary to Prof. Gormly Miller, has recently become engaged to Norman Hovanus of N. Triphammer Road. Hovanus works for the state highway department.

Nancy Edelman of the Labor-Management Document Center and British grad student Norman Rushforth have announced their engagement. Norm is working for a master's degree. He is from London.

ILR professors Milton Konvitz and John McConnell spoke at the annual orientation conference for foreign and American students Sept. 29-30. Dean McConnell discussed the "Cornell Community"; Prof. Konvitz, as conference featured speaker, presented an "Introduction to American Democracy."

Prof. Vernon Jensen spent three weeks in Puerto Rico last August at the invitation of Secretary of Labor Fernando Sierra Berdicia, to make a study of some aspects of labor-management relations on the Puerto Rican docks.

Prof. John McConnell visited Puerto Rico for a week last month to make a wage-hour study.

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Prof. and Mrs. Ralph Campbell have bought the former home of Charles Burrows of Electrical Engineering, at 116 Mitchell St., corner of College Ave.

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Russ Hovencamp of Materials Lab spent a week's vacation on a hunting expedition --result: 14 squirrels and one rabbit.

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Prof. Alpheus Smith of Extension Division spoke Oct. 24 on "Leadership and Motivation" before the Pittsburgh Chapter, American Society of Training Directors.

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ILR sophomore Tom O'Malley and Maureen are parents of a son born in August. Tom is a transfer student from University of Maryland's overseas program. His wife is a Scot.

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On Oct. 12 and 13 Profs. Alpheus Smith and Eleanor Emerson attended the annual meeting of the State Council of Machinists, I.A.M., in Albany. Prof. Smith took part in a panel discussion on the development of labor education in the Machinists lodges of the state.

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Prof. Alice Cook addressed the Philadelphia Labor Education Association Oct. 6 on "Communications in the Local Union."

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On Oct. 3 Prof. John Brophy keynoted the 41st annual professional conference of Vocational and Practical Arts Education with an address on "Fundamentals in Education and Industry."

Prof. Brophy spoke in Northampton, Mass Oct. 26 on the golden anniversary of the founding of vocational education in Massachusetts. His topic was "Crossroads at Mid-Century."





Prof. F. F. Foltman of Industrial Education spoke in Buffalo Oct. 26 at the western zone meeting of the Industrial Arts Teachers Association. His topic was "The Industrial Matrix."

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John Riihinen of Ithaca, who formerly worked in ILR's Materials Lab, died Oct. 17 after a short illness. John was a senior in Ithaca College, majoring in radio and television.

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Jerry Rounds, formerly of the ILR Materials Lab, has taken a job with I.B.M. in Vestal, N.Y.

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Administrative assistant John Paterson took off for a day's pheasant hunting; he didn't sight a bird til well after sundown.

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Madhurondra Varma, who recently completed his M.S. degree at ILR, is currently working for the Voice of America in Washington. Next month he plans to return to India via Europe and Egypt. He plans to visit former grad student Moustafa Abdel-Wahab in Cairo.

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Mrs. Doris Smith, until recently Dean Catherwood's secretary, will travel from her parents' home in Woodward, Okla. to Honolulu the end of this month to join her husband. Bob teaches at the University of Hawaii. The Smith's Hawaii address is 2640 D Rock Rd., Honolulu 14.

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Prof. William F. Whyte has an article, "Human Relations Theory--A Progress Report," in the September-October, 1956 issue of Harvard Business Review.

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Dean Catherwood attended a two-day meeting Oct. 16 and 17 of the administrative assistants of the State University of New York at the Down-State Medical College in Brooklyn.

The following week he attended the 75th anniversary of the United Brotherhood of Carpenters and Joiners in Washington, D.C.

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Mildred Payne and Eleanor Matychak of the ILR staff are enrolled in typing courses at the Ithaca High evening school.



Lee Eckert of the Labor-Management Documentation Center and her guest, Miss Evelyn Eager of Saskatchewan, attended a meeting this month of the Society of American Archivists in Washington, D.C. The two continued south on a week's vacation through the Smokies. Miss Eager is assistant archivist of the Province of Saskatchewan.

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ILR graduate student Trevor Bain was married August 26 in New York City to Miss Helena Zucker. Mrs. Bain, a graduate of Queens College, teaches fourth grade in the Newfield Central School.

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Prof. Milton Konvitz has been appointed a professor of law at the Cornell Law School. This appointment makes no change in his status at ILR school. He spoke at the sixth annual conference of the Cornell University Council on Oct. 5. His topic was "Cornell: University or Multiversity?" An essay by Prof. Konvitz was published in the summer 1956 issue of Judaism: A Quarterly Journal of Jewish Life and Thought. Konvitz is an editor of this periodical.

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Prof. Alice Cook has been invited to make a broadcast for Radio Free Berlin (in German) on workers education. She will tape it at the local Station WHCU for mailing to Germany.

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Prof. J. Woodrow Sayre was the guest of the Odessa Methodist Church Oct. 3 when the church entertained faculty members of the Odessa Central School. Sayre is co-author of a social studies book for high school seniors, Youth Faces American Citizenship.

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Lee Eckert of the Library staff, together with William Warrell of the State Employment Service, is conducting a five-week session on Local Union Administrative Practice for District 4, United Steelworkers of America (Niagara Frontier).

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Ardemis and Diran Kalousdian of Detroit are parents of a son, Raffi, born October 15th. Ardemis was former field representative of the Capital District Extension Office in Albany.

MAN OF THE WEEK

If the citizenry of T'burg views the owner of the home at 28 Whig Street as a law-abiding and tax-paying member of society, they are correct; for Prof. Don Cullen is now atoning for his role in a previous \$60,000 waste of the taxpayers' money.

The story is this: Don, as a torpedo officer aboard a destroyer off the Pacific island of Haha Jimi, some time after VJ day, was a party to firing the ship's torpedos (\$60,000 worth). The torpedo tubes had become jammed and the destroyer had to release them because it didn't dare to cruise with them in rough seas.

ILR Professor Donald Cullen is a native of upstate New York--Palmyra. As did his two brothers, he attended nearby Hobart College -- partly as a paying student and partly courtesy of the Navy's V-12 program. Uncle Sam sent him on to Midshipman's school at Cornell. Then ensued the trick at sea. War won, Don finished up at Hobart and did graduate work for a year at University of Chicago. (He came to ILR from Chicago in 1949, the same time as Prof. Whyte.) With a Master's under his belt, he accepted an instructorship in St. Bonaventure's School of Business Administration. Here he developed a taste for the academic life, and decided to further equip himself with a doctorate. He realized his goal at Cornell in 1953 and stayed on at ILR; his first assignment was program director for the West German trainee program. Don now teaches in the field of collective bargaining (this semester a seminar in Labor Relations Contract-Making and Administration).

With four other ILRers -- Ferguson, McConnell, MacIntyre and Whyte -- the T'burg car pool special leaves every morning Cornell-bound. Don admits that some days the schedule gets pretty fouled up, and there is apt to be a flurry of phone calls. Occasionally someone gets left behind. Baseball has recently occupied a prominent conversation spot on the T'burg to Ithaca run. Cullen's prestige was at low ebb after the Giant's poor showing; while Whyte and MacIntyre have been insufferable since the Dodgers (Whyte) and Yankees (MacIntyre) won league pennants. This same spirit of camaraderie carries over to squash. ILR has what Cullen refers to as the Old Men's League (Aronson, MacIntyre, McConnell, Perrins and Raimon). Cullen says he has been accorded due respect on the squash court ever since he inflicted a three-stitch cut over MacIntyre's eye last spring.

Football plays a part in Don's interests since his brother Bob is assistant coach at Cornell. This connection doesn't get him free tickets, however. Ever since the Harvard debacle (which Bob scouted) Cullen tries to disclaim any kinship with said brother.

Cullen's hobbies? Trying to avoid involvement in household chores or in do-it-yourself projects. But with a family of three youngsters -- Tracy age 6, Geoffrey, age 2; and Chris, eight months -- it's difficult to imagine a complete absence of home duties for the professor.

Prof. Cullen's desk, piled high with books and tracts, provides mute testimony to the job-of-the-moment--writing up a study of labor relations aspects of the St. Lawrence Seaway project. He did six week's field work this past summer in the north country. Some of the surprises: that the most successful union business agent had flunked out of ILR school; that a Longshoremen's local was operating up there; and that Ithaca seemingly is an endless distance from Massena.



Two ILR seniors were among the Cornellians who made their final appearance on Thanksgiving Day against Penn. Tom Itin of Newtown, Ohio, played center; Andy Schroder of Noylan, Pa., played fullback. Andy, who sustained a knee injury, did not play.

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#### SERVICE PINS AWARDED TO ILR'ERS

With first-in-command Catherwood presiding, ILR staffers and faculty met in Room 50 Thursday afternoon, Nov. 9 for a mutually agreeable purpose -- the awarding and receiving of service pins for a total of 226 years of employment by non-professional staff at Cornell. This year for the first time recognition is being given to Cornell non-professional staff for their years of service.

The Dean first introduced Personnel Director Dietrich Willers who spoke on the background of the recognition plan.

The Dean then led off by presenting a 15-year pin to Ruth Olmstead of Public Relations (she had the longest record of service), and 5-years pins to Doris Stevenson of the Fiscal Office, Ed Sheldon, head janitor, and administrative assistant John Paterson.

The following faculty members were then called upon to present pins to personnel under their supervision: John Paterson gave 5-year pins to Lily Ann Newbury of the Steno Pool; to L.R. Piper, custodian; Russ Hovencamp, mimeograph operator; Addie Tracy of Distribution Center (in absentia); Lee Reisman of the Administrative Assistant's office; and to Don Tompkins of the Materials Lab.

Director of Extension A. W. Smith next awarded pins to four extensioners:  
(more)

#### THIRD "SEMINAR" TO BE HELD

Alumni and faculty of ILR school will hold their third annual seminar, on current developments in their field, Nov. 30 and Dec. 1 at the Hotel Martinique in New York City. Like the two previous meetings, this one is being arranged by the ILR Alumni Association and the School.

Opening with a reception and dinner Friday evening, the conference will continue through Saturday luncheon and afternoon. Andrew J. Schroder II '27, vice president of Scott Paper Co., will speak after the Friday dinner on "The Union Man Looks at his Company." Bill Busch '48, president of ILR's Metropolitan Alumni Chapter, will chair the session.

"Management Development: Some Problems and Issues" is the subject of the first of two study seminars Saturday morning. ILR Professors Ralph Campbell, Robert Risley and William Whyte will lead one session. Moorhead Wright of the Manager Development consulting service, General Electric Co., Crotonville, will address the other session on concepts and philosophy of manager development. Roy MacTavish, Ph.D'53, will chair the second session.

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Frances Reddick, administrative aide a 10-year pin and five-year pins to Eleanor Fairbanks, secretary to Profs. Smith and Perrins; Margaret Haynes, Capital District Extension secretary; and Camma Young, Central District secretary. The latter two were not present.

Resident Instruction was represented by Prof. James Campbell pinchhitting for Prof. Hanson. Catherine Abbott, secretary to Prof. Corvini and Anne Dimock, secretary to Prof. Hanson received 5-year pins. Prof. Leonard Adams of Research announced that his only candidate, assistant editor, Almina Leach, was unable to be present. She had earned a 5-year pin.

Prof. Robert Ferguson presented a 5-year pin to his secretary, Catherine Howard; Prof. Jesse Carpenter (for Prof. Tolles) made a 5-year award to Joan Monson; Prof. Robert Risley bestowed a five-year pin on conference secretary June Price. Berney Naas of the Library presented a 5-year pin to Nancy Edelman of the Labor-Management Documentation Center.

Anna Lane, secretary to Prof. Konvitz, and Isabel Thomas, the Dean's secretary, had previously received 30-year and 25-year service pins, respectively.

#### NEW BULLETIN PUBLISHED

A third bulletin in the series for secondary schools, co-authored by Prof. J. Woodrow Sayre and Robert E. Rowland, has just been published by ILR's Research Division. The study, entitled "Labor and the Government," attempts to fill the need for a condensed and simplified, yet accurate and unbiased, history of changing governmental policies toward labor unions. It is written particularly for social science teachers in the public schools.

The bulletin covers opposition to unions in the 19th century, labor policies from Teddy Roosevelt's administration up through FDR's. The final chapter deals with the Taft-Hartley Act.

Prof. Sayre, since 1955 has been ILR extension specialist for public schools. He is co-author of a high school textbook "Youth Faces American Citizenship." At ILR he edits "Selected Readings," a bibliography in labor-management relations. Sayre graduated from Fairmont State Teachers College (W.Va.). He has a master's degree from the University of Pittsburgh. Before coming to Cornell he was chairman of the Citizenship Education Department at Clymer Central School, Clymer, N.Y.

Mr. Rowland is chairman of Citizenship Education Department at Cheutaqua Central, Chautauqua, N.Y.

#### SCHOOL OF WORKING ON ACCREDITATION

ILR school is occupied this semester in evaluating what they are doing -- in preparation for a visit to the Cornell campus next year by a committee of the Middle States Association of Colleges and Secondary Schools.

A school coordinating committee, with Prof. Arnold Hanson as chairman, has recently issued a preliminary report on accreditation. Each division of the School is doing its own self-evaluating. Members of the committee are James Campbell, Gardner Clark, Philip McCarthy, Frank Miller, Duncan MacIntyre, Alice Cook, Alpheus Smith, Leonard Adams and Berney Naas. Prof. Oscar Ornati is assisting with the evaluation work.

#### STUDENTS TOUR WITH CORNELL MEN'S GLEE CLUB

ILR students Art Brooks, John Edsall, Steve Fillo, and Jim Wright, members of the Cornell Men's Glee Club, will appear in a concert at Town Hall, Waldorf-Astoria Hotel, and Southampton, L.I. the week of Nov. 30.

(from p. 1)

Solomon Barkin, Research Director, Textile Workers of America, will talk on "Private Enterprise in Our Economy" at the Saturday luncheon.

Prof. Jean McKelvey of ILR and member of the State Board of Mediation, will chair the Saturday afternoon session on collective bargaining. Appearing as guest panelists with Mrs. McKelvey will be four ILR alumni: Sanford H. Barter, Jr. '48 of General Electric; Jean J. Couturier, Grad '53-55, American Federation of State, County and Municipal Employees; Vincent Macaluso, MS '51, of Western Electric Co.; and Irving Sabghir '47 of Ford Motor Co.

In addition to Busch and MacTavish, Robert M. McCaffrey '50, John Harrington, Jr. '52, Peter Contuzzi '54, and Prof. Rudolph Corvini for ILR are on the arrangements committee.

#### PROF. CLARK AUTHORS BOOK ON SOVIET

H. Gardner Clark, associate professor of ILR and of the Economics Department, is author of a book "The Economics of Soviet Steel" recently published by the Harvard University Press.

Finding that the Soviet government has required its citizens to make untold sacrifices in order to build up an iron and steel industry second only to that of the United States, Prof. Clark has organized his study under four main topics: At what rate of speed, how big, and where was this new industry to be built? Cutting across these three problems is a fourth-- productivity.

Basing his study almost exclusively on Soviet sources, the author indicates the rapid technical progress which the Soviet iron and steel industry has made in the last 25 years. He finds that with one exception this progress has been almost exclusively in the realm of adoption, modification and improvements of invention and innovations pioneered by the Western countries -- particularly the United States.

However, Prof. Clark points out that the time lag between invention in the West and adoption in Russia has been shortening, and Soviet authorities are now in a position to force rapid adoption of a new technique in a way that the Western countries could not. Further, it is very possible that the next decade or two will see Russian experiments resulting in major technical discoveries of their own. As against these positive elements, the author sees certain limitations which are confronting Russia in her drive to expand steel production and he points out that it is very possible that due to short supply Russia will be tempted to import high-grade iron ore.

#### CORNELL DINNER TO BE HELD IN NEW YORK

ILR faculty members will gather with Cornellians at a dinner Dec. 3 in New York to observe the 150th anniversary of the birth of the university's founder, Ezra Cornell. More than 1500 alumni and friends of the university have been invited to hear a review of Cornell history. The dinner will be in the Waldorf-Astoria Grand Ballroom. President Deane W. Malott of Cornell and John L. Collyer, chairman of the Cornell Board of Trustees, will be principal speakers. They will review Cornell progress since its foundation in 1865, and are expected to outline new plans.

ILR faculty attending the dinner are Leonard Adams, Ralph Campbell, Dean Catherwood, Arnold Hanson, Wayne Hodges, F. F. Foltman, Robert Risley, and Alpheus Smith.

### MANAGEMENT COURSE FOR CORNING

A 25-year management development program "Fundamental Concepts of Industrial Management" is being given by the school for 170 management personnel of Corning Glass Company. The course which began November 20 is the first of its kind for the school and for Corning. It emphasizes the philosophy and concepts of modern industrial management, and aims to stimulate participants and to provide them with the basic foundation upon which they may build a background of knowledge of the field. The course is for younger members of management with a capacity for college level work.

The program is planned in five units: Administrative Process; Tools of Control; Human Relations and Effective Supervision; Sales Marketing and Distribution; and Economics of Business.

Prof. Robert Risley is overall program director, with Visiting Lecturer Albert Martin assisting in coordinating, administering and evaluating the program. Prof. Ralph Campbell will serve as coordinator for Units I and II; Prof. Risley for Unit III. The method of instruction will be mostly lecture-discussion, with some use of case problems. Unit coordinators will plan and conduct part or all of their units, with some sessions being handled by other faculty members of the school and university.

Evaluation of the program's effectiveness, value of content, effectiveness of instruction, and level of knowledge will be appraised throughout the course.

### ASSOCIATED INDUSTRIES MEETS ON CAMPUS

Associated Industries' board of directors met on campus November 19 and 20. Dean Catherwood and 20 members of the ILR staff were the board's hosts at a reception and dinner Monday night. Also present were Dean C. Stewart Sheppard of the School of Business and Public Administration, Dr. Sanford S. Atwood, University Provost, and representatives of three Ithaca companies: R.G. Fowler, General Manager, Adding Machine Division of National Cash Register Company, Sheldon Smith, President, Ithaca Gun Company, and Warren Ranney, Director of Industry Relations, G.L.F. Dean S. C. Hollister of the College of Engineering joined the board for luncheon on Tuesday.

Highlight of the meeting was the discussion period following Monday's dinner, when Dean Catherwood outlined ILR's history and development and described phases of its present operation.

### G.L.F. SEMINAR HELD

A week-long Management Seminar is being held Nov. 26-30 on campus for retail division management of personnel of G.L.F. Twenty-one persons from New York, New Jersey and Pennsylvania are to attend the seminar, of which Prof. Robert Risley is program chairman.

Topics to be discussed include "The Manager's Job--Getting Things Done Through People," "Developing an Effective Working Organization," "Problem Analysis Approach to Decision Making," "Handling Employee Problems," "Directing the Work of Others," "Developing People on the Job." The final session will be devoted to "Responsibilities and Challenge of Management" and "Where Do We Go from Here?", with discussion of individual application on the job.

ILR professors Ralph Campbell, F. F. Foltman, Harrison Trice, Frank Miller, Alphous Smith, Harlan Perrins, John Brophy and Robert Risley will lead discussions. Warren Ranney, Director of Industry Relations, will discuss "G.L.F.'s Management Development Program and Philosophy at the Thursday evening session.

SCHOOL AIDS SECONDARY TEACHERS

ILR school, according to Prof. J. Woodrow Sayre of Extension, is doing a job for the state's public schools that no other group in the country is carrying on. First, the school is trying to help secondary school teachers to teach labor-management relations in the public schools through pamphlets which follow the state syllabus, but which also develop and explain it. Second, the school's program attempts to aid, by the publication of "Selected Readings," issued two or three times a year for the 2,500 teachers of citizen education in the state. Third, by providing in-service study courses for public school teachers.

One example of such an in-service course is the 16-week series being given for high school teachers in Poughkeepsie. The course, called A Survey of Labor-Management Relations, is taught by a union education director, a personnel manager from industry, and faculty members from Vassar, Bard, and State University Teachers College, as well as by ILR Professors Alpheus Smith and Sayre. Participants will receive in-service credit from the State Education Department. Similar programs

are being conducted in Newburgh, Carle Place, and Floral Park.

DATELINE ROME: REPORT ON TEL AVIV

Under date of Nov. 7 former professor Lynn Emerson has written to Prof. John Brophy about his evacuation from Tel Aviv to Rome: (Prof. Emerson has been in Israel since the spring of 1955, serving as vocational educational consultant to the State University's Israel Research Project).

"Just a few lines to let you know that Lottie (his wife) and I are among the evacuees in Rome--safe and enjoying Italian sunshine and food while awaiting orders for the next move.

"Lottie left Tel Aviv a week ago on about two hours notice, with the other women and children of the USOM group. The U.S. Air Force brought in flying boxcars and crowded some 60 into the plane which didn't have enough bucket seats for all. Part of the trip was bumpy and many were sick. But the crew and the nurse did a fine job. Landed at Athens and were taken to a good suburban hotel.

"I got out in a Globemaster about 4 a.m. Wednesday, with some 128 others, and got to Athens about 8 o'clock. The planes came in to Lydda Airport by radar as Israel was blacked out and Tel Aviv had an air raid alarm about the time the planes came in. We were glad to get into the air for we expected the field to be bombed.

"We came on to Rome by cargo planes on Thursday; are nicely located here. We shall probably be moved to the States soon, so we may see you sooner than we had planned. The Beckers are here with us. Best regards to the ILR gang."

After news was received from Tel Aviv on November 1 that all members of the State University's Israel Research Project staff and their families were evacuated to Greece, State University President Carlson sent a message of congratulations to the staff.

NEW REPRINT ISSUED

Reprint No. 47 in the School series, titled "Human Relations Theory, A Progress Report" by Professor William F. Whyte has been recently printed. The article is reprinted from Harvard Business Review.

FALL STAFF LUNCHEON HELD

About 30 ILR'ers of the distaff side gathered in Statler's North Room Nov. 7 for their annual fall luncheon meeting. After lunch, Doris Stevenson of the Fiscal Office, carrying on a tradition, introduced both new and old staffers with appropriate comments. Mary Wager and Bonnie Gavitt were in charge of luncheon arrangements; Lydia Dodge served as mistress of ceremonies.

WEDDING BELLS FOR ILRERS

ILRers have been a party to three weddings during the past month:

Leading off the trio on Nov. 2 was Emogene Stanton of the library staff. She was married in Kingston, N.Y. to Norman Hovanus of Ithaca. The ceremony was performed by the Rev. David Stanton, the bride's brother. Emogene wore a white satin gown and carried a white Bible with a white orchid. For a trip to the Catskills the bride wore a French blue suit. The groom is employed by the State Highway Department. The couple is living on Dryden Road.

A week later ILR graduate student Ed Czarnecki was married to Miss Rose Ciccone of 911 $\frac{1}{2}$  N. Cayuga St. in Anabel Taylor Chapel. Grad assistant Charlie Coleman served as an usher. The couple took a wedding trip to Virginia. The bride is employed in Holley's Fashion Center. Ed is a native of Milwaukee, graduated from Marquette University.

Nancy Edelman of Ithaca (and the ILR library staff) was married Nov. 24 to Norman Rushforth, ILR graduate assistant from London, England. The ceremony was performed at 11 o'clock in Anabel Taylor Chapel. The bride wore a cocktail length dress of white brocade and carried a nosegay of white roses. She was attended by Bernadine Fauls of Ithaca. ILR grad assistant Ron Saldanha was best man. The couple will live at 102 Highland Pl.

TWO ADVISORY GROUPS TO MEET

The school's two advisory groups will meet in New York the same week.

The school's Advisory Council will meet with ILR faculty December 3. Discussion will center on the extension program, with emphasis on the program in the Metropolitan district.

The Labor Advisory Committee on the extension program will meet Dec. 7.

REPORT FROM ENGLAND

Dr. Temple Burling, ILR psychiatrist, now abroad, recorded first impressions of his trans-Atlantic trip and arrival in England. Below are excerpts, supplied by his secretary, Katherine Anderson:

"The trip over (aboard the S.S. Maasdam) was very pleasant, the weather fine. Only one day of the voyage was really rough. The passengers were a varied lot -- a good many were middle-aged Dutch people going home from visits; a few French and English; most Americans on board were young people just out of college, either on their way to graduate work or taking a European trip before settling down in the states..

"We landed in Cobh, Ireland during lunch hour. My full name, Fred Temple Burling, was on my passport and I told the immigration officer I had been trying

(more)

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to get rid of the Fred for 40 years. He said, "I don't blame you in the least. Fred is the name of the fall guy in one of the most popular British comedies'.

"(Later) We got to the outskirts of London. Rather suddenly I saw Big Ben and the Parliament building and in the other direction the Tower Bridge. We drove direct to our hotel near Hyde Park, off Oxford Street. Next morning we went down to the American Express by bus. We are greatly impressed with the London bus system. Fares depend on distance, the least being 2½ pence and the most I ever paid was sixpence...On occasion we have asked for tea and found that only coffee was served; but afternoon tea is a delight. Food is decidedly cheaper than in the States. A three-course dinners costs us a little over \$1.00...After about four days at a larger hotel, we have moved to a smaller place. We get room and breakfast for about \$2.00 a piece. The room is long and narrow, with three huge brass beds that take up most of the space. It has a big fireplace with a gas fire which is operating now. We put a shilling into the meter every two or three hours.

"We are leaving on a two-week trip to the lake country... Will record more later."

#### PEOPLE ARE WONDERFUL

Prof. and Mrs. Jesse Carpenter are parents of their firstchild, Martha Alice, born Nov. 5. She weighed 8 lbs. 5 oz.

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Hilda and Bob Dutton are parents of a son born last August. Rob is an ILR junior. Both Duttons are from Rochester.

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"Research Has Woolf Den:" Research Associate Anne Woolf, with desk space in Research Office, has been fenced off into a private cubicle.

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Martin Wagner, Executive Director, Louisville Labor and Management Committee, spent most of the week of Nov. 12 on campus. He appeared on the final week's program of the Industrial Relations seminar. Mr. Wagner was an ILR visiting professor at ILR last year.

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Timothy, 11-year-old son of Don Dietrich of Resident Instruction, alternated in the lead in the Cornell Dramatic Club's production of "All Summer Long" Nov. 15-18.

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Prof. Jean McKelvey, a member of the State Mediation Board, has been one of the mediators working on the local strike against the National Cash Register Company's Adding Machine Division plant by the LAM, Lodge 1607.

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Prof. John McConnell is the newly elected president of the Cornell chapter of Phi Beta Kappa. He is dean of the Cornell Graduate School.

Prof. Arnold Hanson and family have moved to a newly-purchased home at 102 Woodcrest Terrace.

Doris Stevenson of the Fiscal Office spent the weekend of Nov. 11-12 with Senator and Mrs. Irving Ives of Norwich.

Blake McKelvey, City Historian of Rochester, is author of a new book, "Rochester: The Quest of Quality, 1890-1925," published by the Harvard University Press. His wife is ILR's Prof. Jean McKelvey.

Graduate assistant John Callis is teaching a five-week series on Motivation and Leadership for the Ithaca Industrial Management Club; He is also conducting an extension course on "Human Aspects of Supervision" for the personnel of the Internal Revenue Service in Syracuse.

Prof. Robert Aronson has been appointed a member of a special University Committee on Faculty Procedures.

The Sept.-Oct., 1956 issue of Journal of the American Society of Training Directors contains articles by an ILRer and a former ILRer: "Interesting Modifications on Role Playing" by Dick Gordon, field representative of ILR's Western District Extension office; Jim Howard, former grad student has written "The Journal's Style," written as part of an ILR industrial education course.

Prof. Wayne Hodges attended the annual convention of the Public Relations Society of America Nov. 25-28 in Milwaukee. He is author of an article, "Labor's Public Relations: Progress on a Rocky Road," in the Nov., 1956 issue of Public Relations Journal.

Prof. Rudolph Corvini is teaching a four-session extension course "The Realities of Personality Testing" for the New York Personnel Management Association.

Prof. Harlan Perrins of Extension spoke Nov. 19 in Binghamton before 190 members of Link Aviation's supervisors council on "Human Relations and the Supervisor."

The following ILR faculty will attend the faculty-alumni seminar in New York Nov. 30-Dec. 1: Leonard Adams, Ralph Campbell, Dean Catherwood, Rudy Corvini, Don Dietrich, Lee Eckert, Arnold Hanson, Merle Hale, Wayne Hodges, Emil Mesics, Jean McKelvey, Robert Risley, and William Whyte.

Chris Argyris, Ph.D. '51, is the subject of Larry Stessin's two-column spot in the Nov. 1, 1956 issue of Forbes. The piece's subtitle is "Why Do Workers Resent 'The Boss'?" Argyris is research director of Yale University's Labor and Management Center.

L. R. Piper is reported to have shot a six-point deer last week. 56-3520

WOMEN OF THE WEEK

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It must've been that the old whaling port of New Bedford, Mass. cast its spell over one of our American Airlines staffers--Lydia Dodge--for in reviewing even her short span of life to date, we keep returning to the sea.

Born and raised in New Bedford, Lydia attended boarding schools in New York and Pennsylvania, the University of Vermont, with an economics major, and the Hickox Business School in Boston.

During vacations and summers Lydia and her family often sailed their 45-foot cutter, the Cindy, to the Maine coast and to Long Island Sound, doing plenty of fishing for blue fish or mackerel. New England hurricanes periodically took their toll of the Cindy. Convalescing from an attack of hepatitis, Lydia once spent five weeks in the Bahamas, cruising in a similar cutter. She returned via the inland water way as far north as Charleston.

During her senior year in college she and her family took the North Cape cruise via Iceland. The voyage took them above the Arctic Circle and into the Land of the Midnight Sun.

They returned via the Scandanavian countries, traveling on to Italy to rendezvous with her sister.

The highlands, both eastern and western, also entered our heroine's travels. It was in the hills of New Hampshire that Lydia met her husband, John, during her yearly summer vacation. John's family is the owner of the Mountainview House at Whiteville, N.H. (President Ike stayed there two summers ago). Lydia also spent a summer in the Rockies attending summer school at University of Colorado.

Lydia and John were married the September following her year at business school. John, midway through his two years of military service, was stationed at Ft. Dix. Lydia was a secretary at Princeton's Education Testing Service, conveniently nearby. She says her most notable assignment was the chairmanship of the Service's winter party. Single-handed she purchased 250 presents for all employees.

The Dodges came on to Ithaca and Cornell the next year--she to work at IIR, John to enter the Hotel School. He has a B.A. from Dartmouth, but thinks he needs a degree from Hotel to carry out his future plans of helping his mother run the family hotel.

Lydia is greatly enjoying her job as secretary for the American Airlines program. She figures that since September of 1955 she has met about 350 A.A. personnel. As each Airlines group comes to the campus for its three-week stay, Lydia sees that they are met, fed, and housed. She has a 15-minute spot on each group's orientation program during which she alerts them on special arrangements, local spots of interest, etc.

She still remembers how non-plused she was, when she attended the Airlines' first Sunday smorgasbord with her father-in-law, to be confronted by group whistling and clapping, and a special gift of champagne. The men had assumed they were greeting her husband!