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For Our Information, November 1948, Vol. I, no. 9-10

Abstract

An official publication of the ILR School, Cornell University, "for the information of all faculty, staff and students."

Keywords

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Comments

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FOR OUR INFORMATION

F.O.I. appears bi-weekly from the Public Relations Office, Room 6, for the information of all faculty, staff, and students of the New York State School of Industrial and Labor Relations, Cornell University. A Report of the Joint Legislative Committee on Industrial and Labor Conditions states, "The most satisfactory human relationships are the product not of legal compulsion but rather, of voluntary determination among human beings to cooperate with one another." In the same spirit, F.O.I. is dedicated to our mutual understanding.

CONFERENCE ON RESEARCH OPENS TODAY AT ILR SCHOOL

Research contributions to labor-management relations is the theme of a two-day conference sponsored by the ILR School, opening this morning at Willard Straight.

The first in a series of two, the conference deals with research problems and programs of trade unions, and will be attended by research staff members from various AFL, CIO and independent unions. At the second conference, to be held December 9 and 10, research directors of business and industry will discuss research plans and projects of industrial organizations.

The Nov. 4 and 5 conference, sponsored by the Industrial and Labor Relations School, has as its general purpose exploring union research problems and work being done in this field, in order to see more clearly what projects may be of mutual interest and usefulness. Dr. Leonard P. Adams, Director of Research of the School of Industrial and Labor Relations, will act as chairman of the conference.

It is hoped that out of the conference will come the establishment of a basis for cooperation between union research departments and the Cornell faculty on selected research projects.

To this end, a series of informal discussions has been planned, relating to such matters as (1) research projects now under way in the Industrial and Labor Relations School at Cornell; (2) research problems and programs of unions; (3) significant gaps in information which could be filled by further research; and (4) how best to implement effective cooperation between the Cornell research staff and the trade unions.

In addition, the union research directors will tour the Industrial and Labor Relations library, the statistics laboratory, and will be guests at a dinner at Willard Straight Hall.

Union research staff members in attendance at the Conference are: Jack Barbash, Amalgamated Meat Cutters & Butcher Workers, AFL; H.H. Bookbinder, Amalgamated Clothing Workers, CIO; Alfred Braunthal, United Hat, Cap & Millinery Workers, AFL; George W. Brooks, Pulp, Sulphite & Paper Workers, AFL; Janet Cutting, American Newspaper Guild, CIO; Mrs. Betty Hawley Donnelly, Vice-president, New York State AFL Council; William Gomborg, International Ladies' Garment Workers Union, AFL; Morris Iushewitz, Research Director, New York State CIO Council; David Kaplan, Teamsters Union, AFL; J.H. Korson, Cigar Makers Union, AFL; Lazare Teper, International Ladies' Garment Workers Union, AFL; E.L. Tidland, Paper Makers Union, AFL.

PROF. BEACH'S CLASS IN "INDUSTRIAL OCCUPATIONS AND PROCESSES"
MAKES FIELD TRIP TO ANSCO PLANT IN BINGHAMTON

On October 20, students of Professor Kenneth Beach's class in Industrial Occupations and Processes made a tour of the Ansco plant, Binghamton, N.Y., a subsidiary of General Aniline & Film Corporation.

In the course of the tour, students saw the entire process for manufacturing film, and were shown a color movie on magnesium as a factor in film making.

James Chapman, Director of Training at Ansco, spoke to the group on the general topic of occupations and processes in the film manufacturing industry. In addition, the students heard a talk by E. Allan Williford, Vice President of General Aniline & Film Corporation and General Manager of Ansco, who stressed the need for trained leadership in labor organizations, and spoke of the part the New York State School of Industrial and Labor Relations can play in providing such leadership.

James Corby, Director of Public Relations at Ansco, was in general charge of the tour, assisted by Reginald Wood and Harry Panko, members of the public relations staff.

P. F. JEHRING ADDRESSES THE ELMIRA GENERAL ELECTRIC PLANT
ON "A NEW VIEWPOINT ON INDUSTRIAL ACCIDENT PREVENTION"

On Monday, October 25, Professor J. James Jehring addressed members of the Elmira General Electric plant's safety committee at a dinner meeting of that group. The title of his talk was "A New Viewpoint on Industrial Accident Prevention." He showed, in addition, a film produced by the Carnegie-Illinois Steel Corporation called "Safety for Sale."

In his talk, Jehring pointed out that over 30% of all industrial accidents have been caused by unsafe acts of individuals, with less than 20% a result of defective equipment or materials. During the past fifteen years, he said, accidents in industry have occurred at the rate of 16,000 deaths annually, with two million lost time accidents and forty million minor injuries.

Efforts to reduce this total, Jehring said, have been largely unsuccessful, because of over-emphasis of the fact that 20% of industrial accidents are caused by defective equipment. Jehring proposed that steps be taken to investigate and correct for the "human factor" in industrial accidents by means of thorough-going safety programs in industry, in vocational and trade schools, and in the public schools.

PROF. NEUFELD IS GUEST SPEAKER AT MEETING OF ITHACA CENTRAL LABOR UNION

Professor Maurice Neufeld was guest speaker at the October 18 meeting of the Ithaca Central Labor Union. With the delegates he discussed the coming elections, the possibilities for revisions in the Taft-Hartley Act, and ways and means for increasing member interest and participation in the activities of the central body.

In addition, Professor Jehring showed to the delegates a film on the International Labor Organization, prepared by the Canadian Research Bureau.

The meeting was held at the Ithaca Labor Hall, 102 N. State Street.

PROF. KONVITZ ELECTED MEMBER OF BOARD OF DIRECTORS
OF THE INSTITUTE ON CHURCH AND STATE

Prof. Milton R. Konvitz has been elected a member of the Board of Directors of the Institute on Church and State. The Institute, organized under New York law, with an office in New York City, conducts research and distributes information on the relation between government and religion, especially in the field of public education. It is a nonpartisan, nonpolitical, nonsectarian organization comprised of persons holding varying religious beliefs, creeds or views on religion, united, however, in their devotion to the ideal of religious liberty and freedom.

Other members of the Board of Directors are Professors William H. Kilpatrick, H.M. Kallen, Sidney Hook, and John K. Norton.

PROFESSOR BROPHY ACCEPTS CHAIRMANSHIP OF RESEARCH COMMITTEE
OF NEW YORK STATE VOCATIONAL AND PRACTICAL ARTS ASSOCIATION

Professor John M. Brophy has accepted the Chairmanship of the Research Committee of the New York State Vocational and Practical Arts Association, an organization of all the vocational and practical arts teachers in the state of New York. Several research topics are under consideration by the Committee at present, among them: "The Status of Teachers in the Association Under the State Wide Merit Rating Program Now in Effect", "The Basis for Inequalities in Beginning Salaries in Various Communities", and "The Place of Industrial Education in the Proposed Program of Life-Adjustment Training."

DR. GEORGE FRIEDMAN SPEAKS AT ILR SCHOOL

Dr. Georges Friedman, Professor of Sociology at the Sorbonne and a leading French authority on human relations in industry, spoke Wednesday, Nov. 3rd, in Room 50, on the general subject "The History of the Labor Movement and The Industrial Revolution in the Twentieth Century." Students of ILR, the sociology department, and the rural sociology department attended.

NEW YORK STATE LABOR RELATIONS BOARD WILL VISIT SCHOOL NOVEMBER 15th

The members of the New York State Labor Relations Board will visit the School Monday, November 15th. Members of the Board are Reverend William J. Kelley, OMI, Chairman, Keith Lorenz, and Meyer Goldberg.

Father Kelley will speak before Professor Maurice Koufford's class in "Labor History" at 10:00 and the three members of the Board will participate in the Graduate Seminar at 3:00 P.M. in Room 50.

STATE SUPERVISORS OF IN-SERVICE TRAINING WILL VISIT SCHOOL Nov. 17th

Helen Whipple, New York State Supervisor of In-Service Training of the Division of Placement and Unemployment Insurance, will be a guest of the ILR School on Wednesday, November 17th. On that date, she is scheduled to talk briefly in Professor John McConnell's class in "Protective Legislation."

R.E. KIRKPATRICK, SUPERVISOR OF WAGE AND SALARY ADMINISTRATION AT SOCONY-VACUUM
DISCUSSES EMPLOYEE PERFORMANCE RATINGS.

Students in Professor Earl Brooks' personnel management class on Wednesday, October 20, heard R.E. Kirkpatrick, Supervisor of Wage and Salary Administration at Socony-Vacuum Oil Company, express his views on employee performance ratings as an important aspect of a company's personnel program.

At Socony-Vacuum, Kirkpatrick said, performance reviews for all employees form the basis for the company's whole employee improvement program. These periodic performance ratings are handled, wherever possible, entirely by the employee's immediate supervisor, by means of informal conferences.

Kirkpatrick also told the students that supervisors were largely responsible, at Socony-Vacuum, for setting the job standards on the basis of which employees are rated in the periodic performance reviews. The personnel office, he said, has as little to do with this as possible. "In fact," he added, "a good personnel man is one who is constantly trying to work himself out of a job."

Earlier in the day, Kirkpatrick addressed Professor John Brophy's class in job analysis.

H. F. KNEEN, VICE PRESIDENT OF LINCOLN ELECTRIC, EXPLAINS INCENTIVE SYSTEM

H. F. Kneen, Vice President in charge of Manufacturing at the Lincoln Electric Corporation of Cleveland, speaking to students of Prof. Brophy's class in "Personnel Management" Friday, October 22, declared that the incentive system at Lincoln Electric was responsible for the fact that the company had the highest productivity and the lowest production costs of any manufacturing concern in the field.

Under the incentive plan, workers get piece-work rates and a profit-sharing bonus at the end of the year. Average wage of workers is \$6000 and the bonus averages \$2500.

"Workers and management are all on the same team at Lincoln," he said, "and there are no special privileges for top brass. Everyone works together and all decisions affecting employees are decided by an Advisory Board of employees. It is this two-way communication system plus the fact that everyone at Lincoln is working for himself that has made the Lincoln incentive system successful."

Kneen was graduated from the School of Mechanical Engineering at Cornell in 1925, received the master of mechanical engineering degree in 1938, and studied electrical engineering here in 1933. He was a football player.

PUBLIC RELATIONS CLASS WRITES NEWS-STORIES ABOUT STUDENTS FOR HOMETOWN PAPERS

As part of their study of publicity aspects of public relations, students of Dave Hyatt's Public Relations class have written over 20 news-stories about students of Cornell which have been released to the hometown newspapers of the students concerned in the stories.

PROF. SMITH SPEAKS AT UNION DINNER ON VALUE OF WORKING TOGETHER

Professor Alpheus W. Smith was guest speaker at a dinner of Local 241 in the Lehigh Valley Hotel honoring seven men who have been members of the International Brotherhood of Electrical Workers, AFL, for 25 years.

The theme of the talk by Professor Smith was the value of working together. Professor Smith declared that "the only time we Americans have really gotten together is when we were threatened by an outside power." He said he had seen many persons making wrong decisions because of mis-information or ignorance. "We have a tremendous job in keeping ourselves informed."

Professor Smith asserted that "in order for this complicated industrial society to function properly, it is necessary to find ways to cooperate, communicate, and coordinate our activities. We must develop our social skills before we get the proofs of our social revolution - the skills of cooperation, friendliness, and neighborliness. They have either remained at the same level or degenerated."

"FILM WORLD" CARRIES TWO-COLUMN NEWS STORY ON AUDIO-VISUAL DEMONSTRATION AT ILR SCHOOL

The Industrial Section of the October issue of "Film World", the news magazine of the audio-visual field, carried a two column spread on the use of audio-visual materials in the field of industrial and labor relations as demonstrated by Prof. J. James Jehring at the two conferences held by the ILR School in Ithaca this summer. Professor Jehring showed a number of films as examples of audio-visual aids employed in teaching economics to supervisors and workers at the Second Annual Plant Training Directors Conference on "Developing Understanding of Basic Economics". At the Third Annual Conference on the Teaching of Economics, Professor Jehring also demonstrated the use of films for teaching purposes.

A similar news item also appeared in the October issue of "Business Screen".

EDWARD F. GRAY WILL SPEAK TO COLLECTIVE BARGAINING CLASSES

Mr. Edward F. Gray, Sub-Regional Director, Region No. 9 UAW-CIO will speak to ILR School classes in Collective Bargaining on November 11 at 7:30 in Room 50. He will discuss problems in administering the General Motors contract and current trends in the GM-UAW relationship.

NEW EXHIBITS ON DISPLAY IN EXTENSION & STUDENT PERSONNEL OFFICES

New charts on the Extension Division's activities are on display in the Extension Division's offices. One titled, "The State Is Our Campus", is a large map of New York State with the communities the Extension Division reached last year pin-pointed; the other titled, "The Extension Division Serves the People of New York State", is a flow chart illustrating how the Extension Division works.

A series of eight enlarged photos and two oak-framed charts showing jobs available to ILR graduates in business and labor organizations are on display in the offices of the Division of Student Personnel.

PEOPLE ARE WONDERFUL

Professor Ralph Campbell, Director of Extension, has been elected a member of the Harvard Club of Rochester. Professor Campbell did advanced work at Harvard from 1946 to 1948.

Robert H. Ward of Weedsport, ILR freshman, has just been elected trumpeter in the Little Red Band. The Little Red Band is a sub-division of the official Cornell University Band and is made up chiefly of freshmen.

Professor J. James Jehring has been asked to prepare an article on the industrial accident situation in Buffalo for that city's Chamber of Commerce "Buffalo Business".

William Bellnier, ILR Senior, married Miss Joyce Hubbell of Detroit Saturday, October 30th in the Newman Oratory. Bellnier served in the Armed Forces as a surgical technician, and is a member of the Scorpion Chapter of Tau Kappa Epsilon. Last summer Bellnier worked for the Industrial & Labor Relations Training Section of Ford Motor Co. at Detroit.

Harry L. Moore, who was previously chairman of the Campus Chest program, has been chosen chairman of the Cornell University Student Council Election Committee. Moore is a senior at ILR.

The official representative of Cornell University at the annual Herald-Tribune Forum held at the Waldorf Astoria recently was Stuart M. Paltrow, ILR senior. Paltrow, in addition to his duties on the Student Council, is Secretary of the Cornell Fencing Club and an officer of Phi Sigma Delta. He will graduate in June 1949 with the first class to complete the entire four-year curriculum of the ILR School.

Anne Dimock went to Buffalo for three days' vacation last week. While in the area, she saw Niagara Falls.

Lola Winge-Sorensen, Elizabeth Landis, Frances Reddick, Ethylene Lewis and Barbara Gardiner and her husband Frank Gardiner picked apples at Miss Doris Sutton's Saturday afternoon. They were served cider and grapes following the apple picking.

News photos showing the work of the ILR School and featuring Ann Kingston, Dolores Karlson, Madeline Grover and Eleanor Goodman were taken recently by the Syracuse-Herald-Journal. The photos will appear in forthcoming issues of the Herald-Journal.

The School has purchased a beautiful new Speed-Graflex camera for general use in photographing School activities. Professor J. James Jehring, head of the audio-visual aid department, will proudly display the new equipment to anyone interested at any time.

MAN OF THE WEEK

In the office of the Dean a plaque signed by over 200 names bears this heading: "To M. P. Catherwood whose leadership and friendship as Commissioner of Commerce of the New York State Department of Commerce inspired all who worked with him". Those who have worked closely with Dean Catherwood at the School of Industrial and Labor Relations feel the same way about him.

Minor difficulties are no obstacle to Dean Catherwood. It is typical of the man that in building his present home, he moved a house eight miles and had it reconstructed at Highgate Road. As an administrator he evaluates a situation carefully from every angle, then once his mind is made up, moves with sureness and efficiency. Despite his heavy responsibilities, his booming laugh often rocks the south-east wing, and he always has time to hear an amusing story.

Dean Catherwood's story is a record of consistent achievement. Getting his Ph.D. from Cornell in 1930, he became Assistant Professor of Business Management at his alma mater. Deeply interested in the problems of municipal government, he carried on widespread research and extension work in the field. In 1936 he was made Professor of Business Administration, in 1939 Professor of Public Administration. During the period 1938 to 1941 he served as Chairman of the New York State Planning Council which headed the Division of State Planning in the Executive Department. As an outgrowth of the cooperative work of the Division of State Planning and the Ives Joint Legislative Committee on Labor and Industrial Conditions, the Division of Commerce was created in May, 1941. Dean Catherwood was appointed Commissioner of Commerce by the then Governor Herbert H. Lehman to head the new agency designed to encourage and develop business and industrial opportunities in New York State. Dean Catherwood was reappointed Commissioner by Governor Thomas E. Dewey in 1943, reappointed as Commissioner when the Division of Commerce was given departmental status on April 1, 1944, and was again reappointed early in 1947 in Governor Dewey's second term.

As Commissioner of Commerce, Dean Catherwood served as Chairman of Governor Dewey's Advisory Committee on Technical Industrial Development, as a member of the Postwar Public Works Planning Commission, and a number of other vital state committees. As a member of the Advisory Council of the ILR School from 1945 until he became Dean in 1947, Dean Catherwood has been close to the School from its inception.

The plaque in Dean Catherwood's office might very appropriately be changed to read: "To Dean Catherwood whose friendship and leadership of the School of Industrial and Labor Relations has inspired all who have worked with him."

PROFESSOR BROPHY ELECTED SECRETARY-TREASURER OF
NEW YORK STATE INDUSTRIAL TRAINING COUNCIL

Professor John M. Brophy was recently elected Secretary-Treasurer of the newly founded New York State Industrial Training Council. It is the purpose of the Council to promote professional activities in industrial training and to provide members with current information on training methods.

The Carrier Corporation of Syracuse was host to the Industrial Training Council at their election meeting, the arrangements being made by Dr. Milton C. Towner, Industrial Training Director for the Carrier Corporation. Frank H. Welsh, Jr., of International Business Machines was elected President of the organization, Dr. Towner Vice-President, and Dr. Brophy Secretary-Treasurer.

It was thanks in part to the strong support and encouragement given to the project by Dean Catherwood, Professor Lynn Emerson, and Professor Brophy that the organization was founded at the Plant Training Directors Conference sponsored by the ILR School in Ithaca this past summer.

EXTENSION DIVISION SPONSORS JOINT LABOR-MANAGEMENT WORKSHOP IN ELMIRA;
FOREMEN AND SHOP STEWARDS WILL STUDY TOGETHER

Oct. 27, 1948

In response to numerous requests, weekly workshop discussions on the Role of Foremen and Shop Stewards in Industrial and Labor Relations will be resumed here on Wednesday night, Nov. 3, under the auspices of the Extension Division, New York State School of Industrial and Labor Relations, Cornell University.

In a pioneering educational venture last winter, the State School established the first such joint course here. An equal number of foremen and shop stewards enrolled and attended regularly. Mr. Ernest R. Bulow, Cornell University, who served as moderator of the earlier course, will again serve as discussion leader.

Title of the new course will be "Working Under Collective Agreements," Dr. John N. Thurber, field representative of the Cornell School announced. "The revival of this course is at the request of both management and labor spokesmen in Elmira. Members of the class were particularly enthusiastic about it," he added.

While former class members are expected to form the core of the new course, other foremen and shop stewards interested in an intelligent discussion of their day-by-day functions may enroll.

The course will meet in the Auditorium of Steele Memorial Library, Church and Lake Streets, Elmira, on Wednesday nights at 8 P.M. Seven meetings are scheduled for the fall term. Registration is free. Certificates will be awarded to registered students who attend regularly.

This course will not conflict with the fall lecture series of the Cornell School planned for Elmira, which will be held on another night.

PAUL M. HERZOG, CHAIRMAN OF THE NLRB, PRAISES WORK OF ILR SCHOOL

Oct. 22, 1948

Paul M. Herzog of Washington, chairman of the National Labor Relations Board, visited the School of Industrial and Labor Relations at Cornell Friday.

He talked with the students. He said he felt the School is very important to good industrial and labor relations, and that the institution's growth here at Cornell is "tremendously encouraging."

ROBERT C. SMITH, INDUSTRIAL RELATIONS DIRECTOR OF PULLMAN STANDARD,
DESCRIBES DEVELOPMENT OF A SUCCESSFUL INDUSTRIAL RELATIONS PROGRAM.

Oct. 28, 1948

In a talk before students and staff of Cornell University's School of Industrial and Labor Relations, on Wednesday, October 27, Robert C. Smith, Head of the Industrial Relations Division, Pullman-Standard Car Company, briefly described how his company solved problems of high turnover and supervisory training.

The first important problem confronting him when he assumed duties as Industrial Relations Director of Pullman Standard was how to reduce the company's very large employee turnover rate. This situation was due in part, he stated, to the general problem of veteran readjustment to civilian life. Another important factor was, however, the company's outmoded practice of "gate hiring", for which the industrial relations division substituted an employee screening process, resulting in large savings to the company within a very short time.

Among other programs instituted, Smith said, was one designed to acquaint supervisors with modern supervisory methods, in an attempt to eliminate the old "strong arm" techniques. To this end, the industrial relations division instituted what it calls a "Modern Management Methods" program, consisting of supervisor conferences, held regularly, and built around a series of informational bulletins covering such topics as teamwork, managing men, managing equipment, cost accounting, etc.

The industrial relations division, according to Smith's description, consists of a head, or director, with eight sub-divisions under his direction. The sub-divisions are concerned with recruitment, job evaluation, labor relations, training, medical care, safety, employee activities, and employee publications. In describing this general setup, Smith stressed the Pullman-Standard Car Company's policy of decentralization, and explained that the industrial relations staff members in the various plants are generally responsible to the works manager of that particular plant, rather than to Smith himself.

HARRY DOUTY, CHIEF OF WAGE ANALYSIS IN THE BUREAU OF LABOR STATISTICS,
DISCUSSES WAGE POLICIES IN A FULL EMPLOYMENT ECONOMY

Oct. 26, 1948

Can the labor movement be persuaded to adopt a wage policy that will permit the maintenance of a full employment economy without inflation?" This was the problem posed by Harry Douty, Chief of Wage Analysis in the Bureau of Labor Statistics, in a talk before graduate students and faculty of the New York State School of Industrial and Labor Relations, Cornell University, on Monday, October 25.

Douty pointed out that, until recent years, the labor movement in America has been too weak to exert appreciable influence on the wage level. Now, however, unions have gained decisive strength in manufacturing industries, building trades, transportation and the services, and have especially since V-J Day, greatly influenced the general level of wages.

This fact, Douty said, coupled with increasing government intervention to maintain full employment, will ultimately place upon organized labor the responsibility for formulating a national wage policy directed toward perpetuating a stable economy. In this regard, Douty posed the following questions? (1) Will labor voluntarily adopt such a wage policy, or will it have to be imposed from without? (2) Can labor adopt a national wage policy, without altering its present structure (i.e., federations of autonomously functioning international unions)?

The Wage Analysis Chief concluded by stating that while he could not give conclusive answers to these questions, he was of the opinion that they could and should be answered within the scope of a relatively free collective bargaining process.

EXTENSION DIVISION PRESENTS LABOR-MANAGEMENT TALKS
FOR ELMIRA AND VICINITY

Nov. 1, 1948

The 1948 Public Lecture series on Labor-Management Relations will be opened on Monday night, November 8 at Cowles Hall, Elmira College, it was announced here today by Dr. John N. Thurber, Assistant Professor at the New York State School of Industrial and Labor Relations, Cornell University, in charge of the School's extension program in Elmira.

Arrangements for the lecture series this year were made as a result of consultations with representatives of labor, management, educational, and civic groups of the community. In addition, a questionnaire was employed to settle details of the lecture series program.

Presentation of a second lecture series in Elmira at this time comes as a definite result of community demand, Dr. Thurber stated. "It was the unanimous view of those with whom we met that our extension program should again be opened with public lectures," he said. "We were asked to arrange a series similar to that of last year, to start after the election and end before Christmas."

The 1947 lecture series, which was also held in Cowles Hall, attracted a total of 615 persons, the highest registration for this type of offering in the history of the School. It was given enthusiastic endorsement by leaders of the community and attracted people from as much as 50 miles distance.

Opening speech in the series this year will be delivered by Professor Alpheus W. Smith, Cornell University, on the subject, "Why Man Work: Morale, Attitudes, and Motivation". Dr. Smith is popular with Elmira audiences, having spoken to a large number of groups here on psychological aspects of industrial and labor relations.

Other lectures in the series will include:

Nov. 15, "Human Aspects of Labor-Management Relations," Prof. William F. Whyte, Cornell University.

Nov. 22, "Collective Bargaining Under the Taft-Hartley Act", Prof. Jean T. McKelvey, Cornell University.

Nov. 29, "American Labor Today", Prof. Maurice F. Neufeld, Cornell University

Dec. 6, "Wage Differences: Changing Patterns", Prof. N. Arnold Tolles, Cornell University

Dec. 13, a Round Table discussion of the question, "What's Ahead in Labor-Management Relations?" A panel of four representative spokesmen for labor and management is being recruited for this discussion. Out-of-town spokesmen include John D. Conners, Director, Workers Education Bureau, A.F. of L, New York City, and S. J. Ciciarelli, Director, Industrial Relations Department of the Manufacturers' Association of Syracuse. Dr. Thurber, who presided at the lecture series last year, will again introduce the speakers and conduct the question periods. He will serve as moderator of the round table discussion.

Of the speakers scheduled for the series this year, Professors McKelvey, Neufeld, and Tolles were members of the series last year. Their return was requested by those who participated in the planning conferences. Prof. Whyte, a new member of the Cornell faculty, is already becoming acquainted with Elmira through his research and publications in the field of human relations in industry.

All interested persons in Elmira and vicinity are welcomed to the lectures, it was announced. No admission fee is being charged. Meetings will start promptly at 8 P.M. each Monday night.

P. 6

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ILR SCHOOL PUBLISHES NEW PAMPHLET ON
"DEVELOPING UNDERSTANDING OF BASIC INDUSTRIAL ECONOMICS"

"Developing Understanding of Basic Industrial Economics" has just been published by the Division of Research, Information and Publications of the ILR School. The pamphlet is a review of the second annual Conference of Plant Training Directors, held here July 28-30, under the Chairmanship of Dr. Lynn A. Emerson.

Copies of the pamphlet are available, free, to ILR students and to the general public. They may be obtained through Vivian Nicander, editorial assistant in the Research Division, in Room 5.

Among the articles included in the pamphlet are the following. "The Need for Economic Understanding", an address by Dr. N. Arnold Tolles; "Interpreting Wages, Prices and Profits", the management point of view presented by Dean Neil Carothers of Lehigh University, and the union viewpoint by Morris Tushewitz, Research Director, New York CIO Council; and "More News of Life", an address by Alpheus W. Smith.

PROF. ROBERT STUTZ DISCUSSES EXTENSION PROGRAM
OF LABOR-MANAGEMENT INSTITUTE AT UNIVERSITY OF CONNECTICUT

Robert Stutz, Associate Professor at the Labor-Management Institute of the University of Connecticut at Storrs, visited the School last week. A former ILR graduate assistant, he is at present setting up an Extension program throughout Connecticut. The first program will soon be launched in Stamford where a series of courses for labor, management, and the public will be offered.

The University of Connecticut Labor-Management Institute staff now includes six members and is concentrating chiefly on extension work. A joint labor-management conference of a week's duration was held at the University of Connecticut last summer, the conference theme "Industrial Peace Via Mutual Interest". In addition, a one-day institute was attended by labor and management on the question "Why Is Free Enterprise Under Indictment?"

A week-long Leadership Training Conference was also given by the UAW-CIO at Storrs last summer. Although the conference was not sponsored by the University, the university facilities were offered to UAW. It is anticipated that the facilities of the university will be made available next summer to other international unions as well, Stutz stated.

DORA FAUCETT WILL MARRY

Dora Faucett, former secretary in the office of Professors McKelvey and Neufeld, is to be married on Tuesday, November 23, to Roy C. Beach of Ithaca.

Mr. Beach is sole owner and manager of the Ithaca Sales and Pedigree Company, handling Guernsey cattle. The couple will live at 513 North Tioga Street, after a two week honeymoon in Philadelphia and New York City.

Mrs. Faucett came to the ILR School in September, 1947, and has worked for Professor Neufeld and Mrs. Kelvey since that time. She had previously worked for the Second Presbyterian Church in Newark, N.J.

Prior to the wedding, Mrs. Faucett will spend ten days with her mother in Wheeling, W. Va., from which city she hails.

THIRD ANNIVERSARY PARTY SPONSORED BY STUDENT ORGANIZATION
IS HIGHLY SUCCESSFUL

Ed Martin, President of the ILR undergraduate student organization, reports that the Third Anniversary Party, held Friday, November 5 in the Ivy Room at Willard Straight Hall, was a complete social success. More than 200 undergraduates, graduate students, faculty members and their guests were present, which, says Ed, "may be partially explained by the fact that for the first time we had free beer".

A Christmas party is scheduled for December 11, the details of which are still in the planning stage.

PROF. ELEANOR EMERSON ANNOUNCES WEEKLY DISCUSSIONS
ON PROBLEMS OF WORKERS' EDUCATION PROGRAM

Miss Eleanor Emerson, assistant professor in the Extension Division, announces a series of Saturday morning discussions on methods, problems and objectives of workers' education programs. All interested students are invited to attend. For further details, see Miss Emerson or Sally Heller.

PROF. TOLLES SPEAKS AT HAMILTON COLLEGE

Professor Arnold Tolles addressed a group of students and faculty at Hamilton College, Clinton, N.Y., on Wednesday, November 3. The discussion concerned the objectives and activities of the New York State School of Industrial and Labor Relations.

Professor Tolles visited Hamilton College on the invitation of Professor John Gambs, of the economics department at Hamilton. Gambs is a former colleague of Tolles in the Department of Labor, and is the author of a book called Beyond Supply and Demand.

H. H. BOOKBINDER, RESEARCH DIRECTOR OF AMALGAMATED CLOTHING WORKERS
SPEAKS ON TEACHING ECONOMICS TO UNION MEMBERS

On Saturday morning, November 6, H. H. Bookbinder, Research Director of the Amalgamated Clothing Workers, CIO, discussed with a group of ILR students some of the problems involved in teaching economics to union members.

Bookbinder stressed the importance of being familiar at the outset with the general educational background of the group, and adjusting one's language, teaching method and subject matter to that background. "All too often", he said, "teachers assume a far greater understanding of technical terms and concepts than actually exists, and thus do more to confuse the students than to help them."

PROF. ADAMS OUTLINES WORK OF THE RESEARCH DIVISION

"Research conducted by the Industrial and Labor Relations School must tie in with the needs of both unions and management," Professor Leonard P. Adams, research director of Cornell University's New York State School of Industrial and Labor Relations, told students and staff at a graduate seminar, held Monday, November 1.

In line with this general aim, Adams said, a series of three research conferences, have been planned for the coming months, the first with union research department heads, the second with research directors of business organizations, and the third with selected people interested in research in various government agencies.

Adams pointed out that the legislation creating the New York State School of Industrial and Labor Relations made research one of the three major functions of the School. This function has of necessity been subordinated to the more immediately pressing needs of the resident instruction program and the extension division. Plans are in progress, however, for expanding the research program and the work done in this field. The program will be coordinated with those of other research agencies and with the research work of graduate students.

Among the research projects now under way, under the auspices of this division, are the following: (1) extent and scope of collective bargaining in New York State; (2) trends in wages, prices and profits in selected industries; (3) employer associations and collective bargaining in the New York metropolitan area; (4) problems of industrial safety; (5) impact of public and private plans for social security on the individual worker and his family, in the Elmira, N.Y. area; (6) war and postwar experience with labor-management committees. In the main, this research is being carried out by members of the teaching staff of the School.

Another function of the research division involves publications, chief among these being the quarterly Industrial and Labor Relations Review. In addition, the division publishes two series of bulletins, one non-technical series primarily for the lay reader, and one more technical research series.

PROF. THURBER SPEAKS AT HORSEHEADS, N.Y. ON
"THE FARMER AND LABOR-MANAGEMENT RELATIONS"

Professor John N. Thurber announces that another pin has been added to the Extension Division's map of New York state - i.e., Horseheads, N.Y. On Thursday, November 4th, in the Grange Hall at Horseheads, Thurber addressed the annual dinner meeting of the Schuyler-Chemung Artificial Breeders' Association on the general topic of "The Farmer and Labor-Management Relations".

"The old idea of the clash between the farm and industrial populations", Thurber said, "is being replaced by a growing recognition of the mutuality of their interests". A study of the national income, he pointed out, invariably indicates that the country as a whole cannot be prosperous while one segment of the population is economically sick.

A pattern of interrelations of farm and industrial populations has become strikingly apparent in many areas, Thurber said. Farm families, for example, now supply much of the manpower to plants and factories. In most rural areas, almost every town of significant size has at least one industrial plant. Some companies show continuous employment relations with farm families, extending back over a 25 to 30 year period.

All of these factors, Thurber concluded, make it increasingly desirable that farmers and their organizations interest and inform themselves more fully with regard to the industrial and labor relations picture.

"INDUSTRIAL AND LABOR RELATIONS REVIEW" included in
"INTERNATIONAL INDEX TO PERIODICALS"

On Wednesday, November 3, students and staff at the New York State School of Industrial and Labor Relations, Cornell University, heard Dr. Georges Friedman, professor of sociology at the Sorbonne and leading French authority on human relations in industry, speak on the general topic, "The History of Labor and the Industrial Revolution in the Twentieth Century".

Friedman's talk centered about the historical importance of work, and the necessity, when writing history, of stressing the great influence on modern industrial society of mechanical invention. The process of social change, he said, has roots which are largely economic, and a history is not complete which deals with military and political phenomena.

Friedman point out, also, that work is important not only in its technical and historical aspects, but also from the socio-psychological viewpoint. A worker, he said, must be studied from the point of view of his membership in many social groups, and not merely as a member of a particular firm in a particular industry.

PROF. KONVITZ ADDRESSES PUBLIC AFFAIRS GROUP OF CURW

On Friday, November 5, Professor Milton R. Konvitz addressed the Public Affairs Group of the CURW at Barnes Hall on "The Foundation of Marxism." Professor Konvitz's talk was one of a series conducted by the Group.

PROF. BROPHY ATTENDS CONFERENCE ON PROFIT-SHARING

Professor John M. Brophy returned recently from Chicago where he attended the first annual conference of the Council of Profit Sharing Industries, held November 8 and 9 in the LaSalle Hotel.

Four hundred firms were represented at the conference; among them S. C. Johnson & Son, Inc., the Lincoln Electric Company, Hormel & Co., and Sears, Roeluck & Co. The Council originated in June, 1947, with H. F. Johnson, President of S.C. Johnson & Son, and a Cornell trustee among the founders.

The Council's purpose, said Professor Brophy, is "to strengthen free enterprise and obtain a more equitable distribution of wealth by extending profit-sharing throughout American industry." Out of the conference, he continued, came three important results:

- 1) A real conviction on the part of representatives that a way must be found to redistribute among workers more of the profits of industry.
- 2) A recognition that intensive study must be devoted to such knotty problems as the amount of profit to be shared and the basis for distribution of profits.
- 3) Agreement among the delegates that the Council should attempt to influence government tax and wage policies so that profit-sharing plans will be encouraged rather than penalized.

DEAN CATHERWOOD SPEAKS TODAY ON
"CAREERS IN INDUSTRIAL & LABOR RELATIONS"

Dean Catherwood speaks today on "Careers in Industrial and Labor Relations" at the Hotel St. George in Brooklyn at a forum sponsored by the Brooklyn Eagle and the New York State Institute of Applied Arts and Sciences.

C. ARNOLD HANSON, DIRECTOR OF STUDENT PERSONNEL,
DISCUSSES ILR PLACEMENT ACTIVITIES

At the graduate seminar on Monday, November 8, C. Arnold Hanson, Director of Student Personnel in the ILR School, discussed with students the placement activities of his division.

"The prime responsibility of the ILR School in placement," he said, "is to broaden the field for jobs in industrial and labor relations". He pointed out that there are two other important placement centers at Cornell - the Cornell Placement and the Educational Placement Center - with which the ILR placement service cooperates in an effort to obtain a more complete picture of employment opportunities.

The placement service provides the job hunting senior or graduate student with various mechanical aids, such as job files, as well as providing them with vocational counselling. It is hoped, said Hanson, that the division will soon be able to send a staff member into the field for the purpose of making further contacts with industry, labor and government.

Present at the seminar were three members of the New York State Joint Legislative Committee on Industrial and Labor Conditions, and their legal counsel. For the information of the legislators, graduate students were called upon to describe their backgrounds, their reasons for coming to the ILR School, and their aspirations for the future.

PROF. ADAMS DISCUSSES CURRENT TRENDS IN EDUCATIONAL RESEARCH
AT PHI DELTA KAPPA PANEL

At its regular monthly meeting on November 1, Phi Delta Kappa, professional fraternity for men in education, held a symposium on current trends and developments in educational research. Professor Kenneth Beach of the ILR School is program director for that organization.

On the panel were Leonard P. Adams, ILR research director; Miss Catherine Personius, coordinator of research in the College of Home Economics; C.E.F. Guterman, research director in the College of Agriculture; A. D. Woodruff, director of the Bureau of Educational Research and Service; and A. L. Winsor, Director, School of Education, who served as chairman.

The panel members gave individual talks on research conducted in their separate fields, after which the meeting was opened to general discussion.

JOINT LEGISLATIVE COMMITTEE ON INDUSTRIAL & LABOR CONDITIONS
VISITS SCHOOL NOVEMBER 8-9

Faculty, staff and students of the School of Industrial and Labor Relations were honored on Monday and Tuesday, November 8th and 9th, by a visit from three members of the New York State Joint Legislative Committee on Industrial and Labor Conditions.

Visiting Committee members were: Assemblyman Lee B. Mailler, Chairman; Assemblyman Julius J. Gans; and Senator Alfred E. Santangelo. Accompanying the legislators were Eugene DuFlocq, Counsel, Mr. Cassotto, and Mr. Preston.

During their day and a half visit, the Committee members attended classes, met with the faculty, and were introduced to graduate students at the Graduate Seminar on Monday, November 8.

PROF. BEACH'S CLASS IN INDUSTRIAL PROCESSES
VISITS POTTERY AND GLASS WORKS

Implementing Professor Kenneth Beach's program of weekly field trips, his class in Industrial Occupations and Processes last week visited two manufacturing concerns in nearby communities.

The trips were made on Wednesday, November 3, with half the class visiting the Thatcher Glass Company in Elmira, and the other half the Onondaga Pottery Company in Syracuse.

At Thatcher Glass, Mr. Rodewald, the company's Vice-President, spoke to the students on problems involved in the manufacture of glass, trends in the industry, and the company's personnel policies. W. J. Davies, personnel counsellor, then conducted the group on a tour of the plant which manufactures a million bottles a day.

Students visiting the Onondaga Pottery Company saw in the making the famous Syracuse china, considered by many to be comparable to English china. M. H. Olmstead, the company's personnel director, talked to the group on the general makeup of the industry.

PROF. KONVITZ NAMED BY PRESIDENT DAY TO COMMITTEE
ON WORLD WAR II MEMORIAL BUILDING

Professor Milton R. Konvitz has been appointed by President Edmund E. Day, President of Cornell University, to serve on a committee to guide the university in developing the World War II Memorial Building. The committee is composed of representatives of alumni, faculty, students and Cornell University Religious Workers, and held its first meeting on November 3.

The proposed War Memorial Building is to serve as an interfaith center and headquarters for the CURW. Its location, size and general exterior features have been established, making the functions of the committee that of (1) determining the best means of assuring that the building is a memorial to all of the Cornell Alumni killed in World War II; (2) selecting from the building and its furnishings such elements as can be appropriately set aside for individual memorials.

The Committee will work in close cooperation with the Office of University Development, of which Vice President Knowles is in charge. Committee chairman is Morris Bishop, professor of romance languages.

WOMAN OF THE WEEK

Miss Doris Stevenson - Fiscal Officer, chancellor of the exchequer, keeper of the financial records, overseer of payrolls, vouchers, travel accounts, work orders, requisitions, financial statements - attends to her complex duties in Room 2, and is a personality vastly familiar to those who earn their daily bread from the New York State School of Industrial and Labor Relations.

From 1931 to 1938, Miss Stevenson was secretary to Senator L.G. Kirkland of the New York State Legislature. During two years of that period, she assisted the Chief Accountant for the Milk Control Board in the Department of Agriculture and Markets, obtaining leaves of absence to attend legislative sessions.

In 1937, she went to work for the Metropolitan Cooperative Milk Producers Bargaining Agency, Inc., in Syracuse, N.Y. There she was assistant to the Executive Secretary and held the position of Assistant Treasurer of the organization. Still secretary to Senator Kirkland, she commuted between Syracuse and Albany during the year 1938.

Miss Stevenson remained with the Milk Producers until September, 1946, when she came to the ILR School. She hails originally from Olean, N.Y.

PEOPLE ARE WONDERFUL

Professor Maurice Neufeld has just acquired a new car - a 1948 four-door Pontiac sedan. Gray.

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Among other new faculty acquisitions is Professor A. H. Leighton's baby boy, born November 4 at 10 P.M. Frederick Archibald by name, he weighed 7 pounds 3 ounces at birth.

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Jake Seidenberg, candidate for the Ph.D. in industrial and labor relations, has embarked on a series of classes in economics at Corning. Jake, for whom this semester is his first at the ILR School, was for four years with the War Labor Board, following which he taught economics at Haverford College and the University of Delaware. A. B., Temple University, Law degree, Penn.

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Professor John McConnell has a new assistant. He is Duncan McIntyre, candidate for the Ph.D. in political science, with a minor in protective labor legislation. McIntyre has been with the New York State Social Welfare Department, has taught sociology, and last spring and summer, worked with the Sociology Department on the Elmira Survey.

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Mrs. Eileen Lawlor has replaced Dora Faucett in the office of Professors Neufeld and McBelvey. Before coming to the ILR School, Mrs. Lawlor worked for the Standard Oil Company of New Jersey in New York City, and for a short time at Rothschild's in Ithaca. Her husband is a student at Ithaca College, and a staff announcer at Station WVFC.

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Another addition to the School's staff is Mrs. Andrea Schofield who is Miss Sutton's assistant, with a desk in Room 46. Mrs. Schofield attended Ithaca College for three years, and worked for a time at Eastman Kodak in Rochester. Her husband, John Schofield, is working for a Master's in Physical Education at Ithaca College.

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Since September, Professor Konvitz has had a full fledged member of the New York State Bar as an assistant. She is Mrs. Betsy Landis, 1948 graduate of the Cornell Law School, and former editor of the Cornell Law Quarterly. Her husband, Bill, is in his last year of law at Cornell, and is Note and Book Review Editor of the Quarterly. The Landises hope to spend a year in France, following Bill's graduation.

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Prof. Brooks has become the proud owner of a new home, on the corner of Orchard Place and Blair Street.

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Miss Ann Curren, secretary to Professor John McConnell, reports that the clerical staff of the ILR School has formed an organization for purposes social and professional. At the first meeting, held November 10, Miss Ann Kingston, Professor Ralph Campbell's secretary, was elected chairman, and Ann Curran secretary.

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C. Arnold Hanson, Director of Student Personnel, is, as of Sunday, November 14, the father of a brand new baby girl, Barbara Jean. Weight at birth - 6 pounds, 15 ounces. Mother and daughter doing well.

NEWS RELEASES

RESEARCH CONFERENCE PROVES DESIRABILITY OF CLOSE
COOPERATION BETWEEN UNION & ILR RESEARCH STAFFS

November 6, 1948

In closing the two-day conference at Cornell University on the general subject, "Research Contributions to Labor-Management Relations", November 5th, Dr. Leonard P. Adams, Chairman of the Conference and Director of Research at the School of Industrial and Labor Relations, stated that the conference has proven that "close cooperation between union research leaders and the research staff at the School of Industrial and Labor Relations was both desirable and useful.

"A regular annual conference is planned for review of projects and plans with such interim meetings as seem necessary," Adams stated.

The conference, the first in a series of two, dealt with research problems and programs of trade unions and was attended by research staff members from various AFL, CIO and independent unions. A second conference, to be held December 9th and 10th, and to be attended by leaders of business and industry, will discuss research plans and projects of industrial organizations.

Professor Adams said three definite conclusions were reached as a result of discussions of research projects now under way at Cornell and of research work being done by union staff members. These conclusions were (1) Some research work at the School should take the direction of field studies involving the impact of trade unionism on particular communities. (2) Internal problems of union organization need much more study than has been given to them, particularly the human relationships between members and leaders. (3) While more research needs to be done on the broader implications of union-management relations under present circumstances, much need also exists for a thorough investigation of small problems.

Those in attendance in addition to Cornell faculty were: Jack Barbash, Amalgamated Meat Cutters & Butcher Workers, AFL; H. H. Bookbinder, Amalgamated Clothing Workers, CIO; Alfred Braunthal, United Hat, Cap & Millinery Workers, AFL; Janet Cutting, American Newspaper Guild, CIO; Mrs. Betty Hawley Donnelly, Vice-President, New York State AFL Council; David Kaplan, Teamsters Union, AFL; J. H. Korson, Cigar Makers Union, AFL; Lazare Teper, International Ladies' Garment Workers Union, AFL.

EXTENSION DIVISION OFFERS FOUR COURSES IN ELMIRA

Nov. 10, 1948

Four fall term courses of Cornell University's New York State School of Industrial and Labor Relations Extension Division opened at Corning Free Academy on Tuesday night, Nov. 9 at 7:30 P.M.

Selection of the courses being offered this fall was made through a questionnaire circulated among all those who were registered in the extension classes of the Cornell School here last year, Dr. John N. Thurber, field representative of the school, explained. "We are attempting to offer to the people of Corning and this vicinity the courses in which they are most interested", he said. "Each day more questionnaires are being returned to my office. These will be used to determine what courses we shall offer in the winter and spring".

Six courses were offered in Corning last winter and spring and attracted an enthusiastic registration. Courses offered for the fall term program, starting November 9th, include: "Parliamentary Law and Public Speaking", taught by

Mr. Clarence S. Angell, member of the Public Speaking Department of Cornell University; "Attitudes and Motivation : Incentives for Production", taught by William R. Dymond; "Introduction to Labor Economics", taught by Jacob Seidenberg, formerly an NLRB official; and "Job Analysis and Job Evaluation", taught by Juel M. Ranum, Industrial Consultant at the Morse Chain Co., Ithaca.

PROF. SMITH OPENS LECTURE SERIES AT ELMIRA;
SPEAKS ON "WHY MEN WORK: MORALE, ATTITUDES, AND MOTIVATIONS"

Nov. 8, 1948

"The plant manager told the other plant managers at the conference that his outfit had everything except what was perhaps the most important thing of all: high morale," said Professor Alpheus W. Smith, in a talk at Cowles Hall, Elmira College, Monday, Nov. 8 in the opening lecture of the series of six on industrial and labor relations being presented by the New York State School of Industrial and Labor Relations at Cornell University. Professor John N. Thurber, the School's field representative in charge of the Elmira extension program, presided.

Professor Smith continued by stating that the plant manager "believed that many things were good in his set up: high wages, favorable hours, and excellent working conditions. The company had developed a fine program of employee services, including a pension system and workmen's compensation years before there was any state or federal legislation. Furthermore, he was proud of the company's long-standing program of recreation and education for the employees. As the plant manager talked, there were nods of approval from the other plant managers present. The problem of low morale which he faced, these other men also faced."

"Over the years," continued Professor Smith, "many observers of the American industrial scene have remarked upon the amazing ignorance on the part of employers and employees of the deeper purposes and desires of the other group, the tendency for each to justify its own point of view toward the other, and the refusal of both groups to study themselves and the other fellow. These same observers have remarked on the failure of many Americans to realize the supreme importance of the feelings and emotions of the workers, rather than his logic or reasoning. Similarly, these students have called attention to the fact that life and work are not two things, and that it is impossible to build a wall between the factory and the home, between the worker and the citizen, or to attempt to separate the hopes and fears of a man's working hours from those of the hours he spends off the job."

In discussing employment in the United States, the speaker called attention to economic employment, now at an all-time high of some 63 millions. "The satisfactions from this fine situation constitute an important American asset, but," he said, "there are three other kinds of satisfactions and dissatisfactions: psychological, with the emphasis upon the individual as he works with others; social, with the emphasis upon the work group made up of individuals; and political, with the emphasis upon the individual as a citizen, not as a Republic or Democrat. Millions of Americans who are economically employed are unemployed psychologically, socially, and politically. Perhaps the greatest problem of our time is to increase the satisfactions and to decrease the dissatisfactions in these three areas."

WHAT DO YOU WANT IN F.O.I.?

F.O.I. was conceived as a house organ, literally "for our information". Its editors want it, therefore, to provide you with the type and amount of information you desire, as readers. Although, it's true, public opinion pollsters have lost considerable status, in recent weeks, we nevertheless regard such a poll as this as one of the most convenient methods for obtaining your considered judgment of F.O.I.'s features, news stories, and departments. We would appreciate your answering the questions below, tearing out the filled out page and turning it in to Miss Flo Stewart, Room 8, as soon as possible.

1) Do you read F.O.I.?

- cover to cover
- skim
- certain sections only
- never read it

2) Do you think F.O.I. is too long _____; not long enough _____; about the right length _____.

3) Do you read the news releases?

always; usually; sometimes; never.

Do you think these stories should be given more space _____; less space _____; same as now _____.

4) Do you read "People Are Wonderful"?

always; usually; sometimes; never.

Do you think this department should be expanded _____; left as it _____; contracted _____; abolished _____.

5) Do you read "Man of the Week"?

always; usually; sometimes; never.

Do you think this department should be expanded _____; left as is _____; contracted _____; abolished _____.

6) General Remarks: