

Carnegie-Mellon Alumni News

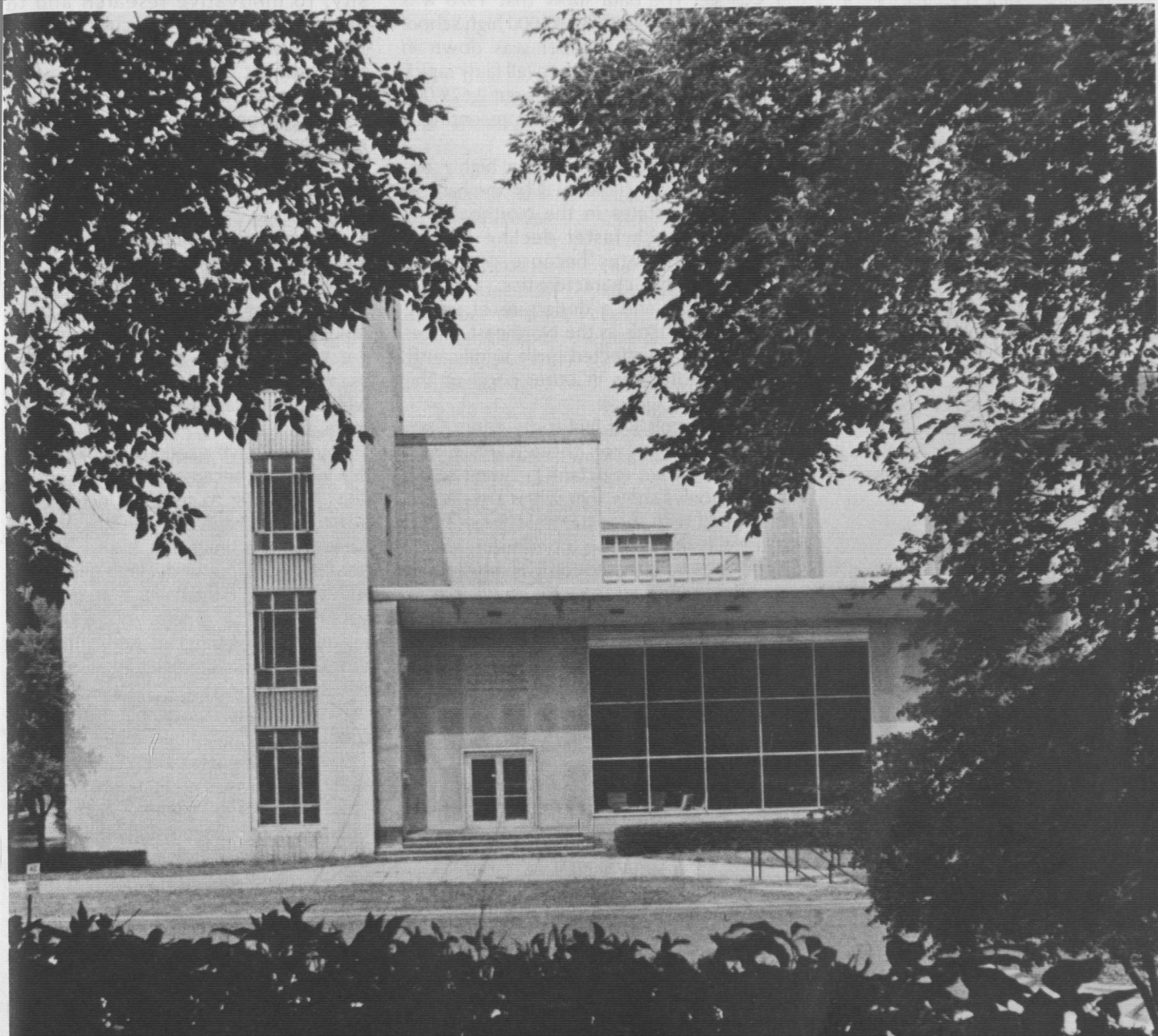
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SEPTEMBER 1979 — VOLUME 63 — NUMBER 3



GSIA: A Commitment To Quality

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Introspect



I want to talk about managing universities in the 1980's. The first point to make clear is the decline in the number of high school graduates available for college. The data show that 1978 was the peak year with 3,143,000 high school graduates. The number was down in 1979 and will continue to fall fairly rapidly. By 1985 there will be about 2,679,000 high school graduates, representing a drop of 15% from 1978.

Those schools which are highly dependent upon tuition will be the hardest hit. Many states in the Northeast will have a much faster decline in high school graduates because of certain demographic characteristics: an older population and a departure of young people. Schools in the Northeast, therefore, may be affected more significantly than institutions in other parts of the country.

All schools will feel some effect from this decline, even though university presidents are reluctant to admit it. All the surveys show that when a president is faced with the data, he will say, "Yes, there is going to be a decline in enrollment, but my institution will not be one of those affected."

We can argue that the highest quality schools are going to be the least affected. But while quality may be the most important variable, it is not the only one that will influence the situation. Location and the ability of the management of a university are going to be factors.

There are other factors that will affect the situation. There is probably going to be a lower rate of state expenditures, which will have some effect even on private institutions — in part because private universities in many states share in state scholarships or some form of state subsidy. The rate of inflation will clearly be important. If the current rates continue or accelerate private colleges and universities will be seriously affected. The demographic change in the composition of the labor force is another factor of significance. There is a good chance that a smaller percentage of high school graduates will go on to college than in the past. As a result of their relative scarcity in the labor force, high school graduates may be offered salaries

so high that they choose to take a job rather than go to college.

As a result of many of the changes taking place, the major management problem of the universities in the 1980's will be keeping the faculty focused on maintaining excellence in the face of forces pulling faculty attention to questions of survival. Again, the higher-quality schools are going to suffer somewhat less, and perhaps later, but all universities are going to have to worry about this problem. There will be a reluctance to focus attention on questions relating to the excellence of the university, to innovative research and to improvement of the curriculum. Attention will instead be focused on keeping a department alive and finding ways to make income stay ahead of inflation. Faculty attention will be diverted to doing more outside consulting. Faculty members will be looking for ways of maintaining their incomes when the universities cannot do it.

A second major problem in the 1980's will be maintaining the integrity of the university. We are going to see some activities that we never dreamed of as schools begin to scurry around trying to get students. We have already seen examples — a kind of advertising that we never envisaged — and there will be more.

Third, we have a serious problem over the long run because economic conditions are going to make it increasingly difficult to draw outstanding young people to the university. Higher education is becoming a declining industry with the usual difficulties — inadequate opportunities for bright young people, salaries not keeping up with inflation, and budgets that are tight. Ways have to be devised to attract the best young people to insure the viability of higher education.

Finally, I see a great increase in conflict within the university. I do not mean conflict as in the 1960's where there was a protest against the outside society, but rather internal conflict, internecine warfare. Academic departments will tend to fight each other over a pool of resources that in real terms will be dwindling. There will be an inability of deans and department heads to solve these problems and more conflict resolution required of presidents.

There must be increased quality in the management if we are going to hold the universities together for the long run. I am optimistic because I think there are solutions to all these problems. Universities are great institutions and we have an obligation to make them flourish.

— Richard M. Cyert

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GSIA at Age 30

A Commitment to Quality

Harvard University President Derek Bok devoted his entire annual report this year to the Harvard Business School. The report questioned the effectiveness of Harvard's famed "case-study method." Thirty years ago at Carnegie-Mellon, a group of young, enthusiastic faculty members posed the same question. They decided the case-study method was *not* the answer.

Their decision led to the establishment of the Graduate School of Industrial Administration, an event that was decidedly revolutionary 30 years ago. Herb Simon, a member of the original group, along with George Leland Bach, William Cooper and Richard Cyert, explains that they were all in their early 30's and "wanted to start some kind of revolution." GSIA was their chance.

At that time, the Harvard case method was the prevailing wisdom in management education, and there was pressure for GSIA to go along with the crowd. The founders were not

entirely unsympathetic to the case method. They studied it carefully while they deliberated on how they should approach the question of business education. Two professors from Harvard were invited to come to GSIA and discuss the case method, but the visitors "did not fare too well in the seminar," Cyert recalls.

The Harvard case method says Cyert, "tended to be purer than it is today. The faculty denied that there was any knowledge that the instructor passed on to the student, believing instead that everything was learned from the cases; you learned through the way your fellow students and the instructor reacted to the cases."

That was not enough for the GSIA group. They felt that a business school ought to be a place where the skills that were important to the business executive could be developed in the context of fundamental knowledge.



GSIA founder, William Larimer Mellon.

Management Is An Art

"The central idea for most of us who helped put GSIA together," Simon recalls, "was that business education could be good, fundamental education."

That was not the case in most business schools at the time. In fact, the approach at most schools was, in Simon's view, "very cook-booky."

"The position we evolved," Cyert notes, "was that the teaching of business management was akin to medical education. The practice of management, like the practice of medicine, is an art and there is a lot of judgement involved."

What was needed, in the group's opinion, was a curriculum that would expose the student to a variety of fields, so that the business manager would have a series of different knowledge bases to draw on when solving problems.

The curriculum that evolved included large doses of economics, mathematics, statistics, psychology, organization theory, the more traditional business subjects such as marketing, finance and production, and even some history.

"We wanted a course that exposed the students to history in the broad sense," Cyert explains. "We wanted to show the prospective manager that change was the nature of the universe and that to be a change agent was part of the whole process of the manager." As a result of GSIA's commitment to change, its educational innovations have had a profound impact on the direction of management education in this country.

"We Lucked Out"

Other events helped to bring these changes about. One was that then Carnegie Tech President Robert E. Doherty wanted to build a library. He approached William Larimer Mellon and asked him to support the project. Mellon was unwilling to support a library, but he was interested in providing the financial support to start a business school that could take people with a technological background and train them to be managers.

William Mellon later explained, when asked why he founded the school: "I understood my business when I got into it, and I didn't understand it when I left." In supporting the school, he hoped to spare future managers a similar predicament.

4 Mellon's belief that the business manager had to be not only knowledgeable about, but also comfortable with, advances in technology, was perceptive — and quite fortunate for GSIA.

"In one respect we lucked out," says Simon. "We started this venture at the moment when management science ideas were just beginning to be talked about, and I mean *just* beginning. I gave a talk about the use of computers in business to an industrial audience in New York City in 1950 and they thought I was from some other planet."

GSIA was the first business school to see the relevance of this technology to business and the first to bring it into the business school curriculum. It quickly established itself as a leader in the new technology.

Technology wasn't the only discipline whose time had come. The behavioral sciences were also ready to flower, and at that time the Ford Foundation was putting a good deal of support behind them. This merged well with the beliefs of the GSIA organizers, enabling them to add liberal amounts of behavioral sciences to the curriculum, particularly in the areas of organizational theory and decision making.

"Organizational theory was an area we really pioneered," Cyert explains. "We felt that business managers spent a lot of their time worrying about organizational structure, but most of them had very little background in that area."

The Ford Foundation, along with the Carnegie Corporation, was helpful in another way. In the 1950's, both these foundations sponsored studies which cast a skeptical eye on the state of business education in this country. While offering a number of criticisms of business education in general, both studies ended up by implicitly taking the GSIA program as a model of what a business school ought to be.

According to Simon, "They saw we were having a certain amount of success in combining fundamental education on problem solving with sharp analytical tools and applying them to a particular professional area."

Following these reports, the Ford Foundation mounted a major effort to reform business education in this country. People began taking a closer look at what GSIA was doing.

"We clearly were the bellwether for that program," Simon recalls, "and that gave us a tremendous amount of influence in the education community. We ran summer seminars for deans and faculty members from other business schools for a number of years."

We started this venture at the moment when management science ideas were just beginning to be talked about, and I mean *just* beginning. I gave a talk about the use of computers in business to an industrial audience in New York City in 1950 and they thought I was from some other planet.

— Herbert Simon

Innovation Is A High Priority

GSIA has lived up to this auspicious beginning, becoming firmly entrenched over the past 30 years as one of the nation's leading business schools. Of course, a lot has changed since the school was founded. Bach, the first dean, has gone on to Stanford. Herb Simon has garnered a Nobel Prize in Economics and is pursuing new research directions in problem solving and cognitive psychology. Richard Cyert, who became the dean of GSIA after Bach, is now president of Carnegie-Mellon University, where he is proving that sound management practices can be applied to the running of a university as well as a business. The school has grown from a beginning class of 20 to its current size of 200.

The innovations pioneered at GSIA have been adapted in business schools throughout the country, due in large measure to the faculty and Ph.D. students who have left GSIA to assume leadership positions at other schools, including MIT, Cornell, NYU, Vanderbilt, SUNY at Buffalo and the University of Texas.

This imitation on the part of other business schools, while gratifying, is also the cause of concern. For one thing, it means that GSIA may be losing its position as an innovator in the field of business education.

Richard Cyert voices that concern. He stresses that although GSIA is still doing an outstanding job, it is no longer the revolutionary, innovative school it was in its youth. "What has happened over the years is that many schools have copied

what we have done and are much closer to us now than was the case back in the early 1950's. Where we looked revolutionary then, we now look conventional. One of the things that bothers me," he adds, "is how do we lead the next revolution in management education?"

In Cyert's estimation, revolution is a necessary step for the future of GSIA. He views periodic change as important for all education.

"Unless you change," he says, "you fall behind. Not necessarily behind the other schools, but behind in the job that you can do and the contribution you can make to society."

Robert Kaplan, dean of GSIA since 1977, shares this concern for innovation, but he thinks that revolutions are becoming more difficult to bring about.

"Even in the 11 years since I joined GSIA," he says, "there has been a great expansion of knowledge within each of the areas of management education so that it is becoming harder and harder to have an immediate impact on any one of the management areas."

Difficult though it may be, and slower in coming, innovation is a high priority at GSIA. One area that is receiving increased attention is the managerial environment, especially from a political economy viewpoint. Courses have been developed that investigate the federal regulatory process and a number of faculty are doing research on the enormous increase of power in decision making that is going on in the government sector, the continued growth of government, and the effects on business.

Elements of this new direction have found their way into the renowned Carnegie-Mellon Management Game. The game is a computer model which allows students to simulate all the activities involved in running a corporation. Last year, the student corporations had to contend with a government ban on one of the ingredients which was used in the manufacture of their products. The students sued the "government" for not following due process and for causing irreparable harm; the case went to "court," and the students won a delay in the action.

This injection of reality into the management game is typical of GSIA's commitment to providing the best possible educational experience for the students. Despite its many imitators, GSIA still claims the distinction of being the best at what it does.

CMU Provost Arnold Weber, who was GSIA's third dean, sees this commitment to high standards as an essential component of the school's success.

"GSIA's strength has always been its very high intellectual quality," he says. "That will continue to be its strength and take the school into the future."

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schools, but behind in the job that
you can do and the contribution you
can make to society.**

— Richard Cyert

Kaplan agrees with this assessment. He points to GSIA's reputation for having the most difficult academic program of any business school in the country as evidence of the statement's validity.

A Comparative Advantage

The academic program has seen some changes over the years, including the switch to the mini-semester system and the introduction of a large number of electives that acquaint students with current practice in the management field. While these electives give the students some short-term skills they can use right away in the job market, the GSIA curriculum is still built on a foundation of basic problem solving courses in which students are presented with difficult and unstructured problems.

Recent problems have included forecasting the country's energy needs for the next ten years and developing a large scale mathematical model to help an airline determine its route selection and fare structure in the context of airline deregulation.

"After completing these courses the students find they have learned how to structure problems, how to break them down into simple components and how to reassemble them into an overall conclusion," Kaplan explains. "And that's not something you can accomplish with a simple overnight homework assignment."

Another important aspect of these courses is that the students work on these problems in groups.

"The students are able to draw on the collective wisdom of the group and share the misery among the group members," Kaplan says. "They learn to work in groups, to divide up responsibility, to deal with someone who's not pulling his weight, to monitor performance, and to put the whole project together at the end."

This general problem solving ability provides GSIA students with a comparative advantage when it comes time to leave the halls of academe and venture into what is known as the "real world."

What Businesses Want

"Ten or fifteen years ago," Arnold Weber explains, "businesses used to be pleased to get certification of technical skills alone. What they want now is somewhat greater breadth. Most employers now accept the fact that MBA's will be technically competent. What they like to see beyond that is the capacity to communicate and an effective framework in which the individual can exercise judgment as contrasted to mere methodological virtuosity."

That GSIA graduates have what businesses want is attested by the placement record of this year's class. The 114 masters graduates received 400 job offers from 110 companies that recruited at the school. Starting salaries were up more than 12 percent over last year, with the median salary offer being \$24,000.

At age 30, GSIA's commitment to quality remains undiminished, and its approach to management education has been proven effective. This comes as no surprise to Herb Simon.

"Independently of what particular goals were selected for the organization," Simon explains, "the people who were involved in getting it going took a goal of very high quality. We thought that with the resources we had there was no excuse for doing things in a second-rate way. We didn't see why we couldn't compete with the very best schools in the land. And to a surprising extent, the quality of a school is related to the quality to which it aspires."

— Kenneth P. Service

Reunions for Classes Ending in 4's and 9's

Homecoming October 12, 13, 14

With Homecoming just around the corner, Carnegie-Mellon is gearing up to go "MAD FOR PLAID," Friday, October 12 through Sunday, October 14. Activities start early Friday morning and don't stop until Sunday afternoon.

The festivities begin with a reception for the Golden Anniversary Class of 1929 on Friday. At noon, the class will be guests of President and Mrs. Cyert for the Golden Anniversary Luncheon. From 12:30 p.m. to 4 p.m., other alumni will be on the Cut watching students competing in such traditional Scottish games as the hammer throw, caber toss, and tug-of-war.

Friday evening highlights include the annual Awards Banquet. Each year alumni are honored for their outstanding accomplishments and services to the university. The program begins with a champagne reception followed by a candlelight dinner in the Skibo Ballroom.

Upon completion of the Awards Banquet, alumni will join the campus in going "MAD FOR PLAID" as the students, Kiltie Band, and cheerleaders assemble for a torchlight parade and

march to the bonfire and pep rally.

On Saturday, alumni can enjoy the CMU Jazz Band as they perform on the Cut in front of Skibo during the ox roast. Immediately following lunch, each reunion class will line up behind its respective class banner and join the Kiltie Band, cheerleaders, Homecoming Court, and student floats in a great parade into the stadium. (Remember, we're "MAD FOR PLAID." Carry or wear something plaid and help psych our Tartans on to victory!)

Halftime highlights include the crowning of Miss Varsity and the presentation of her court. Dr. John C. Warner, 1950-1965 president emeritus, has been invited to serve as this year's Honorary Homecoming Chairman and to present the Homecoming Court.

The annual Homecoming Dinner Dance at the William Penn Hotel concludes this fun-filled day.

On Sunday morning, a champagne brunch will conclude the weekend's festivities.

FRIDAY, October, 12:

Golden Anniversary Ceremony

A special ceremony for the Class of 1929
10:45 a.m. Ballroom, Skibo

Golden Anniversary Reception

11:30 a.m. Highlander Room, Skibo

Golden Anniversary Luncheon

Honoring the Class of 1929, hosted by President and Mrs. Richard M. Cyert
12:00 noon Wherrett Room, Skibo

Highlander Games

12:30 p.m. - 4:30 p.m. On the Cut in front of Skibo

Alumni Awards Reception

6:30 p.m. Faculty Dining Room, Skibo

Alumni Awards Banquet

Honoring twelve alumni for their outstanding accomplishments and service to the university.
7:00 p.m. Ballroom, Skibo

Parade, Bonfire, Pep Rally, Fireworks

9:30 p.m. Morewood Gardens to IM Field

Oktoberfest

9:30 p.m. - 12:30 a.m. Salads Plus, Skibo

SATURDAY, OCTOBER 13:

Admissions Program

An informational program designed by our Admissions Office staff for families with college-bound children.
9:00 a.m. Room 11, Skibo

Alumni Council Meeting

Linda Schorr, director of Alumni Relations, will bring you up-to-date on the Alumni Association
9:00 a.m. Wherrett Room, Skibo

"State of the University"

President Richard M. Cyert
10:00 a.m. Wherrett Room, Skibo

Hot Air Balloon Rides

10:00 a.m. - 1:00 p.m. On the Cut in front of Warner Hall

Campus Tours

Leaving every fifteen minutes
10:00 a.m. - 12:15 p.m. Patio, Skibo

Andrew Carnegie Society Reception

10:30 a.m. Faculty Lounge, Skibo

Ox Roast Lunch

Live entertainment by CMU's Jazz Band.
11:30 a.m. - 2:30 p.m. On the Cut

Parade of Classes

(includes all Alumni)
1:30 p.m. On the Cut in front of Skibo

Football Game

The W&J Presidents vs. the CMU Tartans
2:00 p.m. Stadium

Fifth-Quarter Bar

Following the game Wherrett Room, Skibo

Homecoming Dinner Dance

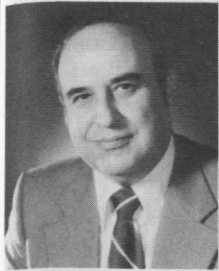
17th Floor, William Penn, Downtown Pittsburgh
7:00 p.m. Cash Bar Reception
8:00 p.m. Dinner
9:00 p.m. A Musical Theater Showcase
9:30 p.m. Jack Purcell (A'41) and his Orchestra

SUNDAY, OCTOBER 14:

Farewell Champagne Brunch

11:00 a.m. - 1 p.m. Faculty Dining Room, Skibo

1979 Alumni Awards



Baeder



Lehne

DISTINGUISHED ACHIEVEMENT

Awarded to an alumnus for distinguished achievement and accomplishment in any field of human endeavor that brings honor to the recipient and his/her alma mater. The accomplishment need not be one in which public acclaim is emphasized, but may consist of important creative effort in organization and development having social or educational value.

DONALD L. BAEDER (E'51)

After his graduation in 1951, Don Baeder embarked on a career that was to earn him the admiration and respect of his fellow colleagues and the distinction of being recognized as an outstanding leader in chemical engineering. He joined Exxon in 1951 as an engineer and in 1962 was named director of the Central Basic Research Labs. In the years that followed he held numerous positions with Exxon including manager of its Baytown Research and Development Division; manager, Plastics Division; manager, U.S. Chemical Labs; and finally vice president, Corporate and Government Research.

Under his direction important contributions were made such as new and improved catalysts for petroleum processing, gas removal, and new polymers. In search of new challenges he left Exxon in 1976 to become executive vice president of Research and Development with the Occidental Petroleum Corporation.

One year later he became president of the Hooker Chemical Corporation, where he continues to serve. A man of great leadership and energy, Don was president of the Alumni Association in 1974-75 and is a Carnegie-Mellon University trustee.

DISTINGUISHED SERVICE

Awarded to an alumnus who has given prolonged, outstanding service of self or substance to Carnegie-Mellon University, or any of its alumni organizations, and who has previously received a Service Award.

HENRY LEHNE (E'37)

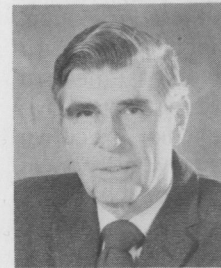
It is difficult to think of many individuals who so perfectly fulfill the requirements of the Distinguished Service Award. Henry has indeed exhibited "prolonged, outstanding service of self and/or substance to Carnegie-Mellon University." Involved in university volunteer work for over 20 years, he has lent his talents and support to numerous university projects from the

Carnegie-Mellon Admissions Council to president of the Alumni Association in 1965-66, and president of the Andrew Carnegie Society in 1975-76.

Henry has served as a university trustee for the past eleven years and has generously supported the Lehne Family Fund which provides scholarships for our students. A 1937 mechanical engineering graduate, he recently retired as vice president-manufacturing services for the GTE Products Corporation. In 1969 he was honored with an Alumni Association Service Award.

MERIT AWARD

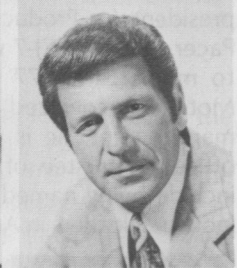
Awarded for exceptional accomplishment in the alumnus' chosen occupation to which he or she has brought a degree of progress, or in which he or she has gained distinction as a leader, thereby bringing honor to Carnegie-Mellon University.



Hay



Hewitt



Meyers

WILLIAM W. HAY (E'31)

William Hay enjoys a world-wide reputation in the field of railroad engineering and has been cited as the unquestioned academic leader in the profession for more than 25 years.

As a professor of railway engineering at the University of Illinois he has trained many of the world's best known railroad engineers and executives, and has helped to maintain the railroad in its vital place in the world's economy.

His many activities include numerous consulting services in railway engineering, urban and transportation problems and planning for the U.S. Department of Commerce and Department of Transportation, and for the Portuguese, Rhodesian, and South African government railways, and U.S. railways, to name just a few. As a consultant on the Quebec North Shore and Labrador Railroad, one of the most heavily used iron ore transportation systems in the world, his innovative approach to solving problems in an Arctic environment gained him recognition as a major contributor to the success of the project.

His numerous publications include a landmark text *Railroad Engineering*, which is used throughout the world.

VIVIAN DAVIDSON HEWITT (L'44)

After receiving her library of science degree from CMU in 1944, Vivian worked at the Carnegie Library of Pittsburgh as a senior assistant for five years and then accepted the position of instructor/librarian, School of Library Science, Atlanta University. She moved to New York in the early 1950's to become a researcher and assistant to the director of Reader's Reference Service, Crowell Collier Publishing Company, and later librarian for the Rockefeller Foundation. Since 1963 she has been chief librarian at the Carnegie Endowment for International Peace.

Vivian has made outstanding contributions to the profession of librarianship through her numerous lectures and publications. Among her contributions have been chapters in *The Black Librarian in America*, *What Black Librarians are Saying*, and *New Dimensions for Library Services*.

Listed in numerous *Who's Who* publications, Vivian in her own words, has "pushed and directed" over 25 young men and women into higher positions over the years. Her profes-

sional activities include serving as the non-government organizations observer to the United Nations and the 1978-79 president of the Special Libraries Association. In 1978 Vivian was honored with the "Award for Distinguished Service to Librarianship" presented by the ALA Black Caucus, citing her endeavors, especially her help in launching the African Librarian Exchange Program in 1972.

GERALD C. MEYERS (E'50)

Gerald C. Meyers received his bachelor of science degree in engineering from CMU in 1950, followed by a master's degree in industrial administration in 1954. He entered the automotive industry in 1950 with the Ford Motor Company and in 1954 joined Chrysler where he held a number of positions including director of manufacturing for all Chrysler overseas plants. In 1962 he accepted the position of director of purchase analysis with American Motors and within a year was promoted to director of operations control. During his tenure as group vice president for Product the Hornet, Gremlin, Matador Coupe, Pacer, and Jeep CJ-7 were conceived, developed, and brought to market. In 1977 he was named president of American Motors. Recognized as a leader in the field of automotive management, he is currently chairman and chief executive officer. A trustee of Carnegie-Mellon University, his honors include being named by Time Magazine as one of the top 20 industrial leaders in America.



Polesie



Stupakoff

HERBERT S. POLESIE (A'25)

Herbert S. Polesie, a man of many talents, began his career in 1924 as an announcer for KDKA in Pittsburgh while a student at Carnegie Tech.

A charter member of the American Federation of Radio Announcers, Herb was a pioneer in radio and television producing, writing, and directing shows for the J. Walter Thompson Agency and the Benton-Bowles Agency. He also had the distinction of writing and directing New York's first Soap Opera "The Loves of John Christopher."

In 1932, after appearing in plays with Edward G. Robinson and Paul Muni, both life-long friends, Herb wrote a Broadway play called "Coast to Coast." In 1942 he was nominated for an Academy Award for his short film, "Marines in the Making." Other career highlights include directing the Kraft Music Hall on radio and introducing Bing Crosby. He produced four films with Bing including the very successful "Doctor Rhythm" and the famous "East Side of Heaven." Lifelong friends, Herb and Bing were working together on a book, *A Tip of the Hat*, at the time of Bing's death.

A leader in the radio, motion picture and television industry for over 50 years, Herb was honored in March of this year by the Pacific Pioneer Broadcasters with its coveted *Diamond Circle Award*. To quote John Ragin, one of Herb's many friends and admirers, "To know Herb, is to be a little happier." *Herbert S. Polesie passed away on June 8, 1979.*

SEMON H. STUPAKOFF (E'20)

Semon Stupakoff has made vast contributions to the production and development of improved ceramics and in the expansion

of ceramic technology. In 1925 he took over Stupakoff Research Laboratory which is now located in Latrobe. At its peak during the 1940 decade and early 1950's Stupakoff Ceramic and Manufacturing Co. grew to become a world leader in the production of highly technical ceramics. Under Mr. Stupakoff's leadership the company developed, manufactured and distributed ceramic-to-metal and glass-to-metal seals. The Stupakoff Ceramic and Manufacturing Company was sold to Carborundum in 1954, and Mr. Stupakoff continued to run the company as vice president of Carborundum. When he tried to retire he found that he still had a great deal to offer in the burgeoning field of electronics and again started his own business some 38 years after he had left Carnegie Tech. Latronics Corporation, of which Mr. Stupakoff is currently board chairman, is a leader in the production of ceramic-to-metal and glass-to-metal seals throughout the world.

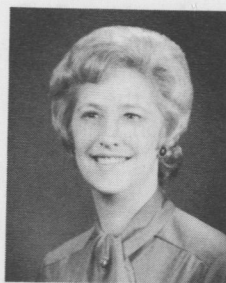
In 1969 Mr. Stupakoff was honored by St. Vincent College with an honorary Doctor of Science degree.

SERVICE AWARD

Awarded for meritorious service to Carnegie-Mellon or any of its alumni organizations and in excess of service rendered for which enumeration is received. By "meritorious service" is meant unusual service, in the form of active participation in alumni or school affairs, faithful and continued effort in maintaining class or other alumni organizations, making or securing donations, or assisting in expanding the usefulness, influence, and prestige of Carnegie-Mellon University.

GRETCHEN GOLDSMITH LANKFORD (MM'42)

A 1942 Margaret Morrison graduate, Gretchen has devoted her time and energies to numerous projects in support of the university. She was instrumental in the founding of the College of Humanities and Social Sciences' Development Council and was its first chairperson. Under her leadership the Council embarked on a number of projects to promote the well-being of H&SS and Carnegie-Mellon. An active member of the Pittsburgh Women's Clan, and chairperson of the Carnegie-Mellon Admissions Council in the South Hills of Pittsburgh, Gretchen's enthusiasm for her alma mater has been responsible for bringing many fine students to CMU. A willing ambassador, her deep loyalty and determined efforts have brought honor to herself and to Carnegie-Mellon University.



Lankford



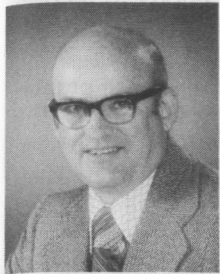
Putch

WILLIAM H. PUTCH (A'49)

William Putch, who recently celebrated his twenty-fifth season as producer-director of his own Totem Pole Playhouse in Fayetteville, Pennsylvania, has assisted countless CMU drama graduates in the pursuit of their careers. His service to the drama department, its students and alumni is unending. His enthusiasm, energy, determination and resourcefulness are evident in everything he undertakes. A perfect example are his efforts in the formation of a National Drama Clan which led to the re-birth of the Pittsburgh Clan and the newly formed New York Clan.

Bill currently heads the Drama Alumni Investments in Pro-

gress Campaign across the nation, and last year funded an annual \$750 award to be given to a member of the junior class. Most recently he was instrumental in developing a proposal for a CBS grant in support of the drama department, furnishing the incentive and guidance to put it all together. Beyond these financial contributions is his moral support, his constant willingness to offer help and advice and to share his expertise with our students.



Stephens



Taylor

EDWARD J. STEPHENS (E'53)

Ed Stephens has been an active member of the Los Angeles Clan board for approximately fifteen years. During that time he has held literally every office the Clan has to offer, from a member of the Long-Range Planning Committee to president in 1966-67. His greatest contribution, however, has been as Clan treasurer, a position he has held since 1968. Under his guidance the Clan has maintained an economically sound position.

In spite of the long hours of work that go into maintaining the books and preparing financial reports, Ed stills finds time to talk with prospective students as a member of the Carnegie-Mellon Admissions Council. He also actively participates in the annual fund campaigns and has helped arrange for Los Angeles telethons by soliciting facilities as well as manning the phones. Ed is a 1953 graduate of the electrical engineering department and is manager of the Production Computers Group of the Autonetics Division of Rockwell International.

JAMES W. TAYLOR (E'40)

Jim Taylor can best be described as a "volunteer for all seasons." A 1940 management engineering graduate, he has been involved in all aspects of the university. As a trustee and member of the Finance Committee he has earned the respect of his colleagues as well as the administration. His advice on investments, budgeting, and management controls has helped to ensure a maximum return on the university's endowment.

As the first president of the Andrew Carnegie Society he had a large part in obtaining 138 founding members, quadrupling the number of contributors who had previously given at that level.

Jim has been actively involved in the affairs of the Northern New Jersey Clan for the past twelve years, participating in numerous organizational get-togethers and phoning key area alumni to encourage their participation. In 1978-79 he was chairperson for the Investments in Progress Campaign for the Northern New Jersey area. Jim is president of Taylor Consultants, Inc., Westfield, New Jersey.

LOUIS P. ZELENKA (A'47)

A loyal alumnus of the first degree, Louis P. Zelenka, of the class of 1947, has been active in university and Washington, D.C. Clan activities for over twenty years. He has served the Clan in every capacity — as treasurer, secretary, vice president, and president. Over the years Lou has brought many new members into the Clan as well as new students to CMU through his work as chairperson and advisor for the greater Washington Carnegie-Mellon Admissions Council.

Lou's untiring efforts have not been restricted to alumni activities alone. He was chairman of the 1968-69 alumni fund drive and more recently area vice chairman for the Alumni Challenge portion of the Investments in Progress Campaign. Beyond his direct service to the university he has brought prestige to CMU as a known alumnus, participating in community and professional activities. A willing volunteer, he has earned the admiration and respect of his fellow alumni and the gratitude of his alma mater.

Make Your Reservation Today!

Name _____ Reservation Deadline: Friday, October 5, 1979

Home Address _____ Phone _____

Address while in Pittsburgh _____

Year Graduated _____ Department _____

Names of others in party (for nametags, etc., please include year graduated and department) _____

Hotel Accommodations (For reservations only; MONIES WILL BE COLLECTED BY HOTELS UPON CHECK OUT.)

Please check preference: _____ Crossgates (Singles: \$32/night; Doubles: \$39/night) _____ William Penn (Singles: \$41/night; Doubles: \$51/night)

Number of rooms needed: _____ Singles _____ Doubles For _____ Nights _____ Arrival Time _____ Arrival Date

Please detach and mail to: Alumni Association, Homecoming, Carnegie-Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, (412) 578-2060.

Make checks payable to: "CMU Alumni Association"

Events — List number of reservations you would like to attend.

Friday, October 12 _____ Awards Banquet (\$12.00/person) _____ Oktoberfest (Cover charge \$2.00/person)

Saturday, October 13 _____ Admissions Program (no charge) _____ Ox Roast (Pay-as-you-eat)

_____ Homecoming Dinner Dance/William Penn (\$17.50 per person)

Sunday, October 14 _____ Farewell Champagne Brunch (\$5.25 per person) TOTAL ENCLOSED _____

Campus News

NEW HEAD OF BIOLOGY

Dr. Chien Ho, a molecular biologist, has been named head of the department of biological sciences. Ho, formerly a professor of molecular biology at the University of Pittsburgh for the past 14 years, plans to build on the already strong group of cell and molecular biologists in the department. He also plans to develop a stronger interface between biology and other science departments.

LOUIS SAUER TO HEAD ARCHITECTURAL DEPARTMENT

Noted Philadelphia architect Louis Sauer has been named head of the university's department of architecture.

Sauer, a professional architect who has maintained a private practice in Philadelphia while serving as an adjunct member of the faculty at the University of Pennsylvania, plans to lead the department into a more active role examining and analyzing the built environment.

As department head, Sauer's chief goal is to mold the program so that it strengthens the relationship between practice and education. Using both theory and actual experience drawn from architecture and other disciplines, Sauer will focus on the role of the architect in contemporary life.

CHINESE METALLURGISTS VISIT CMU — 1948 GRADUATE AMONG DELEGATION

The normalization of relations with the People's Republic of China has brought an increasing number of Chinese visitors to the United States. (See the article on Dr. Mao on page 19.)

10 One alumnus, Jun-Zhao Fu, was able to visit CMU for the first time in over 30 years when a group of Chinese metallurgists came to campus at the end of May to confer with members of the metallurgy and materials science department.

The delegation, comprised mainly of university faculty and researchers, spent an afternoon on campus discussing studies of structure in relation to the physical properties of metals, and the kinetics of ore reduction — the processes of turning raw ore into usable metals. The possibility of an exchange program was also discussed.

Following the visit, Dr. Robert Serkerka, head of CMU's metallurgy and materials science department, commented on the differences in educational philosophy between China and the United States. "In China, metallurgists are highly trained, but narrowly educated," says Serkerka. "Right now, that is necessary because the Chinese have acute technological needs. Compared to the United States, they are relatively underdeveloped. Forty years ago when the Carnegie Plan for educating engineers didn't exist, we educated our engineers as narrowly as the Chinese are doing today.

"When steel is manufactured or a factory is built in the United States today, far-reaching, multi-faceted social issues must be dealt with. This is not true in China; nor was it true in America in the thirties, when our technology was much younger." He adds that as the Chinese develop their tech-

nology, they will have to broaden the education of their engineers to equip them to address these same social issues.

CMU RESEARCHERS ACHIEVE FIRST-STAGE SUCCESS ON TERTIARY OIL RECOVERY METHODS

A model of the interaction between crude oil and detergents developed by Profs. Clarence Miller and Tomlinson Fort, Jr. may play a key role in systematic efforts to recover large quantities of oil from the nation's non-producing petroleum reserves.

The model shows how detergents alter the surface properties of crude oil trapped in underground rock formations. The process of using detergents to displace crude oil trapped in porous rock could eventually be employed in tertiary, or third stage, commercial oil recovery operations to retrieve billions of barrels of oil.

Much as a household detergent can wash oil stains out of clothing, specially formulated detergents could be injected into the ground to "wash" oil droplets out of the underground porous rock formations in which they are embedded. For such a process to work, the detergent must drastically lower the surface energy of the oil droplets, enabling them to deform easily and move through the small pores of the rock.

The technique could eventually be employed commercially in a tertiary or third stage of oil production to retrieve more oil than is currently recoverable from U.S. petroleum reservoirs. First-stage production techniques — tapping into a high-pressure oil deposit and subsequent pumping — normally recover about 20 percent of the oil. As a second step, oil companies currently pump water down some wells in a depleted oil field. This water flooding displaces some of the remaining oil, pushing it to other nearby wells where it is extracted. However, because of the relatively high surface energy of the oil, and the microscopic size of the rock cavities it is trapped in, even this process usually leaves over 50 percent of an oil reservoir's contents trapped underground.

DR. CYERT HEADS HIGHER EDUCATION EVALUATION GROUP

CMU President Richard M. Cyert has been named to head a Policy Advisory Group for a major national effort to develop a set of indicators for higher education. The project is being carried out by the National Center for Higher Education Management Systems (NCHEMS) at Boulder, Colorado.

The 13 members of the Policy Advisory Group include top-level institutional and agency executives and leading researchers in the field of higher education management.

"The intent of the project," says Cyert, "is to develop indicators of the health of higher education in general, just as temperature and blood pressure are used as indicators of human health."

The indicators will be divided into three major categories: social, financial and quality. The issues that the indicators will address include: the net price of higher education to the students; the financial condition of the various sectors of higher education; the amount of choice and access available to students; the impact of higher education on the community; the competency levels of graduates; the productivity of higher education; and the rate of return on education.

"We hope to develop a set of indicators that will be helpful to a broad range of users," Cyert says. "The indicators will be designed to be relevant to the information needs of planners and administrators in the various kinds of institutions that make up higher education. But they will also provide useful information to many other groups, including students, donors, faculty, and state and federal agencies."

Ray and Ann Dowden

Two Remarkable Artists



Raymond Baxter Dowden (A'30), for over thirty years chairman of the art department at Cooper Union College and now professor emeritus, has spent almost all of his working years as an educator. According to a former pupil, he was the day art school; he was a large part of the students' lives because of his unique capacity for caring about each individual.

Even today, when his former student return to Cooper Union for the annual Alumni Exhibition night, they are astounded that Ray remembers each one of them even after decades of dealing with hundreds of students. It is not unusual to see him welcoming students from the 40's, 50's and 60's on such an evening with as much familiarity as if he had just been talking to them a few days before.

Although Ray Dowden's personal concern and friendliness are probably the most important quality in the minds of the students, his technical skills and creative ability as an artist complete a near perfect model for thousands of art students.

Ray studied art at Carnegie-Mellon and was an instructor there for three years. He worked for two years in one of the finest stained glass shows in America, which affected his later design and drawing. After coming to New York he created posters for the Broadway theater and was spot and cover artist for *Cue* magazine. He has exhibited at the Whitney Museum, the Art Institute of Chicago, Carnegie Institute, and in many other galleries. His work is also in various private collections.

Anne Ophelia Todd Dowden (A'30) is an accomplished botanical artist. She spent her childhood wandering through the grassy foothills and mountain canyons of the Rockies while growing up in the small town of Boulder, Colorado. Nature became one of her major interests and her parents encouraged her, thinking that she had a scientific bent. Anne, however, was determined to be an artist; but, even with her childhood in nature she never thought of being a nature artist.

After studying painting and illustration at Carnegie-Mellon, Anne wanted to illustrate books. She went to New York City, the major book market, at the height of the Depression and soon realized that if she were to make a living she had to take the first job that came her way. She taught drawing at Pratt Institute in Brooklyn, though teaching was the last thing she wanted to do.

At the same time, Anne continued studying at the Beaux Arts School of Design where she worked in a group that designed and executed a mural for the Chicago World's Fair. The group worked together so well that they called themselves the American Design Group. Without any experience they began designing wallpaper and drapery fabrics. This ven-

ture succeeded very well, and the group sold to the high style market for fifteen years.

Despite Anne's great success in designing fabrics, much more of her time went into teaching, and by this time she had learned to like it very much. She moved from Pratt to Manhattanville College where she founded the art department and was its chairperson for more than twenty years. During all these years of teaching and designing, the scientific study of plants never played a part. Nature, though, was still an active hobby thanks to the free summers teaching allowed. During vacations, Ray and Anne Dowden drove all over the United States, painting, drawing and observing everywhere they went.

A sabbatical provided the time for making a series of fully documented paintings of edible wild plants. *Life* magazine used nine of these paintings; several other picture stories for *Life* followed. Anne Ophelia Todd was finally introduced to botanical illustration.



This combination of interests was so fulfilling that she resigned from teaching and gave up textile design to direct all her attention to flower painting. After a few projects for *House Beautiful* and *Natural History* it was only a small step to writing, designing, and illustrating her own books.

Anne does not consider the detour through textiles and teaching to be a waste of time. She designs flower paintings in much the same way that she designed fabrics. Her efforts, in all her work are directed at controlling and arranging details to create harmony in a final composition.

Raymond and Anne Dowden live comfortably in a bright apartment in New York City, which includes a studio where they both devote their lives to creating and bringing beauty to others.

— Susan Borg

Hunt Institute

A World-Wide Center for Botanical Studies

The Hunt Institute for Botanical Documentation is an internationally respected research facility located in the penthouse of the university's Hunt Library. Formally dedicated in 1961, the library is the gift of the late Mr. and Mrs. Roy A. Hunt.

Mr. Hunt had been a member of the university's board of trustees since 1922, and vice chairman of the board since 1943. His wife Rachel had an avid interest in rare books and in botany, and over the years had gathered together the finest private collection of historical botanical books and related materials in the United States.

Although some American collectors in the late 19th and 20th centuries gathered libraries *en bloc*, Mrs. Hunt chose each book, artwork, and portrait with great care. She brought her collection together slowly, with knowledge and taste.

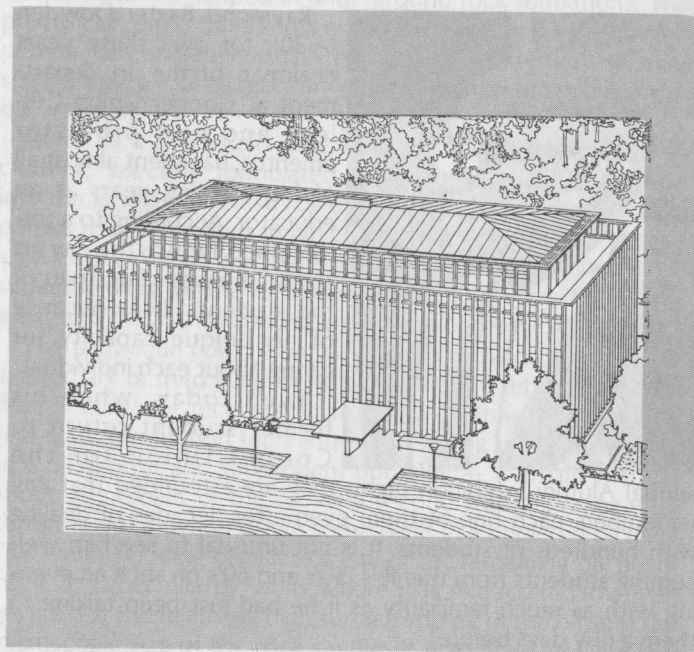
For some years, Mrs. Hunt had been concerned about the ultimate disposition of her collection. Although Cornell University and Longwood Gardens had formally asked for it, and invitations for consideration had been received from Yale, the New York Botanical Garden, the Missouri Botanical Garden, and the University of California, Mrs. Hunt wanted the collection to remain in the Pittsburgh area.

When the CMU board of trustees learned that Mrs. Hunt wanted a Pittsburgh academic institution to be the final repository of the collection, they asked Mr. and Mrs. Hunt to provide the university with a badly-needed library building which would have a penthouse floor where Mrs. Hunt's collection would be housed. The Hunts agreed to this arrangement and gave the entire library building. They later donated the Fine and Rare Book Room on the fourth floor.

12 Completed in June, 1961, the Penthouse provides maximum security for its collection of rare books, facilities for the meetings of small groups, and privacy for its staff and visiting scholars. At the same time, an effort has been made to create an atmosphere of quiet elegance, with decor, appointments, and spaciousness in harmony with the rich collection.

Originally called the Rachel McMasters Miller Hunt Botanical Library, by 1971 its activities had become so diversified that its name was changed to The Hunt Institute for Botanical Documentation. Today, the institute has four general program areas: the library, archives, and art and bibliographical departments.

The major strength of the library's 23,000 volumes is in works published between 1550 and 1850, particularly in systematic botany, herbals, early agriculture and gardening, and early voyages of exploration. Of particular importance are two special collections: The Strandell Collection of Linnaean and the Michel Adanson Library. The Strandell Collection was acquired in 1968 from Birger Strandell, a Stockholm physician and direct descendant of the great Swedish naturalist and physician, Carl Linnaeus (1707-1770). It includes copies of all the books written by Linnaeus in every known edition and translation, as well as books and materials by and about his almost 300 graduate students. The collection consists of 2,800 bound volumes, more than 2,000 pamphlets, and 48 albums



The Hunt Institute for Botanical Documentation occupies the Library Penthouse.

with more than 4,700 newspaper clippings about Linnaeus and his students in chronological order from 1831 to the present.

Although the best collection of the works of Linnaeus and his students is at the University of Uppsala, where Linnaeus taught and lived most of his life, the second most complete is the Strandell Collection. For secondary material, such as biographical works, pamphlets, broadsides, reviews, announcements, and clippings, the Strandell collection has no equal.

The Michel Adanson library of botanical books and manuscripts was acquired in 1961 from descendants of the French naturalist and Linnaean contemporary, Michel Adanson (1727-1806). It consists of 127 books owned by Adanson, many with his copious annotations; more than 10,000 illustrations clipped from publications of his day and bearing his identifications and notes; and 260 holographic letters and manuscripts either by him or from Europe's leading botanists.

Illustration has always had a major role in the science of botany. From the days when interest in plants was confined to their medicinal properties, and throughout the development of botany as a science, progress has depended heavily on books whose illustrations have been essential. Since 1961, the institute's art collection has increased more than five-fold, to more than 22,000 original items.

Two major art exhibitions take place each year in the Penthouse gallery. An illustrated catalog is published for each exhibition.

In order to make its extensive art holdings available to a wider audience, the institute has a series of ten special-subject shows available for loan for period of 30-60 days to garden clubs, arboreta, museums, schools, and similar institutions.

Mrs. Hunt's collection of letters by 18th and 19th century botanists form a substantial part of the 2,000 letters and manuscripts that are in the institute's archives from that period. Recent acquisitions have added the personal papers of approximately 100 botanists, primarily of the 19th and 20 centuries.

On file are 172,000 references to published material about those who have contributed in any way to plant science literature. There are also 14,000 reprints of biographical articles from periodicals, and some 800 books of biography.

The institute has possibly the world's largest collection of portraits of botanists, some 20,000 engravings and photographs.

The present director of the institute is Robert W. Kiger, who received his Ph.D. in botany from the University of Maryland (College Park) in 1972. Prior to joining the institute in 1975 as assistant director, Kiger was botanist and associate editor of the Flora North America Program in the Smithsonian's department of Botany.

The best collection of the works of Linnaeus and his students is at the University of Uppsala, where Linnaeus taught and lived most of his life; the second most complete is the Strandell Collection in the Hunt Institute.

One of Kiger's top priorities is to increase the Hunt Institute's interactions with the CMU community. He himself teaches a course in the history of modern science for the history department. Jean Gunner, the institute's master book binder, teaches bookbinding in the design department. Yearly assistantships for design undergraduates have recently been inaugurated as has a graduate archival assistantship for a student in the history department.

Kiger cites the Engineering and Public Policy (E&PP) program as an example of how the institute can contribute to various departments and interdisciplinary programs. "Many graduates of this program," he says, "find themselves responsible for environmental assessments that require inventories of plant and animal life, but the E&PP program itself does not offer study in the biology of whole organisms. Using our resources and staff, we could provide the basic understanding needed to conduct or evaluate such inventories."

Because the institute must serve 95% of its world-wide clientele at a distance, Kiger is emphasizing a strong publication program. The institute's journal, *Huntia* has resumed publication and the Hunt Facsimile and Monograph Series, which languished in the early 1970's, has been revived. Kiger also envisions producing "fine art" books that will help make the institute's art collection more available to the public.

The institute's most far-reaching undertaking has been Bibliographia Huntiana, which accounts for all botanical works published in the period 1730-1840. Begun in 1963, the computerized data base includes bibliographic accounts of some 26,000 books and 45,000 periodical articles. It is the most comprehensive resource ever assembled in the field of botanical literature.

— Edmund Delaney

At the Hunt Institute

New Life for Worn Books

Books may be the next addition to the list of extinct objects in this country. Too many people don't know how to care for them.

"There's been a big revival in restoring books over the last 10 years," states Jean Gunner, a book binder-restorer for CMU's Hunt Institute for Botanical Documentation. Gunner restores approximately 200 books a year. But she would rather see people take better care of their books.

Improper handling, sunlight, chemicals in the air, heat and cheap materials all shorten the life of a book, she says.

Today, most books are bound by machine and are intended to last from five to 10 years. But a fine binding done by hand is intended to last for 300 years. "Trying to compare a finely-bound book to a machine-bound book is like trying to compare a Corvette and a Rolls-Royce," Gunner says. "There's just no comparison."

The first step in restoration is looking over the book and determining what needs to be done.

For extremely damaged books, the next step involves de-acidifying the pages or text block. Yellow, crumbling pages must be treated separately with a potassium lactate solution to neutralize the acids in the paper and the print. Since each page must be done separately, the process is time consuming and expensive.

The book cover also is treated to stop deterioration before it is re-sewn to the text block. Every effort is made to preserve the original cover, though this is not always possible.

Raised cords, which are sewn through the text block, are then tightened. These cords show up as thick, round lines running across the back of the book. Then the back is replaced so that the sides are tight beneath the edges of the back. The last step is the tooling, or putting a gold design on the cover and back. Each tool has a single design and is hammered onto the cover, leaving a deep impression. The designs then are filled in with gold foil.

Many mail order books being advertised as finely bound are only fancy machine jobs, Gunner says. Often the price asked for these books does not even equal the price of the materials that a fine binder would use.

She suggests that a consumer check the tooling before buying a suspect book. Many modern designs are simply printed on the cover and leave no deep impression.

Since most books are not constructed to last a long time, Gunner outlines a few things that anyone can do to extend the life of a book:

- Don't store old news clippings, photos or pressed leaves in a book. The acids from these things spread through the book and contribute to deterioration.
- If deterioration begins to attack a leather-covered book, wrap the book in an acid-free paper.
- Store books in a place that has as little humidity as possible and never in direct sunlight.
- If a book needs to be restored, don't try to do it yourself. "It takes two to three times longer to restore a book that has been tampered with," Gunner explains. "It must be done by someone who knows, and with extreme care."

(Adapted from an article in the Akron Beacon Journal.)

Some Helpful Books

Understanding America

During July, the editor sent the following memo to history professors Eugene Levy, Daniel Resnick, Richard Schoenwald, and Joel Tarr:

"People in the United States feel buffeted by many conflicting forces. Many seem to feel that the nation has lost its direction and is drifting into a bleak and confused future.

"More than 37,000 alumni receive the Alumni News. They vary greatly in age, religious background, economic status, and intellectual interests. To assist them to get an understanding of the American nation — what it was, what it is today, and what it will be — I would appreciate it if each of you would suggest a reading list of between five and ten books.

"I am sure many alumni will appreciate the time you take to compile the list, and will value the direction you offer them."

Here are their responses.

Richard L. Schoenwald

Several factors have affected the makeup of my list. First, I am a historian of modern Europe particularly interested in the history of ideas. When I try to understand the past and future of the U.S., I use my knowledge of the American application of many ideas that originated in Europe. Second, I also turn to analytic concepts from the social sciences, including psychology. Finally, I believe that religion has played a vital role in American development and may still have significance for our destiny.

Carl L. Becker, **The Declaration of Independence**. The origins of the Declaration, and the fate of its ideas in the nineteenth century.

Erik H. Erikson, **Childhood and Society**. How individual character and national character fit together.

14 David M. Potter, **People of Plenty**. Persistent abundance as a key to the shaping of Americans and their history.

Jose Ortega y Gasset, **The Revolt of the Masses**. Modern life means subjection to mass dominance.

Thomas F. O'Dea, **American Catholic Dilemma** (out of print — try a library). Great insight into the problem of combining faith and intelligence.

Nathan Glazer, **American Judaism**. Like O'Dea, Glazer demonstrates how the use of sociology yields astounding views of the development of religious communities.

Winthrop Hudson, **American Protestantism**. The many forms of Protestantism, their past effects, and their likely promise, brilliantly presented.

Reinhold Niebuhr, **Moral Man and Immoral Society**. A shattering demonstration of the necessary limits on moral principles in politics, limits often ignored by Americans.

Arthur Koestler, **Darkness at Noon**. A novel, still the best discussion of the appeals and flaws of Communism.

Robert L. Heilbroner, **The Future as History**. Enlightening consideration of a generally dark, but not hopeless, time to come.

Eugene Levy

James MacGregor Burns, **Leadership**. Burns draws on examples

from both the past and the world today to understand how leaders bring about social change.

Irving Bartlett, **Daniel Webster**. This study of one of America's great leaders gives an understanding of Webster both as a politician and as an American symbol.

Francis, A. J. Ianni, **A Family Business**. One of the few books on the "Mafia" that gives insight into the Italian version and how that version was modified greatly by American society.

Harold Livesay, **Carnegie**. The best short, readable, and authoritative biography of the founder of the American steel industry — and of CMU.

Thomas Bell, **Out of This Furnace**. First published in 1941, this novel is a finely crafted and moving account of three generations of an immigrant Slovak family in the mill town of Braddock, Pa.

Bernard Bailyn, **The Great Republic**. One of the few introductory American history textbooks that transcends the genre by giving both information and reasoned interpretations.

Randell Miller, **Dear Master**. A look at Black Americans before the Civil War through the very personal medium of letters written at the time.

Christopher Lasch, **Heaven**. A highly controversial interpretation of the history of the family in industrial America.

Daniel Resnick

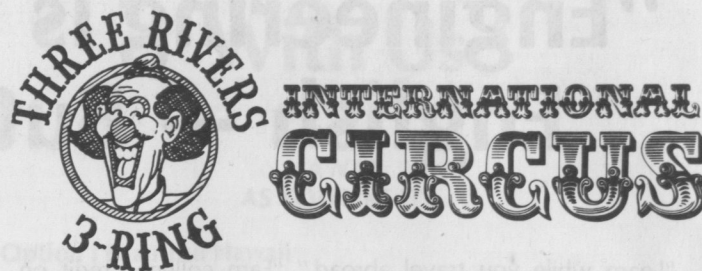
Henry L. Feingold, **The Politics of Rescue: The Roosevelt Administration and the Holocaust, 1939-1945**. This study of the weaknesses of our movement to rescue refugees during the Second World War has some relevance to the current concern over the plight of ethnic Chinese wandering in the waters off Viet Nam. Offers some sense of the urgency of the issue, along with its political complexities.

Christopher Lasch, **The Culture of Narcissism: American Life in an Age of Diminishing Returns**. What does it mean to describe this civilization as materialistic and on an ego trip? Lasch's answer to this question is historical, sociological, and rich in its psychological soundings.

Robert Caro, **The Power Broker: Robert Moses and the Fall of New York**. Some courses on American Civilization now begin with the study of the automobile. How did we come to be so dependent in our patterns of living, working and relaxing on wheels and the internal combustion engine? This study of Robert Moses, the highway system, and the growth of American suburbs tells us a good deal about how this new civilization was created.

Robert L. Heilbroner, **An Inquiry into the Human Prospect**. This is about the future that grows out of an analysis of the past. Its perspective is neo-Malthusian, Hobbesian and hence pessimistic with respect to the limits of available resources, the individual and social competition for them, and the more politically controlled and centralized societies which we will be pushed to create. Pessimism is only cheap when it is detached from an historical appreciation of our present condition.

David M. Potter, **People of Plenty: Economics, Abundance,**



CMU Goes to the Circus!

Pittsburgh Civic Arena
Sunday, November 18, 1979
6:00 p.m.

*Proceeds will be used to supply uniforms
for the 80-member Kiltie Marching Band.*

Prices: adults \$4
children \$3
students \$3

To order tickets: send check, payable to
"CMU Kiltie Band Fund" 15
to the Alumni Association,
Carnegie-Mellon University,
5000 Forbes Ave.,
Pittsburgh, Pa. 15213.

If you cannot come to the circus, your donation
to the Kiltie Marching Band
will be gratefully received.

Jack Purcell (A'41)
Chairman

*The CMU circus night is sponsored by the
Pittsburgh Men's Clan, the Pittsburgh Women's Clan,
the Student Alumni Relations Council (SARC),
and the Student Activities Office.*

and the American Character. The generosity and openness, indeed the expansiveness, of our national temperament owes much to the abundance that has marked our historical development as a nation. It is difficult to forecast the likely effects of resource constriction on our temper and behavior without a sense of this dependence. This work has lost none of its timeliness.

Garry Wills, **Inventing America: Jefferson's Declaration of Independence.** American optimism is not a function of our resources alone. Jefferson was a figure of an optimistic age of enlightenment that believed in natural law, natural rights, a citizen's capacity for reason, and the reality of enlightened public opinion. Our society bears the mark of this legacy.

Michael Kammen, **A Season of Youth: The American Revolution and the Historical Imagination.** Some of the difficulties Americans have in understanding the process of revolution elsewhere are explained by this psycho-social and imaginative study of how our historical fiction has dealt with the American Revolution. Bad novels can yield good insights.

Joel Tarr

In this list I have focused on urban and technological history.

Daniel Boorstin, **The Americans** (3 vols.).

Daniel J. Kevles, **The Physicists.**

Elting E. Morrison, **Men, Machines and Modern Times.**

Nathan Rosenberg, **Technology and American Economic Growth.**

These four books are concerned with the development of science and technology in the United States, and their impact on society.

Sam B. Warner, Jr., **The Private City: Philadelphia in Three Stages of its Growth.**

Roy Lubove, **Twentieth Century Pittsburgh.**

Robert A. Caro, **The Power Broker: Robert Moses and the Fall of New York.**

All three deal with the development of the American city.

Robert Wiebe, **The Search for Order, 1870-1920.**

Robert Wiebe, **The Segmented Society.**

Two interpretive studies of the American experience.

Tickets Available for Fairless Lectures

The annual Benjamin Fairless Lectures will be held in the Ballroom of Skibo on Wednesday, October 24, at 5:30 p.m. This year's lectures will focus on corporate governance under the title, *Power and Accountability: The Changing Role of the Corporate Board of Directors.* Speakers will be Harold M. Williams, chairman of the Securities and Exchange Commission, and Irving S. Shapiro, chairman of the E.I. du Pont de Nemours & Company.

Free tickets to the lectures are available to alumni. Write to the Public Relations Office, Carnegie-Mellon University, Schenley Park, Pittsburgh, Pa. 15213. Telephone: (412) 578-2900.

"Engineering is Tough Enough in English — But in French ..."

"Learn while you travel abroad." "Earn college credit on your summer vacation." These are the notices that catch the eye on university bulletin boards, advertising the numerous opportunities available for spending a summer or a year in Europe while studying towards a college degree. Through CMU's exchange program with the Ecole Polytechnique Federale de Lausanne (EPFL), just such an opportunity is made available to the technical student. For me, it was the high point of four years at CMU.

Lausanne is ideal for the foreign student. It is large but not overwhelming. It is also a train center from which one can reach any point in Europe. For me, the best thing about Lausanne is its location on Lake Geneva. Having a lake in your backyard is very pleasant, whether you like swimming, or sailing, or just walking along the shore on a sunny afternoon.

The lake was the center of our activity. Not a nice day would go by that we weren't down at the water, watching the tourists, a pleasant passtime, since we didn't consider ourselves to be among them, or checking out the sailboats at Ouchy, or simply taking in the view of France and the Alps across the water. Lausanne's elegant shops are always good for hours of window-shopping, and the pastry shops demand superhuman resistance to escape their temptations.

The Centre Universitaire Catholique (CUC) is the student house where the eight of us participating in the program for the 77-78 school year stayed. It is convenient to the train station, or maybe not so convenient, if your room faces it: *Train direct pour Geneve, sans arrete jusqu'a Morges. Attention a la fermeture des portes automatiques* shatters the still lake air at 2 a.m.

16 Like all of Switzerland, Lausanne is quiet. The two-hour noontime break is an honored ritual. The press of the American city is not felt here. The emphasis is on enjoying a secure, comfortable life, and a relaxed atmosphere is everywhere, including the school. The home is important, and people are generally less willing to move far from home for a job, preferring to stay close to their roots.

Probably the largest obstacle to American students considering this program is the language. Science and engineering students are not known for their ability or willingness to speak a foreign language, let alone to try to follow courses in one. My own preparation included four years of French in high school, then two courses at CMU, after I knew that I would be going to Switzerland. These courses gave me a latent French vocabulary and a knowledge of basic grammar. It is surprising how quickly many of those old vocabulary words resurface with a little use. A big boost to my confidence came my first day in Lausanne, when I asked directions to the CUC, and was understood.

Another obstacle is the difference in teaching methods and curriculum. Courses do not always correspond one to one with those at CMU, and problems with getting credit for specific CMU courses, and covering the necessary material are the responsibility of each student. In mechanical engineering, we were able to follow the normal third year courses at EPFL, with few problems. The main difference in curriculum was a

During the past three years, the Undergraduate Exchange Program between CMU and the Ecole Polytechnique Federale de Lausanne (Switzerland) has offered international educational opportunities to 52 students in engineering and applied science.

strength of materials course that we missed, and made up in our senior year at CMU.

The material covered in each EPFL course is usually bound in a "polycopie," a text written by the professor of each course. They vary in content and readability according to professor, but in general are very good, especially when supplemented with class notes. One drawback is that no supplemental material is included; each contains only the material specifically covered in the course, unlike conventional textbooks which have much extra, usually more detailed information. They are, however, less expensive than textbooks.

The EPFL programs are more rigid than CMU's. Because third year mech. e. students must take a set of required courses, we were with the same group of roughly forty students in all of our classes. The only electives are humanity courses, which are more like seminars, and don't count towards the semester grade. In addition, there is an extensive selection of physical education courses offering skiing, mountain climbing, diving, and windsurfing, among others.

In the summer semester, we took less of the normal course load required of EPFL students. The reason for this is simple — the weather. In fact, the three of us in mech. e. had been taking the course *regimes transitoires, similitude*. Then on one especially sunny day, we were down on the beach soaking up some rays during the lunch break. Two o'clock came, time for class, and the three of us, in a burst of inspiration, took a unanimous vote to drop the course and stay at the lake for another two hours — an outstanding example of the power and utility of democracy. The moral is, we were there to study mech. e., but if that's all we were going to do, we could have stayed at CMU.

At EPFL, more of the learning is left up to the student. There are fewer exams, fewer homework assignments, and in general, less pressure to perform. There are the large *propedeutiques*, exams at the end of the first and second years, then the final examination for the diploma at the end of four years. It is up to the student to keep up between these. To me, this was the nicest part of the Swiss system — the relaxed atmosphere in the school. It is a carry over of the more relaxed Swiss lifestyle. The student is not competing with fellow stu-

dents for grades or for jobs at graduation. Self motivation is more important than grade motivation. Material is presented on a more theoretical, mathematical basis, in contrast to the practical, problem-solving approach at CMU. Basically, at CMU, we work with specific examples, and from these learn to infer a more general method that can then be applied to similar problems. At EPFL, the overlying concepts are presented, then these must be adapted to specific applications. I found the new approach to be refreshing in its generality. Regardless of which method is preferred, a new outlook is always conducive to learning, and that is the main benefit of a different educational system.

Some courses that we took do offer material that is not presented at CMU in the normal mech. e. curriculum. In particular are the courses *machines et installations electriques, I & II, microtechnique, similitude, and technique des mesures*. I found the material in these courses to be worthwhile and interesting, especially the in-depth material on the functioning of electric motors. The laboratory work is also worth special mention. Since it is a federally supported school, EPFL can afford the outstanding, up-to-date facilities which dazzled all of us from CMU.

It took us a little while to get to know the students in our class. This was largely because the three of us in mech. e., formed a little American clique, a natural reaction but not a good one. By Christmas we had made some friends in the class, and the friendships grew as the year went on.

After a few months, school is still school, whether in Pittsburgh or in Switzerland. The novelty of speaking and learning in French wore down after a while, although slowly, and there I was again, taking notes and studying and doing homework. But even at this point, I had something to fall back on — I was in Europe, and I could travel and see things that I had never seen before. The main travel times for me were the weekends in the two months before school began, Christmas vacation, Spring vacation, and after school closed in July.

I had little idea of what to expect from my year in Switzerland. Right up until I got onto the plane that was to take me away from home towards adventure for one year, I didn't really believe that I was going. No amount of catalogs, French courses, and meetings with those who had been there could begin to make me understand what it would be like to study mechanical engineering in Lausanne, Switzerland. The eight of us who were there in 77-78 were as diversified a group as one could hope to find, yet there was a common element in all of us that enabled us to leave the security of CMU, and go to a school where we would have to study and carry on our everyday lives in a foreign language. "You must be crazy; engineering is tough enough in English, but in French . . ." For me, the rewards were positive: an increased self-confidence from being forced to act on my own in unfamiliar surroundings, a better understanding of people from encountering many different cultures, and a better understanding of engineering from seeing it presented in a new light. If I had it to do over again, it would take no prodding to get me onto that plane.

— Dan Haworth

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\$1,599 per person

Overnight optional excursion and reserved seats to the Passion Play — \$200 per person.

Further details: Alumni Association, Carnegie-Mellon University, 5000 Forbes Avenue, Pittsburgh, Pennsylvania 15213.

Alumni Invest in CMU's Future

Gifts to the university during the 1978-79 academic year amounted to \$6,737,405. Of this amount, alumni and alumni trustees contributed \$1,459,308, corporations \$2,951,108, foundations \$1,758,563 and non-alumni trustees, faculty, staff, and friends \$568,426.

The gifts of CMU alumni and alumni trustees continued the upward trend shown in previous years. Alumni can be proud of this contribution. Their support enables the university to maintain its front rank while keeping tuition competitive.

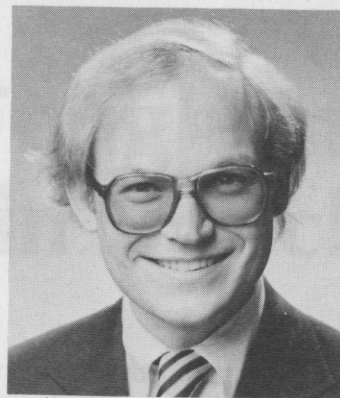
A statistic that is most meaningful is the contribution gifts and grants make to the educational and general operating budget. CMU, like any person, family or business, gains its greatest flexibility meeting its needs when it can make the decision where its income is to be spent. This year the contribution was \$2,091,400, an increase of \$159,500 over last year. This growth signifies the confidence that alumni and friends of CMU have in the university's management. We are doubly proud to report that this contribution was added to the endowment for investment while the administration showed an operating surplus of \$41,000. As we enter into an era where the pool of students going on to colleges or universities, especially private universities, has shrunk appreciably with little sign of any change in this century, endowment will have to continue to increase so that CMU can maintain its high standards. Our donors can be proud that over \$2 million could be invested in CMU's future.

Investments in Progress/Alumni Challenge

The Investments in Progress campaign, under the strong leadership of John Swearingen (E'39), chairman, and Mac Connan (E'39), chairman of the Alumni Challenge, continues to move toward its goal of \$100 million. This year, new gifts and pledges totalled \$10,035,000 making it the second largest year of the campaign. To date fifteen areas have exceeded their goals with the Minneapolis/St. Paul area, under the leadership of Larry Kurzweil (AM'77) and Bill Lombardo (HS'75), and the Princeton area, under the leadership of Jon Parker (PM'63), topping the list by exceeding their goals by 214.5% and 140.9%, respectively. Hard work by hundreds of alumni has made this record possible. With a little more work and a lot of good luck the other areas will reach their goals shortly.

Thousands of alumni have shared the large task of raising funds and giving vital support to CMU programs. Their help is greatly appreciated. There are innumerable instances of how alumni have helped with important corporate calls, served in Clans throughout the nation, helped in rejuvenating the Kiltie Band, and on and on. In short, we couldn't progress without you. But like a debt of love which once repaid is owed again, we look forward to again receiving your support and do hope that the 1979-80 report will make you increasingly proud of your university and the part you play in supporting it.

Alvin P. Brannick, *Director of Development*
Robert G. McCurdy, *Director of the Alumni Challenge and Associate Director of Development*



Effective July 1, 1979, **Tom Moore** became the director of the CMU Fund. Tom has been working on the Alumni Challenge campaign for the past two years and knows many of our alumni.

Kim Susko, a 1978 graduate of Carnegie-Mellon, is working with Tom. Her responsibilities include the complete phonathon program on a national basis. She will be asking for alumni support in major cities through the country.

ALUMNI CHALLENGE PERCENT OF GOAL REPORT As of June 30, 1979

Clan	Goal	Dollars Raised	% of Goal
Minneapolis/St. Paul	\$ 10,000	\$ 21,577	214.5
Princeton	25,000	35,245	140.9
Houston	30,000	40,987	136.6
Suncoast (St. Pete/Tampa)	25,000	33,369	133.4
Chicago	50,000	63,859	127.7
Detroit/Toledo	59,000	71,310	120.8
St. Louis	25,000	30,470	121.8
Goldcoast (Ft. Lauderdale/Miami)	60,000	68,339	113.8
Cleveland	60,000	71,430	119.0
San Francisco	60,000	66,421	110.7
Washington, DC	115,000	126,047	109.6
Phoenix	15,000	15,735	104.9
Hartford	30,000	31,468	104.8
Cumberland Valley/ Harrisburg	25,000	25,580	102.3
Dallas/Ft. Worth	25,000	25,058	100.2
Pittsburgh/East Hills	187,000	186,169	99.5
San Diego	10,000	9,787	97.8
Fairfield	40,000	38,975	97.4
Pittsburgh/South Hills	165,000	157,984	95.7
Ft. Myers/Naples	5,000	4,455	89.1
Boston	36,000	30,886	85.7
Baltimore	25,000	21,255	85.0
West Coast Drama	35,000	29,422	84.0
Atlanta	15,000	12,095	80.6
Pittsburgh/North Hills	150,000	117,223	78.1
Northern New Jersey	60,000	45,877	76.4
Cincinnati/Dayton	15,000	10,955	73.0
Westmoreland County	60,000	42,871	71.4
Denver	10,000	6,607	66.0
Pittsburgh Drama	5,000	3,265	65.1
Long Island	30,000	19,203	64.0
Youngstown	18,000	11,500	63.8
Philadelphia	110,000	67,877	61.7
Westchester	40,000	24,435	61.0
Rochester	25,000	13,354	53.4
Columbus	10,000	5,160	51.6
Los Angeles	90,000	35,420	39.3
New York City	60,000	21,931	36.5
Buffalo	35,000	12,045	34.4
New York Drama	10,000	520	5.2

Personal Mention

Benno Bernt (IA'54) is president of the Ray-O-Vac Company which recently moved its world headquarters to Madison, Wisc. Ray-O-Vac has 27 plants and marketing operations in 14 nations. In his Notebook column, the editor of the *Wisconsin State Journal* spoke of Bernt's early life: "He was born in Bielitz, Austria, which later was shunted into Communist Poland, leaving him in 1945 at age 14 with his family as the Russian army neared.

"The family moved to Salzburg, Austria, where the teen-age boy became a serious musician and played the string bass with the Salzburg Mozarteum Symphony Orchestra. . . . He also thumped the bass in a jazz group on the side, meeting some of the many Americans in Salzburg at the time and learning to speak English. He read a book, *My Life and Work* by Henry Ford, that fascinated him and helped shape his career, as did the direction given by his father, a construction firm manager."

The culmination was a decision to complete his schooling in America. He arrived here in 1953 with \$50 in his pocket, no friends or relatives in the new land, but with a Fulbright Scholarship to CMU's Graduate School of Industrial Administration.

Allan Topol (S'62) had the good fortune to publish his first novel, *The Fourth of July War* (Morrow), which deals with the Mideast oil crisis and its effect upon the United States, at a time when the Shah of Iran's throne was getting shaky. Although Topol's is one of 3,000 first novels published each year, it sold out its first printing and a second printing is on the way. *The Miami Herald* says that Topol was successful because he "studied the book market, picked his topic accordingly, then went about writing and selling just as any thorough Washington lawyer might."

Topol, partner in one of Washington's largest law firms, began writing during the first Arab embargo. He wrote on weekends, on vacations, and especially on airplane flights as he flew around the country on his law firm's business. "The long chapters in the book are from his

flights to Seattle, the short ones from flights to Boston," jokes his editor, Howard Cady. Warner Brothers has an option on the filmrights.

At the prestigious Tony Awards last June 4, two drama alumni won the coveted trophy: **Eugene Lee** (A'62) for his work in scenic design in "Sweeney Todd;" and **Roger Morgan** (A'62) for lighting design in "The Crucifier of Blood."

Readers who have not been in their favorite printing establishment in years may be surprised to learn that printing today is a science rather than a craft. At a recent meeting of printing executives, **Edward (Ned) Evans**, head of CMU's Graphic Communications Management program, noted that his students are taught printing processes "in a science lab environment rather than as a shop course. These lab courses are preceded by prerequisites of a year in chemistry — both physical and organic — and a year in physics taken from a selection of

CMU's very well known engineering and science schools."

The most recent children's book authored by **Elaine Lobl Konigsburg** (MM'52) is *Throwing Shadows*, a collection of stories centering around the theme of the acquisition of identity. The book is dedicated to **A. Fred Sochatoff**, emeritus professor of English, who was Ms. Konigsburg's teacher in the only writing course which she took at CMU.

The Graphic Suite, a Pittsburgh-based advertising agency composed of **Ronnie Savion** (A'77), **Philip Elias** (HS'78) and **Julian Singer** (HS'78) recently produced a mini-musical television commercial on behalf of radio station WAMO that appeared on four Pittsburgh channels. Lead dancer in the film was Tamara Tunie, a CMU drama student. Choreographer was Myron Nadel, visiting associate professor of drama.

Soon after giving degrees to almost 1500 students at CMU's commencement



Dr. Cyert presents Achievement Award to Dr. Mao

The man who received the first doctorate from Carnegie-Mellon, and who later became the foremost bridge designer in China, returned to CMU for a nostalgic visit on June 28.

Dr. Mao Yisheng (Thomson Eason Mao) received the first doctorate awarded by the then Carnegie Institute of Technology in 1921: a Doctorate in Engineering for his research on secondary stresses in framed structures.

Now 83 years old, Mao was visiting the U.S. under the auspices of the Engineers Joint Council. He led a small delegation studying the design and

operation of museums with the goal of building a new museum of Science and Technology in Peking for the People's Republic of China.

Mao was accompanied by his daughter, Mao Yiyens, who served as interpreter. Another daughter, Lillian Mao Tang — a long time resident of Bethel Park — joined him for the CMU visit.

Mao is the author of a recent book: *Bridges in China: old and new*, published in 1978 by the Foreign Languages Press in Peking, China, and distributed in the United States by the China Books and Periodicals, Inc.

ceremony, **President Cyert** went to Waynesburg College, 50 miles south of Pittsburgh, where he received the honorary degree of doctor of law and gave the commencement address. Two weeks later he was the commencement speaker at Westminster College in New Wilmington, Pa., where he received the honorary degree of doctor of science.

The April, 1979, issue of the *American Psychologist* notes that **Bruce Victor Moore** (HS'21) was the "first person to receive the Ph.D. in industrial psychology in America. It was awarded to him in 1921 by the Carnegie Institute of Technology, now Carnegie-Mellon University.

"For his dissertation he devised a successful method for placing engineers in design or sales work for the Westinghouse corporation. This involved the development of the first vocational interest test."

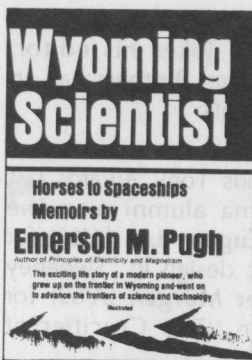
In 1920, while completing his graduate work, Moore was made assistant professor of psychology at Penn State. By 1928 he had attained the rank of full professor and was head of the psychology department. Under his guidance the department grew to be one of the best in the country. When a new psychology building was completed at Penn State in 1969 it was named the Bruce V. Moore Building.

Moore died in 1977.

Former students and colleagues of **Emerson Pugh** (E'18) will be delighted to learn that his autobiography, *Wyoming Scientist — Horses to Space Ships* (Extension Press, \$15), will be in the bookstores early in September. Pugh was a member of the Physics faculty from 1920 to 1965.

Although he was instrumental in developing the World War II anti-tank weapon, the bazooka, and is the discoverer of the Extraordinary Hall Effect in ferromagnetic materials and developer of the band theory for the Ordinary Hall Effect in ferromagnetic alloys, Pugh stresses that he kept the non-academic reader in mind as he wrote the book. The "only mildly technical section," he says, is the discussion of the bazooka. He explains how it has been improved since World War II to help increase yields from deep oil wells.

The Pugh family are no strangers to publishing. In 1960, Prof. Pugh and his son **Emerson** (S'51) co-authored *Principles of Electricity and Magnetism* which went into a second edition in 1970. A Spanish translation also appeared. In 1965, he and **George H. Winslow** (S'38) of the Argonne National



Laboratory published *Analysis of Physical Measurements*. Two years ago, Pugh's son **George** (S'50) published *The Biological Origin of Human Values*, a major work that starts with the premise that the fundamental human values that philosophers and theologians have been discussing for centuries are innate, a product of man's evolution and genetics. *The Christian Century*, a religious journal, noted that if Pugh is correct, "he has set forth a description of how God has programmed us for ethical behavior."

In a feature article on Nobel Laureate **Herbert Simon**, *Joe Brown of the Atlanta Constitution* notes Simon's careful use of time:

Simon believes that the hardest task facing decision makers these days is wading through the mounds of information available to isolate what facts are pertinent.

He argues that in "our information-rich world" the most useless conglomeration of data is the daily newspaper — although he confesses to enjoying the comics. His main criticism of the press is that it inundates the average reader with information about things the reader is in no position to do anything about.

"Gradually, I shifted from reading the daily newspaper to reading the weekly news summary in the *Sunday New York Times*," said Simon. "And then I asked the same question about that because even that takes a good chunk of my Sunday, which is about the only day I have left to get any work done.

"And so, I asked myself about that. And then I found a monthly news source — that seemed pretty good at the beginning. And then I wondered a little bit about how much I was using of that. And then I found a splendid solution," said Simon.

"I buy the World Almanac. It's a splendid information device and nowadays it has a pretty good index. In the old days the index was pretty lousy. So I have solved my problem of updating my store of information about the world," he said.

"But you'll say, 'Well gee, sometimes something happens that you really want

to know about,'" admits Simon. "And the answer to that is that if something happens that you really want to know about, your friends are going to tell you about it before you sit down to lunch.

"Not only that," adds Simon, "you'll get extra brownie points for allowing them to have known it first."

Ken Jones (E'73), a nuclear engineer at the Westinghouse Nuclear Center in Monroeville, Pa., recently bested a field of over 1,300 aspirants vying for 17 White House Fellowships. As a Fellow, Jones will work with top policy makers on President Carter's and Vice President Mondale's staffs. He will also assist various cabinet members.

His wife, Linda, an attorney with the law firm of Titus and Marcus, and their newborn son, Stanton, will accompany him to Washington.

The College of Fine Arts' Kresge Theatre has a new computerized lighting system which is based around the PDP-8/E mini computer developed by Gordon Bell of the computer science department. Called "Autocue," the new system has been described as the most advanced theatrical and television lighting control system available today.

Two alumni worked to install the system. **Peter Tuteur** (A'79) spent the past semester with the Skirpan Lighting Control Corporation as an intern coordinating many of the details of the CMU system. **Thomas S. Young** (E'74) is the manager of Skirpan's engineering department.

Not too many years ago, **Robert Foxworth** (A'65) — currently starring with Talia Shire in the suspense movie "Prophecy" — was struggling for passing grades in his Houston, Texas, high school. "Then, as I guess it happens to almost everyone," he told the *Chattanooga Daily Times*, "a couple of people took me in hand, an English teacher and a drama teacher, and encouraged me to write and to act." With his goals quite clear, he came to CMU and made the dean's list. Following graduation, his career has had a steady rise from off-Broadway productions to television and then into movies. "Prophecy" is his most important role to date. (He plays an environmental agency doctor who, with his wife, becomes involved in unbelievable terrors in the dark forests of northern Maine.) His work in "Prophecy," predicts the *Daily Times*, "should establish the handsome, brown-haired, bearded Foxworth as a solid motion picture star."

William Dillon (IM'67) has been named treasurer and business manager of Chatham College in Pittsburgh. For the past several years he had been director of Auxiliary Services at Carnegie-Mellon.

* * *

William F. Elliott, vice provost for Enrollment Planning, has announced the appointment of **Barbara A. Richardson** (HS'74) as director of the Carnegie-Mellon Admissions Council (CMAC). Richardson was formerly associate director of the university's Alumni Challenge Campaign.

Elliott emphasizes the important role that alumni play in CMU's recruitment efforts. "Colleges and universities are becoming increasingly competitive in their efforts to recruit well qualified students," he says. "The personal attention that an interested, informed alumnus or alumna gives to a prospective student can be a crucial factor in that student's decision to apply, and later to enroll, at Carnegie-Mellon."

Richardson's first responsibility will be to establish an open line of communication with CMAC alumni.

Plans for the immediate future include revision of the CMAC Advisors' manual, recruitment of a national CMAC Advisory Committee, and the involvement of more recent graduates in the program.

If you have questions about CMAC or would like to volunteer, please call Barbara Richardson at (412) 578-2084.

* * *

Dan Green (E'33) is a man with a lot of energy and a lot of ideas. Although he retired from Mine Safety Appliances in 1970, his small workshop in the basement of his Penn Hills (Pa.) home is crammed with on-going projects.

Early in 1978, Dan met Mike Chakiris, a Pittsburgh Press photographer who was interested in reviving for commercial use

the once popular stereoptican-view machine. Such machines once were fixtures in penny arcades. In his younger days Dan had been an amateur stereoptican photographer, and when he heard that Mike wanted to build a coin-operated machine that would meet modern standards, he was intrigued.

Although Mike had collected drawings of early machines from the Patent Office, Dan dismissed them as unnecessary. He wanted to start from scratch. With Mike he located a one-hundred-year-old machine and methodically took it apart. He then built his own, which Mike says is superior to any of the famous antique models he has seen at the Smithsonian or Eastman Kodak Museums.

One fault in the old machines was that the tapes holding the slides would deteriorate causing frequent breakdowns. Another was that the machine's mechanism was noisy. Dan replaced the old-style rack with one that had the card, rack and turning mechanism in one unit, thus simplifying maintenance and eliminating noise.

Two machines have already been installed in the Pittsburgh area, one at the top of the Mt. Washington incline, and the other on the Gateway Clipper. The photographs, taken by Chakiris, are of Pittsburgh scenes.

Dan and his wife have two sons and a daughter. Alumni in the family are a son, **Charles** (E'61) and a son-in-law, **Larry Miller** (A'72).

When asked who was the best teacher he had at CMU, Dan says immediately, "Borden Hoover. He was the best math teacher I ever had, and he was both a teacher and friend." (Hoover retired in 1964 and lives in Caney, Kansas.) Another favorite was Edwin A. Whitman (retired in 1952; died in 1971) who taught freshman algebra. Dan met Whit-

man by chance almost twenty years after his graduation, and was surprised that his old professor still remembered him.

Dan used to be a spelunker — an explorer of caves — and visited unchartered caves with Hugh Young, professor of physics. The first cave Dan explored eventually became Laurel Caverns. In his spelunking days, Dan was a member of the Pittsburgh Grotto, an association of cave explorers that includes many alumni.

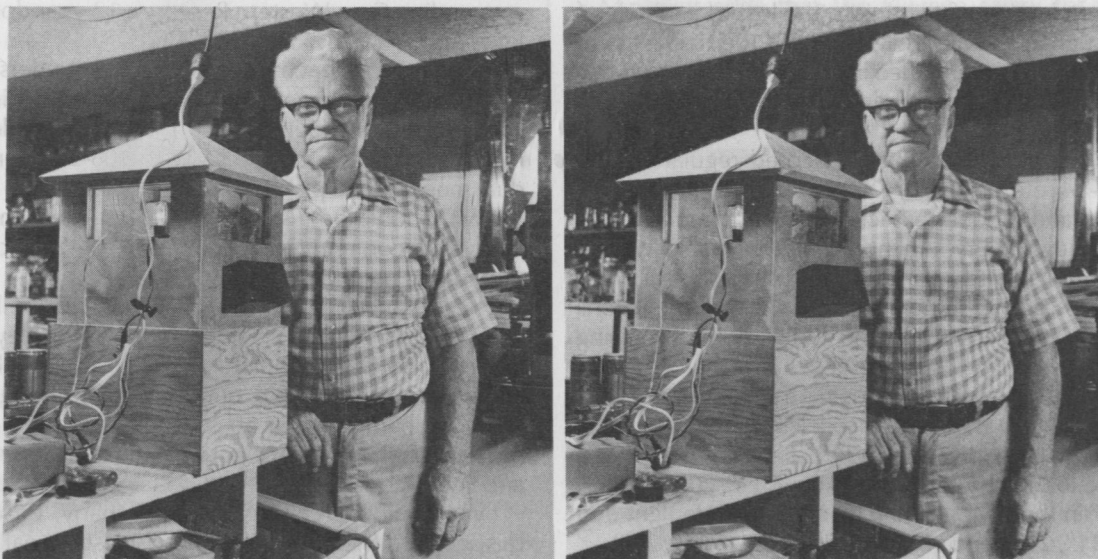


Maxwell H. Connan (E'39) assumed the ACS presidency on July 1.

A CMU trustee and chairman of the IIP Alumni Challenge, Mac continues to be deeply involved in the personal solicitation of major donors to the \$100 million campaign. He and his wife, Gloria, have crisscrossed the country for two years to be present at 45 of the 48 local kick-offs.

Mac plans to maintain close contact with members during his presidency, through personal calls and frequent messages to the membership. "I hope to write personally to each ACS member at least once during my year in office," Mac notes.

Howard Joynt (E'25) retired as ACS president on June 30 after having led the society to its highest membership, 294, 21 and the greatest net growth, 34, in the seven years since the society was founded.



If you have a hand-viewer, this stereoptican picture of Dan Green can be pasted on a card and viewed in three dimensions.

A National Football Championship This Year?

FOOTBALL: Tartans Stuck on National Title Dream

Even a season-ending 31-6 loss to Baldwin-Wallace in round two of the post-season playoffs couldn't tarnish the success enjoyed by the Tartans and head coach Chuck Klausing in 1978.

CMU defended the Presidents' Athletic Conference crown it had captured a year earlier by leading the league in total offense and finishing second in overall defense. On the strength of this performance, the Tartans were invited to compete in post-season play for the first time since Carnegie Tech battled Texas Christian in the 1939 Sugar Bowl. CMU ended the 1978 season at 9-2-0 and ranked third nationally among NCAA Division III schools.

The Tartans also garnered a number of individual honors. Klausing was named PAC Coach of the Year and — along with linebacker Rich Lackner — received a Pittsburgh *Post-Gazette* Dapper Dan award. *The Pittsburgh Press* placed Lackner, full-back Bob Gasior and tight end Tony DiGioia on its All-District team, while Lackner, DiGioia and defensive back Gus Sunseri earned Second Team Academic All-American honors.

Tartans also swelled the All-PAC squads, with Lackner, Sunseri, Gasior, DiGioia, guard Mark Green, middle guard Kerry Bove, and tackle Don Kaminski on the first team; quarterback Bob Kennedy and tackle Dickenson on the second team; and quarterback Rick Brown and linebacker Sal Fastuca receiving honorable mention.

Last season's achievements left Tartan fans dreaming of a national championship even as they filed out of the stadium at Baldwin-Wallace. And — as uncharacteristic as it might be for a head coach — Klausing seems to hint that the optimism is justified. "I'm looking forward to 1979," he explains with the kind of glow in his eye you'd expect from a man holding a winning lottery ticket. "This will be the most experienced team I've had here. It's the first group of players I personally brought to CMU."

Despite the graduation of six seniors, the loss of a couple of ballplayers through academic ineligibility and the tragic loss of wide receiver Jimmy Starr who died in an automobile crash this summer, the 1979 Tartans will overflow with experience and depth.

The nucleus of an offense that outscored regular season opponents 220-94 returns, led by Kennedy, (6'1", 190) a senior co-captain and standout quarterback who missed much of the 1978 season through injury. Anchoring the backfield will be Gasior, (5'10", 190) the team's leading scorer last year; Rick Leamon (5'7", 170), a solid senior halfback who led the Tartans in rushing in '77; and Perry Colosimo (5'11", 180), a bruising junior tailback.

One of the biggest offensive pluses for this season will be a nearly impenetrable line that started to jell in 1978. Its foundation includes four seniors: Green (5'11", 210), Kaminski (6'0", 225), Marck Rice (6'0", 220) and Gary Matz (5'11", 205).

Other "cogs" in the CMU scoring machine include tight end Greg Samsa (5'11", 214), and guard Jim Prencipe (5'11", 208).

Co-captain Sunseri (5'11", 173), Bove (5'7", 172) and Fastuca

Bob Prince to Broadcast CMU Football

Radio station WIXZ (1360 AM) will broadcast all Carnegie-Mellon football games this fall. Bob Prince, the former voice of the Pittsburgh Pirates, will handle the play-by-play action.

(5'10", 187) will direct the defense, along with senior end Mark Demo (6'1", 181), sophomore linebacker Ken Murawski (6'0", 188), senior tackle Mike Fausti (6'1", 225), junior nose guard Rick Arturo (6'0", 195) and junior end Pat Mechas (6'0", 190).

Other members of the "Plaid Curtain" include sophomore end Gary Drakulic (6'0", 200), junior linebacker Chip Miller (5'11", 189), senior linebacker Pat Olivo (5'11", 184), sophomore kicker Denny Postufka (6'1", 167), junior back Brian Renner (6'0", 185) and senior tackle Jerry Richie (5'11", 201).

The only area where the Tartans might suffer from "inexperience" is on the coaching staff where Klausing had to replace the departing Jerry Solomon, Sam Patti and Dave De Camilla.

Lackner accepted one position, along with Tom Nee, former head coach at East Allegheny High School, and Ray Tomb, who played for Klausing at Indiana State College and is a member of that school's all-time football team. These three newcomers join Gerry Mancini, Bob Hitchens, Ray Peters, Richard "Moe" Smith, and Bill Englert.

In sum, despite the challenge of a balanced league and barring any crippling injuries, CMU appears likely to grab its third straight PAC crown on its way to post-season play and a legitimate shot at the national title.

CROSS-COUNTRY: Looking for added distance between CMU and the PAC

The Carnegie-Mellon cross-country team shook the Presidents' Athletic Conference last season with a perfect 9-0 season, ending Case Western Reserve's 12-year dominance of the league.

In doing so, coach Gary Meckley's runners ended Case's undefeated dual meet string at 66 while building the Tartans' own stretch without a loss to 16. For Meckley, the season raised his 9 year totals at CMU to 108-20 overall and 74-6 in dual meets, while placing the Tartans in the top 15 nationally.

CMU should be just as powerful this season, with four out of five all-conference performers returning, to lead a squad dominated by underclassmen.

The Tartan 1-2 punch consists of Craig Woolheater, a senior All-PAC and All-East selection whom Meckley calls "a team leader," and Dario Donatelli, a junior honorable mention All-American. Donatelli is a question mark, though, since a foot injury has hampered his off-season training.

Two other All-PAC selections are sophomores Steve Bailey and Scott Kidd.

"We could be challenged by Bethany, Case or Allegheny this season," Meckley says, "but if we stay healthy and run like last year, we should repeat as PAC champs."

'79 Grads Have Record Placement Year

CMU's 1979 graduates have encountered the most favorable job market seen in over a decade, despite speculation of an impending recession. Over 370 companies held a record 9,904 interviews on campus, resulting in 53% more job offers to this year's graduates.

Average salaries were up in all disciplines, with electrical engineering and applied mathematics showing the largest percentage increases: 12.4% and 14.4% respectively. J. Dennis Ryan, director of Career Service and Placement, attributes the growing demand in these disciplines to the "burgeoning number of opportunities that are developing in computer-related industries."

Ryan believes that a number of reasons prompted the increased recruiting efforts by companies. "The reputation of Carnegie-Mellon and the quality of our graduates are certainly major reasons," he says. "In addition, many corporations that did little hiring in the early 70's are now actively recruiting to build their staffs and close the manpower gaps that have developed in their organizations."

One major exception to the increased opportunities is a lessening in government hiring. This has enlarged the existing depressed job market for liberal arts graduates, since the government is the single largest employer in this field. "Despite the government's lack of hiring," says Ryan, "our H&SS graduates show an increase of 86.2% in the number of job offers and a 12.2% increase in salaries over 1978 graduates."

Ryan adds that most of the H&SS graduates were employed in the private sector. "Based on comments by employers, the college of Humanities and Social Sciences is gaining recognition as a source of professionally and liberally prepared graduates who are equipped with many commonly sought, entry-level skills," Ryan continues.

C. Douglas Mintmier, assistant dean and director of Placement and Development for GSIA, concurs with Ryan. "This has been a dynamic year for GSIA. Our students received a record number of interviews, trip invitations and employment opportunities," he says. "But of greater importance, the mix of opportunities covered a wide range of industries, positions and geographic locations."

Mintmier adds that the average salary for GSIA graduates increased 12.9% this past year and that more students accepted staff positions which will lead to line management assignments within 18 months. "These students were clearly seeking general management careers instead of staff specialist careers," he comments.

"The demand by students and employers for the services of the placement office has increased steadily over the last few years," says Ryan. "While increased employer attention has come about partly in response to a healthy job market, a portion of this interest is a reflection on Carnegie-Mellon's reputation as a continuing source of career-ready young people."

While this year's placements are outstanding, next year's prospects are equally promising. Ryan notes that "We are already booked solid for campus interviews through next March, and we are still hearing from corporations that would like to recruit on campus."

— Susan Case

SOCCER: A full-time commitment to improve

The Tartan soccer team continued to improve last season under second-year Coach Gene Klein, posting a 3-3 conference record and finishing 6-5 overall.

This season Klein will have more time to build the soccer program, since Athletic Director Jim Banner has given him full-time status. It couldn't have happened at a better time, since Klein predicts 1979 to be a reconstruction year. "We looking for a winning season," Klein explains, "but we'll be predominantly freshmen and sophomores. If we find a strong goal scorer, we could have a highly successful year."

The Tartans lost seven lettermen to graduation, with six returning. Among the missing will be forward Keith Hordatt and defender Harry Brunache — both All-Conference performers. Klein hopes to build the team around sophomore defender Bob Messmer, another All-Conference selection; senior midfieldsman George Canepa, a four-year starter; and Colin Clement, a junior forward who Klein says has all-conference potential.

Two freshmen appear promising. They are Mike Minnock, a two-year All-WPIAL defender from Sewickley Academy, and Dave Jacobs, an All-WPIAL pick from Norwin.

WOMEN'S TENNIS: New Coach Hopes For Old Results

When Mark Bush replaced Peggy Russell as the coach of the CMU Women's Tennis Team, he didn't inherit an easy position. "All" the women did last season was to win six out of six conference matches and 10 of 12 overall. Marya Piasecki earned MVP honors from her teammates, while Jane Vasele-nak and Pat Weston earned berths on the All-Conference squad.

— Ron Cichowicz
Sports Information Director



On Tuesday, July 10, the Pittsburgh chapter of the International Association of Business Communicators presented an Award of Excellence to the Carnegie-Mellon Alumni News. The publication was praised for its "lively, informative content". The International Association of Business Communicators is the professional organization of editors, writers, public relations personnel and other specialists in private industry, government, and educational and service institutions.

Angel Jordan New CIT Dean

Angel G. Jordan, head of the electrical engineering department at Carnegie-Mellon for the last ten years, has been named dean of the Carnegie Institute of Technology, CMU's college of engineering.

Jordan, a member of the faculty since 1959, is a specialist in solid state devices, integrated circuits, thin films, joining of materials, coal mine electronics, gas sensing devices and systems, and environmental and biomedical instrumentation. He replaces Herbert L. Toor who resigned the deanship to return to research.

Under Jordan's leadership, CMU's electrical engineering department has become a national leader in engineering education, achieving a ranking among the top eight EE departments in the country overall and among the top two or three in some specific research areas. Jordan recognized promising new areas for faculty research and assembled interdisciplinary teams to work in areas such as computer hardware and structures, optical data processing, computer-aided design, and magnetic devices.

A native of Pamplona, Spain, Dr. Jordan was an assistant professor at the University of Zaragoza, Spain, and assistant professor of electronics at the Naval Ordnance School of Madrid prior to joining the CMU faculty. He holds an M.S. in applied physics from Zaragoza and earned his M.S. and Ph.D. in electrical engineering from Carnegie-Mellon.

Rated as one of the most outstanding teachers in the department, Jordan was praised by President Cyert for his distinguished contributions as an engineer, teacher, and leader in engineering education as well as for the administrative abilities demonstrated while he headed CMU's largest engineering department. A leader in developing innovative, educational programs, Jordan has stressed coupling theoretical knowledge with practical, hands-on experience for students. "With the fast pace of technological change, we cannot teach our engineering students everything they will need to know in their careers," Jordan comments. "So we expose them to actual engineering situations, which can be used as a vehicle for the acquisition of new knowledge. If exposed to a sufficient number of engineering situations, students will learn for themselves and be forced to exercise creativity through problem solving, thus preparing themselves for a future in which they can continue to learn."

Dr. Jordan is a Fellow of the Institute of Electrical and Electronic Engineers (IEEE) which cited his "educational leadership in the field of solid state device research" in 1977 when he received this prestigious honor. He has also received the NATO Senior Scientist Award for his interaction with researchers in England and Sweden on the development of gas sensing devices and safety systems for coal mines; and an Award for Exceptional Achievement from the University of Zaragoza, Spain. In addition to the IEEE, Dr. Jordan is a member of the American Physical Society, the American Association for the Advancement of Science, and other scientific and honorary societies.

Architects Design Solar House

A newly-completed solar energy demonstration house located in the South Oakland section of Pittsburgh, is a joint project of CMU's Advanced Building Studies Program, the city's Urban Redevelopment Authority, and Community Human Services of South Oakland. Part of Mayor Caliguirri's larger Renaissance II efforts, the house is one of several pilot programs in Pittsburgh that will test the feasibility of solar heating in the inner city.

Both the solar system and house were designed by Advanced Building Studies students. "Our goal," says Volker Hartkopf, director of the program, "was to create a house capable of using solar power for most of its needs. This involved accounting for the lack of sunshine and severe winters in Pittsburgh. If solar power can work here, it can work anywhere."



The Solar House

The house's active solar energy system is composed of solar collectors which perform much like mini-greenhouses. Collectors have a small air space sandwiched between a clear plexiglass cover and a black metal plate. As the sun comes through the plexiglass and warms the plate, air is forced over the plate and is also warmed. From this point, the air is either circulated through the house as heat or channelled to a heat reservoir of rocks in the basement to be used at a later time. Although the solar system can provide 75% of the required heat, Pittsburgh's lack of sunshine and severe winters necessitate an electric heat back-up system to provide the balance. A southern exposure allows the winter sunshine to come through the windows, thus providing more heat during the cold months. To prevent the hot summer sun from coming in, platforms were placed outside the windows to shade them.

The architects have also taken the neighborhood's characteristics into account in their planning. "We designed the house so that the roof lines and exterior of the building matched others in the neighborhood," says Hartkopf. "We felt it was important to integrate the house into the neighborhood, so that people would realize that solar energy does not produce a solution to the high cost of energy that is incompatible with existing neighborhoods."

The house was intentionally built in a low-income neighborhood. "Here in Pittsburgh, we've got to begin to address low and moderate-income families who are hardest hit by rising energy costs," says Stephen George (A'58) executive director of the city's Urban Redevelopment Authority.

Clan News

THE CLEVELAND CLAN held its spring picnic at the May's beautiful home in Lakewood again this year and more than 50 men, women and children attended.

Later in August the Clan went to Berea for a dinner and to see the musical, "Mame." In November the clan will visit the Hofbrau for Octoberfest.

We urge alumni to make their 1979 membership to Lee Kline (E'25), our fine treasurer, in order to receive the reminder for the monthly luncheon and other letters.

Our first luncheon downstairs at the Cleveland Engineering Society is Friday, September 14.

* * *

THE DALLAS-FORT WORTH CLAN held its spring party on June 3rd at the home of Stephen (E'66) and Sharron Sadacca. More than 30 people enjoyed an afternoon of good food, good conversation, and a lesson in Scottish folk dancing. If you would like to help plan future Clan activities please contact Perry Zidow (S'75). Home: 214-699-8487 or work: 214-661-2800.

* * *

We are saddened to report the passing of *Donald G. Lightner*, (E'40), president of the San Diego Clan, on July 13. Don's dedication to his alma mater was exceptional. He was always quick to respond to any request from the university. His efforts in San Diego played an important role in the reorganization of the Clan. Most recently he served as area chairman of the Alumni Challenge portion of the Investments in Progress Campaign. His unselfish dedication was an inspiration to his fellow alumni and members of the university staff.

* * *

THE GOLD COAST CLAN meets on the second Thursday of each month year round at the Harris Imperial House in Pompano Beach, Florida. No reservations are needed for the buffet luncheon at 12:00 noon.

Officers for the 1979-80 year were recently elected.

President — Leslie C. Schweitzer (E'23)
Vice President — Stanley Kothe, Jr. (E'55)
Secretary — Mary Belle Kerr Burnett (M'25)
Treasurer — Mary Louise Stolzenbach (M'24)

To get to know each other better, Clan members have been taking turns in presenting one of their interests or hobbies as a program at the monthly meeting.

Kent (I'18) and Marguerite (M'18) Duve presented a delightful program recently on one of their hobbies — the growing of Hibiscus. Even though they live in an apartment, they garden a small plot and have developed two new varieties. Their awards and prizes are many for they participate in many Hibiscus shows in and around S. Florida.

At another luncheon, Frederick Rossini (E'25) who recently moved to the area discussed "Some Problems of the Environment."

Emma Bell Hauch (M'24) and her sister Kathryn told the group about a delightful trip they had in the spring on the Steamboat "Delta Queen."

As a hobby, Floyd Trump (E'20) has been reading the Bible, then condensing it into a simpler form for his own use. After two years years and at least two readings, he has almost finished the Old Testament.

THE LOS ANGELES CLAN members visited the historic Merle Norman Private Musuem in San Sylmar on Saturday, April 28. Fifty members attended. Highlights were the collection of completely restored antique custom automobiles, player pianos, and organs.

The Clan board of governors with Clan President Jack Barenholtz (S'65) presiding, met May 21 at the Caltech Faculty Club to elect officers for the term, 7/1/79 to 6/30/81, and to plan next year's events. The new officers are:

President — Ellen Greenberg (H'73)
1st V.P. and Pres. Elect. — Gordon M. French (IA'61)
2nd V.P. and Prog. Chair. — William A. Johnson (E'70)
Secretary — Donald S. Williams (E'62)
Treasurer — David M. Loop (E'52)

Reserve Saturday, November 3 for the Regimental Band of the Royal Marines, and the Pipes and Drums of the Black Watch at the Forum in Inglewood. Details will be mailed to members around September.

* * *

THE PITTSBURGH MEN'S LUNCHEON CLAN held an election on June 11, 1979. The following were unanimously elected to their respective offices:

President — Charles A. Jones (E'44)
Vice President — Ralph W. Yearick (HS'74)
Secretary — Wilson Cox (I'32)
Treasurer — Daniel J. Smyers (E'59)
First Year Director — Marcel M. Fertig (E'45)
Second Year Director — Earl H. Rothfuss (E'67)
Third Year Director — Ralph B. Martin (E'41)

The first meeting of the 1979-80 Clan year will be the annual sports luncheon in the Pittsburgh Press Club on September 17. The guests will be athletic director, Jim Banner; head football coach, Chuck Klausung; swimming coach, Donna Pecman; and cross country coach, Gary Meckley.

* * *

THE ST. LOUIS CLAN volunteers for the Investments in Progress Campaign were entertained at the home of Neil Galluzzo (E'44) with a buffet supper on May 17th. Thirty five members and guests were present to give their final reports. The Clan went over the top of their goal in pledges reported at this meeting.

Alumni new to the St. Louis area, and others interested in 25 participation, are invited to call the secretary, Alice Cummings Hewitt (M'41) at 962-4743, for information.

* * *

THE READING AREA SATELLITE CLAN of the Philadelphia Alumni Clan was organized late in 1978. Members meet for lunch, informally, every second Tuesday of the month, at The Reading Motor Inn. The first social for members and spouses was held at The Sheraton Berkshire Motor Inn Friday evening, May 25. Linda Schorr, director of Alumni Relations and David Wolf, associate, were the guests of the Clan. They spoke on campus activities and showed slides of the school. Robert Larson (A'59) was chairman of the event, and Mrs. Thomas (Regina) Gouger (A'59), was in charge of reservations and arrangements. Paul L. Heath (A'29) is chairman of the Area Clan and a member of the board of the Philadelphia Clan. Following the dinner, guests gathered at the home of the Gougers for Irish Coffee. At the July luncheon, members hosted three of the four students from area high schools who are entering CMU in the fall.

The steering committee for the Clan organization consists of Elmer Veres (A'54), Albert Kimmel (E'50), Victor Tardue (PM'51) and Robert Freehafer (E'30). Any alumnus visiting Reading is most welcome to lunch with us on the second Tuesday.

Class Notes

'28

HOWARD V. BAER (A), painter and illustrator, now resides in New York City. During World War II, he was a war art correspondent in China-Burma and India.

'32

ELIZABETH ADAMS WILLIAMS (A) had an exhibition of her weaving at the Bank Gallery in Cambridge, Mass., in May and June. Mr. and Mrs. Williams reside in Rochester, N.Y.

CARL J. LONG (E) was elected president of the South Hills Performing Arts for the 1979-80 season. He is president of Carl J. Long & Assocs. Consulting Electrical Engineers in Pittsburgh.

'35

D. CODER TAYLOR (A) has been elected chairman of the board of Coder Taylor Associates, Inc., Kenilworth, Illinois. He is a Fellow of the American Institute of Architects.

'36

Mr. and Mrs. GEORGE A. DEEMER (E) reside in Green Valley, Arizona. Mr. Deemer is retired.

'37

CHARLES E. ASHBAUGH, Jr. (A), of San Clemente, Calif., was an actor and assistant director for the fourth year in the epic outdoor drama, "The Cross and the Arrow, the Pageant of La Cristianita."

'38

JAMES W. KIRKPATRICK (E), professional engineer industry specialist, has most recently been working for the U.S. Treasury Department Office of the General Council, Office of Tariff Affairs. The
26 Kirkpatricks reside in Poland, Ohio.

'40

BILL STATLER's (E) work in designing racing planes is described in an article in *Plane & Pilot*, March 1979.

J.D. ROLLINS (E), senior vice president and assistant to the chairman at United States Steel, retired from the corporation in June, completing a 45-year career.

'41

BETTY ANNE CHAFFEY (A), of Mahway, N.J., is a trustee for the Ringwood Manor Association of the Arts. Mr. and Mrs. EDMUND K. CHAFFEY (E'42) have two granddaughters.

ROLAND A. BLOCK (E) was honored at a testimonial dinner on his retirement as regional administrator of the Allegany (N.Y.) State Park and Recreation Commission in June.

Homecoming for the Class of 1944

October 12, 13, 14

'44

MARIANNE BROWN (A) is an announcer for Radio Station WTYN, Tryon, N.C. She is actively engaged in Tryon Little Theatre, a church choir, and volunteer work.

HUBERT M. CUSTER (E) has been appointed chairman of the department of physics/earth science at

Elizabethtown College, Elizabethtown, Pa.

'46

M. ELEANOR YORKE LUCAS (A) had an exhibition of her paintings at the Citizens Library, Washington, Pa., during National Library Week.

Dr. K.C. THOMAS (E) has been appointed chairman of the Central Water Commission and ex-officio secretary to the Government of India, New Delhi. For the last three years he was the general manager of a giant hydro project in Bhutan and prior to that held many senior assignments.

'47

JOHN P. SCHAFFER (A), of Denver, Colorado, started his own specification consulting firm in 1977 after 29 years of architectural practice.

RICHARD S. HEILMAN (E) has been appointed product manager of industrial construction products in the U.S. Building Products Division of H.H. Robertson Company, Pittsburgh. Mr. Heilman has been with the company for 29 years.

THEODORE W. RIPPER (A), minister of music and organist at Grace United Methodist Church in Venice, Florida, returned May 6 to his former church, First United Methodist in Decatur, Illinois, to conduct the first performance of a commissioned anthem in observance of the church's 150th anniversary.

MICHAEL V. KRENITSKY (L) has retired as library director at Michigan Technological University, Houghton, Michigan, after 18 years of service. The size of the library collection has risen from 60,000 volumes to about 450,000 volumes since Mr. Krenitsky came to the library.

HAROLD S. TURNBELL (E) is the author of "Environmental Constraints on Cokemaking," which appeared in the May 1979 *Iron and Steelmaker*. He is chairman of the Coke & Coal Chemical Operations Committee, U.S. Steel.

'48

WILLIAM CARPENTER (E), vice president for corporate relations at PPG Industries, has been elected to the board of directors of the Advertising Council. The nonprofit organization conducts public service advertising campaigns.

JOHN D. HROMI (S), associate professor of mechanical engineering at Lawrence Institute of Technology, Southfield, Michigan, has been elected vice president for section affairs of the American Society for Quality Control.

ROBERT F. SCHIER (E) has been appointed assistant to the manager of Ambridge Operations, Babcock & Wilcox. Mr. and Mrs. Schier reside in Beaver Falls, Pa.

FRANK J. LAGUERUELA (A) writes that he left Havana, Cuba, in 1960 after Castro's government took over his family's printing plant. He is now established in Miami, Florida, as an American citizen and vice president of A.D. Weiss Lithograph. He is also president of Lagueruela Corporation, Hollywood, Florida.

Homecoming for the Class of 1949

October 12, 13, 14

'49

WILLIAM D. BENSWANGER (A), of Pittsburgh, has been active for the past 10 years as scout leader with a troop located one block from CMU.

'50

JOHN A. TALLMADGE (E), professor of chemical engineering at Drexel University, has received the College of Engineering Undergraduate Teaching Award for 1979. The award is given annually to a member of the engineering faculty who, in the opinions of the undergraduate students in engineering, has demonstrated superior teaching ability.

MICHAEL J. GITTENS (E) retired from his position with the Pennsylvania Department of Transportation in June 1979, after 13 years of service with the department.

W. McMASTER CLARKE (E), principal process engineer at Olin Chemicals Corp., Charleston, Tenn.,

has been named a Fellow of the American Institute of Chemical Engineers. He resides in Cleveland, Tenn.

DOUGLAS H. SHAFFER (S), a mathematician with the Westinghouse Electric Corp., was interviewed last April by the *Grand Rapids Press* on the safety and merits of nuclear power.

ARNOLD E. REIF (A) was guest professor at the University of Connecticut, Storrs, during the summer of 1979. He gave a graduate course on "Immunobiology of Cancer" and a university lecture on "The Tuning of Life Styles to the Prevention of Cancer."

STEPHEN F. MADDEN (E), of Lewiston, Pa., has been named chairman of the Central Counties Bank Regional Board of Directors of Mifflin County. Mr. Madden is vice president of operations for the Standard Steel Division of Titanium Metals Corporation, Burnham, Pa.

'51

ADOLPH J. LENA (E), chairman of the board and chief executive officer of the AL Tech Specialty Steel Corp. of Dunkirk, N.Y., was one of the management team to be honored by Fredonia State College's Economics/Business Club. The five-man management team received a special award for its role in helping to save about 1,000 Dunkirk steelworkers' jobs three years ago when the local plant was in danger of closing.

'52

JAMES V. FITZPATRICK (E) retired as president of Equitable Environmental Health, Inc. in April 1979. He is presently vice chairman of the corporation. Mr. and Mrs. Fitzpatrick reside in Palm Beach, Florida.

LOUISE M. ROHRBACH (M), of Selingsgrove, Pa., was one of four judges for the Sunbury, Pa. *Daily Item* Annual Best Recipe Contest. Mrs. Rohrbach has been a 4-H leader for 18 years.

RALPH H. BURT (A), a principal in the architectural firm of Burt Hill Kosar Rittelmann Associates, Butler, Pa., is the author of "Building a Building: The Owner and the Architect," which appeared in the March 1979 *Smaller Manufacturer*.

VINCENT J. FREUND, Jr. (E) has been appointed to site release manager at IBM's East Fishkill facility, Hopewell Junction, N.Y. He joined IBM in 1964. The Freunds and their two children reside in Wappingers Falls, N.Y.

ROGER A. SACKETT (IA) has been promoted to vice president and manager of the Distribution Equipment Group of Square D Company, Park Ridge, Ill. His headquarters will continue to be in Lexington, Kentucky. He has been with Square D for 27 years.

H. JUSTIN DAVIDSON (E), has been appointed dean of the College of Administrative Science at Ohio State University, Columbus. He had been dean of the Graduate School of Business and Public Administration at Cornell for the past 10 years.

BARBARA EISENBERG FREEMAN (A), treasurer of the Philadelphia Clan, received her B.S. degree in accounting from The Philadelphia College of Textiles and Science. She has been appointed an Independent Monitor for Area Manpower Planning Council, which administers CETA funds for the City of Philadelphia.

'53

JANET CULBERTSON KAFTEK (A) had a one-woman show at the Interart Gallery, New York City, this spring.

DARYL L. MYERS (E) was guest speaker at a seminar on "Lightwave Communications Systems" given by the Wilson Dam Section of the American Chemical Society in Tusculumbia, Alabama. Mr. Myers is senior staff engineer of lightguide cable development engineering, Western Electric Co., Norcross, Georgia.

E. JOYCE HUSTEY (M) has been promoted to senior extension agent on the Pennsylvania State University Cooperative Extension Service staff serving Mercer County.

Homecoming for the Class of 1954

October 12, 13, 14

JEROME A. SEINER (E), manager of consumer products research for PPG, Pittsburgh, has been appointed editor of the American Chemical Society journal *I&EC Product Research and Development*.

PAUL SMITH (S) appeared in the Group Theatre's performance of "Brigadoon," at the Rushmore Plaza Civic Center Theater, Rapid City, S.D. It was a benefit performance for the new hospital and Dr. Smith played the bagpipes before the show and during intermission. Dr. Smith is with the Institute of Atmospheric Sciences at South Dakota School of Mines & Technology.

CLARENCE M. HALL (E) has been appointed general manager of the Irish plant of Documentation Inc. located in Finglas, Ireland.

DAVID McDONALD (E), of the Southeastern Michigan Transportation Authority, is coordinator of its planned people mover system in Detroit, Michigan.

E. JOHN FINN (E) has been promoted to senior vice president of Carborundum Co. of Niagara Falls, a subsidiary of Kennecott Copper Corp. Mr. Finn will be responsible for Carborundum's abrasives, engineered systems and resistant materials groups, along with the world-wide Pangborn Division, which include Carborundum Environmental Systems - Canada.

Mr. and Mrs. CHARLES C. HULL, Jr. (PM, and PATRICIA NAUGLE, M) have moved to Tucson. Mr. Hull sold his business in Connecticut. He is presently operations manager for Arizona Lithographers. The Hulls would enjoy a visit from CMU friends in the area. They reside at 6810 North Montezuma Drive, Tucson, Ariz. 85718.

YE T. CHOU (E), professor in the department of metallurgy and materials engineering at Lehigh University, has been appointed adjunct professor at Shanghai Jiao Tong University in The People's Republic of China.

JOAN FULTON (A) has been selected as director of the Pittsburgh Plan for Art, a non-profit art gallery and educational facility.

ALTON G. WOODY (E) recently returned to the United States after 21 years in Venezuela with an iron mining company, a subsidiary of U.S. Steel. The Woodys reside in Pensacola, Florida.

DONALD P. GEISLER (IM) has been elected vice president of EDP research and planning in the Operations Division of Pittsburgh National Bank.

P. KNUTE HARTMAN (E) completed service as commander, Civil Engineer Corps, U.S. Navy, in June 1979. He is a professional engineer in Naples, Florida.

RACHEL K. CHODOROV (A) is assistant to film producer, Sam Spiegel, of Horizon Pictures, Inc., New York City.

CHARLES J. LABEE (E) has been appointed to the new post of technical and administrative director of the Association of Iron and Steel Engineers. He will continue his present duties as technical editor of *Iron and Steel Engineer*.

DONALD WYCOFF ROACH (A), associate professor of music has been presented the Presidential Merit Award at Western Illinois University. He joined the WIU faculty in 1974.

This spring, Rev. JOHN E. KENNEDY, pastor of the Mountville and Ellport (Pa.) United Presbyterian churches, led 10 young people from Pennsylvania to Haiti on a crosscultural mission trip.

DAVID B. EARDLEY (E) has been promoted to senior engineer at IBM's East Fishkill facility in Hopewell Junction, N.Y., where he is in the exploratory circuits organization. Mr. Eardley joined IBM in 1960.

Cantor HELENE SHIFRIN REPS (A) was a guest speaker at a luncheon at the Larchmont Temple, Larchmont, N.Y. Cantor Reps graduated from the School of Sacred Music, Hebrew Union College-Jewish Institute of Religion, New York City. She is cantor at the Rye Community Synagogue, Rye, New York.

ROBERT J. ALBERTS (E), general superintendent of the Fairless Works of U.S. Steel Corp., has been appointed vice president of operations of the Central Steel Division.

WILLIAM J. FETTER (E) has been appointed product manager, monomers and intermediates, for PPG Industries' Chemicals Division-U.S. He joined PPG in 1958. The Fetters reside in Allison Park, Pa.

BERNARD GRANCOIN (E) received one of the 3 "Andre Blondel 1979" medals. The Andre Blondel committee, is part of the French Society of Electrical and Electronic Engineers. M. Bernard Grancoin is currently *directeur technique* at Thomas-C.S.F.

LOUIS POLASKI (E) has been appointed senior staff engineer for the Space Projects Division, NASA Ames Research Center, Moffett Field, Calif. Mr. Polaski had been the experiment manager for the Pioneer Venus Multiprobe Mission which successfully explored the lower atmosphere of Venus in December, 1978.

ROBERT CULLEY (A), professor of art at Kent State University, had an exhibition of his work at the New Image Gallery in Salem, Ohio, this past spring.

BRONSON BINGER (A) is assistant commissioner, director of Capital Projects/chief of design and engineering, New York City Department of Parks and Recreation. 27

RICHARD F. McDERMOT (S) has been promoted professor of mathematics and computer science at Allegheny College, Meadville, Pa.

CARL F. SCHLENKE (E) has been transferred to Washington, Pa. as division manager for West Penn Power Company. He had been division manager at State College.

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CHARLES GABRIEL (E) has been appointed southern regional manager of Frick Company, Waynesboro, Pa.

ROBERT LARSON (A) has been appointed advertising and promotion manager of Quaker Maid, a division of the Tappan Company, Leesport, Pa. The Larsons and their four children reside in Douglassville, Pa.

DALE KEHLER (A), a teacher at Liberty High School, Allentown, Pa., appeared in the Pennsylvania Playhouse production of "Move Over, Mrs. Markham," in May.

LESLIE MULLIKEN (M) taught a series of classes in International Cuisine sponsored by the Harrison County Parks and Recreation Commission, Clarksburg, W.Va.

Let's Meet and Eat

We present this list of regular luncheon meetings of the clans with the hope that traveling alumni can take advantage of these recurring events to meet old friends or make new ones.

CLEVELAND

Second Friday of each month, 12 noon
(Except July and August)
Cleveland Engineering Society
3100 Chester Avenue
(No Reservations Needed)
Pres. Eugene P. Bittinger (A'51)
Secy. Robert DeMerit (E'37)

GOLD COAST

Second Thursday of each month, 12 noon
Harris Imperial House
Pompano Beach, Florida
Broward County
(No Reservations Needed)
Leslie C. Schweitzer (E'23)
(305) 943-8790

SUN COAST

St. Petersburg, Clearwater,
Dunedin, Tampa, etc.
Third Thursday of each month, 12 noon
Steak and Ale Restaurant
770 U.S. Highway S.
Clearwater, Florida
Lewis Barger (I'27)
(813) 531-5560
Ross Bryson (E'31)
(813) 397-6748

SUN COAST

The Sub-Clan of the
Sun Coast Clan
Sarasota-Bradenton-Venice-
Englewood, Florida
First Tuesday of each month, 12 noon
(September through May)
Steak & Ale Restaurant

4000 South Trail, Sarasota

Eugene Krebs (S'26)
(813) 921-2515

George Keown (S'26)
(813) 349-7333

PHILADELPHIA

Second Friday of each month, 12 noon
(September — May)
The Grill, Ninth Floor, John Wanamakers
Dept. Store
(No Reservations Needed)

PHILADELPHIA

The Satellite Clan of the
Philadelphia Clan
Reading, Pa. area
Second Tuesday of each month, 12 noon
Reading Motor Inn
North Park Road at #422 By-Pass
(No Reservations Needed)
Paul L. Heath (A'29)
(215) 372-1683

PITTSBURGH MEN'S

Every Monday, 12 noon
William Penn Hotel
Engineers Club — Lower Level
Guests Welcome

WASHINGTON

Second Thursday of each month, 12 noon
Golden Ox Restaurant
1615 "L" Street, N.E.
(No Reservations Needed)
Pres. William C. Dean (E'49)
Secy. Ellenor A. Rose (HS'72)

ARTHUR HERSHAFT (PM) is president of Packaging Systems Inc. of Sayre, Pa. He is involved principally in the sales and marketing side of the company and is responsible for taking the company international.

'60

LEE M. ADELSBERG (E) has returned to Corning Glass in Corning, N.Y., after completing the transfer of Corning Glass Works Optical Wave Guide Technology into the Wilmington, N.C., production plant. Dr. Adelsberg is supervisor of metallurgical engineering.

JOHN C. FRIEDLY (E), associate professor of chemical engineering at the University of Rochester, has been appointed to the additional position of associate dean for graduate studies in the university's College of Engineering and Applied Science. Dr. Friedly has been a member of the faculty since 1968.

JAMES R. DAVIS (IM), director of materials and distribution for Talon Division of Textron, was the keynote speaker at the meeting of the Erie Chapter of the American Production and Inventory Control Society in Erie, Pa., in April.

MICKEY COBURN BEAMAN (A) is head of a new school in Beverly, Mass., called "The Acting Place." The full-time two-year program offers practical experience as well as course work. Part-time courses are open to all age groups.

L. ROBERT BEATTY (IM) is the new director of computer services for Cincinnati Electronics (previously known as Crosley Electronics).

M. BRYAN BUCHANAN (E) has been appointed manager of Moorhead Electrical Machinery Co., Oakdale, Pa.

SIGO FALK (IA), of Thornburg, Pa., a trustee of McKee Income Realty Trust and Maurice Falk Medical Fund, has been elected to the board of directors of Duquesne Light Company. Mr. Falk is a board member of the Allegheny County Advisory Council and Pittsburgh Child Guidance Center. He is also a member of the Thornburg Borough Council.

EDWARD C. MACEWEN (A) has been appointed director of advertising with General Telephone & Electronics Corporation, Stamford, Conn. He had been manager of corporate advertising and design services for PPG Industries, Inc., Pittsburgh.

'61

RICHARD K. BROOKS (E), of Laurinburg, N.C., is plant manager of Dana Corporation, which manufactures electronic speed controls for cars and trucks.

GEORGE ROMERO (A), of Pittsburgh, was creator of the recent film "Dawn of the Dead."

28

GEORGE C. NIEMAN (S) has been appointed associate professor of chemistry at Monmouth College, Monmouth, Illinois. Dr. Nieman had been professor of chemistry and chairman of the chemistry department at Muskingum College in New Concord, Ohio.

'62

PAUL R. SCHNEIDER (E) has been appointed manager of manufacturing for Spang & Company and subsidiaries, Butler, Pa.

JAMES B. CLAPP (IA) has been appointed manager - product supply for Getty Refining and Marketing Company in Tulsa, Oklahoma.

DAVID J. WENECK (E) has been appointed manager of mass transit engineering for the Westinghouse Air Brake Division of American Standard, Inc. Mr. Weneck joined the firm in 1962.

'63

ROBERT J. BRUNGRABER (E), a civil engineer and authority on lightweight alloy and reinforced concrete structures, received a three-year appointment as a Presidential Professor at Bucknell University, Lewisburg, Pa. Dr. Brungraber joined the Bucknell faculty in 1968 and served for six years as chairman of the department of civil engineering.

SAM NARAYANAN (E) was promoted from supervisor of digital circuits and data banks group to head of the components and subsystems de-

partment at Bell Laboratories' North Andover, Mass., facility.

EDWARD T. MADJARIC (E) has been appointed superintendent-steel producing department at Jones & Laughlin Steel Corporation's Pittsburgh Works.

ROBERT E. FOX (IA), has been appointed vice president of Booz-Allen & Hamilton Inc., New York City. He is an officer in the Operations Management Services division.

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RICHARD T. BUSHELL (IA), of New York City, is president of Bushell, Cruise & Associates, Inc., a consulting firm specializing in job placement.

STEPHEN JORDAN (E) is president of Jordan, Apostol, Ritter Associates, Inc., structural mechanics consultants, in Davisville, Rhode Island. JAR Associates, Inc. specialize in research and development, structural analysis, finite element methods, fracture mechanics and heat transfer analysis. Mr. Jordan is a registered professional engineer in Rhode Island and Ohio.

LINDA F. LEWIS (M) recently moved to Virginia Beach as supervising dietician for all ARA Health Care accounts in the eastern half of the state of Virginia.

JACK S. MALLINGER (IA), of Philadelphia, Pa., has been elected secretary of Insurance Company of

Marriages

Sally Kay Grunden and Dr. Nels A. Broste (E'63)

At Home: 2756 North Wakefield Street, Arlington, Va. 22207

Maxine R. Margolis (HS'70) and Anthony R. Sullivan

At Home: 27 Secret Lake Road, Canton, Conn. 06019

Deborah A. Perlstein, M.D. (S'71) and James F. Woods, Jr.

At Home: 54 Dover Drive, Lindenwood, N.J. 08021

Susan Lynn Lehrer (A'71) and Michael S. Silverstein

Cheryl A. Kevish (HS'74) and Lawrence G. Woods (HS'74)

Judy Wilson and Richard A. Behr (E'74)

At Home: 2310 16th Street, Lubbock, Texas 79401

Florence de Gastines and Meriadec de Couesnongle (E'75)

Penelope H. Johnson and Robert E. Potok (S'75)

At Home: 35 Glencoe Street, Apt. 46, Brighton, Mass. 02135

Pamela M. Chisholm (HS'75) and Robert Zuhl

At Home: 2208 Glencoe Hills Drive, Apt. 10, Ann Arbor, Mich. 48104

Barbara T. Beizer (S'77) and Arron P. Mitchell (S'77)

At Home: 36 Anderson Street, Apt. 3, Boston, Mass. 02114

Johanna Elizabeth Conte (S'78) and Lawrence E. Mieczkowski (S'78)

Nancy L. Pasqualini (E'74) and Kenneth L. White.

North America, a subsidiary of INA Corporation. He is responsible for budget and expense control functions for the company's agency division.

MARGARET RIVA BARTOK (M) recently was named to the 1980 Edition of *Who's Who in American Women*. Her doctoral dissertation has been chosen the outstanding dissertation written by a woman at the University of Pittsburgh for 1975. Dr. Bartok and her two daughters reside in Latrobe.

MARILYN TAFT THOMAS (A), of Pittsburgh, had her music presented in a concert — the fifth in the "Composers: Pittsburgh" Series at the First Unitarian Church, Pittsburgh. She is organist-pianist at the First Unitarian Church.

WILLIAM A. SPRAGUE (E) has been appointed marketing director of Duncan, Lagnese & Associates, Inc., a Pittsburgh environmental engineering firm.

'65

The John Bivins (CAROL WALL, M) are enjoying travel benefits with Eastern Airlines by visiting the Caribbean Islands, Bermuda, San Francisco, etc. Mrs. Bivins is a reservations agent with Eastern in Atlanta, Georgia.

JOAN KAREN BERLINER (M) has her own international marketing and export management company in Santa Monica, California.

RICHARD L. BEATTIE (IM), Heinz U.S.A. vice president-tomato products and condiments division, has been appointed president of The Hubinger Company, a Heinz affiliate in Keokuk, Iowa.

Dr. RICHARD G. SHOUP (E), a member of the research staff at the Xerox Palo Alto Research Center, is the author of "Superpaint . . . The Digital Animator," which appeared in *Datamation*, May 1979. This experimental videographic system received nationwide TV exposure with its animation of NASA's Venus mission.

'66

THOMAS STEPHEN TERPACK (A), principal partner in the firm of Thomas Stephen Terpack Associates, Architects & Planners, Pittsburgh, received the Merit Award from the Masonry Institute of Western Pennsylvania for the firm's design of the rectory for Holy Spirit Church.

DAVID W. PENTICO (IA), a faculty member in the School of Business, Virginia Commonwealth University, is author of "Material Requirements Planning: A New Tool for Controlling Hospital Inventories," which appeared in the May-June 1979 *Hospital Topics*.

'67

ROBERT MOORHEAD (A), director of the Hilson Gallery and instructor of architecture and design at Deerfield Academy, North Hatfield, Mass., had an exhibition of his paintings and graphics at the Baracca Gallery this past spring.

DONALD K. CARTER (A) has been appointed a partner with David Lewis, Raymond Gindroz and James Goldman, Urban Design Associates, Pittsburgh.

JEROME R. SMITH (A) has been appointed extension specialist in residential housing in Virginia Tech's department of agricultural engineering. Mr. and Mrs. Smith and their two children reside in Riner, Virginia.

RITA BARAGONA (A), of Columbia, N.J., had a one-woman show at the Bowery Gallery in New York City during March, and another one-woman show at the Creative Arts Forum, St. Mary's County, Maryland in April.

RONALD E. BAILEY (E) has been appointed chief metallurgist of the Washington, Pa. plant of Jessop Steel Company. He had been with the Universal-Cyclops Specialty Steel Division of Cyclops Corporation.

EVAN M. (S) and LEE WILLIAMSON MELHADO (M'68) and their son, Asa David, reside in Urbana, Illinois. Evan is an assistant professor at the University of Illinois at Urbana-Champaign, with a joint appointment in the departments of history and chemistry. He received his Ph.D. degree in history of science at Princeton University in 1977. Lee is a research associate in the department of chemistry. She received her Ph.D. degree in chemistry from Washington University in 1976.

JOANNE MARIE GIGLIOTTI (A) received her Masters of Education degree in art from Penn State University in 1978. She is now directing the Hub Craft Center at the Pennsylvania State University.

LAWRENCE R. BACHMAN (S) received his Ph.D. degree from The Johns Hopkins University in May 1979.

HENRI GAYE (E) was awarded one of the 1978 "RIST Prizes" granted by Societe Francaise de Metallurgie. Mr. Gaye is currently researcher at Institut Nationale de la Siderurgie - IRSID.

'68

JUDY GARWIN BRUCE (A) was a recent guest soloist for the St. Francis Hospital Guild and will be playing in a two-piano recital in the fall in New Castle, Pa. Mr. and Mrs. GARY L. BRUCE (E'67) and their two children reside in New Castle, where Mr. Bruce is an electrical contractor.

M. JEFFERY KALLIS (AM) received his Ph.D. degree in economics from the University of Pittsburgh. He is an assistant professor in the department of economics and business at the University of Alaska, Fairbanks.

SUSAN ROBINSON FOWLER (M) is executive director of the Hershey Educational and Cultural Center in Hershey, Pa. Mr. and Mrs. Fowler reside in Temple, Pa.

DENNIS H. THOMPSON (E) has been promoted to systems analyst at Drew Chemical in Boonton, N.J. He is involved with the development of a new order entry system as well as the study and improvement of existing computer systems. He has been with the Information Systems department since 1977.

JEROME F. TATAR (S) has been promoted to general manager of strategy and new ventures for Mead Packaging, Atlanta, Georgia. Mead Packaging is a division of the Mead Corporation. Mr. Tatar had been director of marketing for Mead Corporation's Paperboard Products division in Dayton, Ohio, since 1977.

JEFFREY PFEFFER (AM) has resigned from the faculty at the School of Business Administration, University of California, Berkeley, to accept the position of professor of Organizational Behavior in the Graduate School of Business at Stanford University.

MICHAEL M. SIZEMORE (A) recently wrote a book, *Energy Planning for Buildings*, published by the American Institute of Architects. Mrs. Sizemore (CHRISTINE WICK, M'67) is an assistant professor of English at Spelman College, Atlanta, Georgia.

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MINNIE COBEY (HS) is vice president of marketing research for Eagle Crusher Co., Inc., which makes mining and construction equipment. She is the company's Washington representative, and resides in McLean, Virginia.

CAROL MACUS STRANGE (HS) has been appointed principal of Westmont Hilltop Senior High School, Johnstown, Pa. She had been assistant principal for three years. She is a candidate for a Ph.D. degree in curriculum and supervision at the University of Pittsburgh.

GEORGE KAVANACH (E) is a senior systems engineer at Hi-Speed Checkweigher Co. in Ithaca, N.Y. He designs computerized industrial controls. He is also president and chief engineer of Decisive Devices.

NANCY J. GUGGENHEIM BERGER (HS), of Allentown, Pa., played Mary in "Mary, Mary" at Backstage Theatre in Chattanooga. She plans to work toward her M.B.A. degree at Lehigh University.

GEORGE F. BROWN, Jr. (AM) has joined the management of Data Resources, Inc., Washington, D.C. Dr. Brown will direct the firm's research, consulting, and econometric forecasting activities for clients in the Department of Defense and elsewhere in the Washington area. Prior to joining DRI, he was Theodore Roosevelt Professor of Economics and director of the Quantitative Factors Courses at the U.S. Naval War College, Newport,

R.I. Dr. and Mrs. Brown and their children, Donald and Kelly, reside at 3200 Latigo Court, Oakton, Virginia 22124.

DONALD R. FEENSTRA (E), of Uniontown, Pa., has been promoted to manager of power construction for existing generating stations at Allegheny Power Service Corporation's field operations headquarters in Greensburg, Pa.

LARRY GRUNDEN (A) received his Doctor of Ministry degree from Lexington Theological Seminary in June. He is the minister of the Lancaster Christian Church, Lancaster, Kentucky.

BENJAMIN D. HAYTOCK (S) was promoted to associate professor at Allegheny College, Meadville, Pa. He has been a member of the faculty at Allegheny since 1971.

GLORIA TREPPLE FRISCH (HS) ran a qualifying time in the Peachtree Road Race in Atlanta on July 4. The Frischs own a direct mail advertising business and raise honey bees.

GEORGE A. SCHAPIRO (IA) is president of Andros Inc., of Berkeley, California.

KATHARINE SCHULTZ ROCKMAN (A) received her Doctor of Dental Surgery degree from Case-Western Reserve University in May 1979. She will do general practice residency at the Mt. Sinai Hospital of Cleveland. Dr. Rockman and her husband and son, Charles, reside in Shaker Heights, Ohio.

Births

Maria Carol born to Mr. and Mrs. John E. Sensi (E'49)

James Gawne born to Mr. and Mrs. Michael M. Sizemore (A'68, and Christine Wick, M'67)

David Alan born to Dr. and Mrs. Gerald B. Cohen (E'67)

Asa David born to Mr. and Mrs. Evan M. Melhado (S'67, and Lee Williamson, M'68)

Brent Garland born to Mr. and Mrs. Charles Anderson (AM'70, and Susan Harris, M'70)

Matthew Clark born to Mr. and Mrs. Jeffrey H. Rudy (E'70, and M. Ellen Jackson, A'70)

Dylan Clay born to Mr. and Mrs. Mikel Campbell (Thailene Jon Scully, A'71)

Dana Lewis born to Mr. and Mrs. Ivan L. Howell (E'70, and Marita Ritter, E'71)

Rachel Ann born to Mr. and Mrs. Barry Smolowitz (S'69, and Barbara Harab, S'72)

Marc Andrew born to Mr. and Mrs. Hank Bangser (Sara Cooper, HS'73)

Michael Albert born to Mr. and Mrs. Richard L. Byrne (E'74)

Adam Edwin born to Mr. and Mrs. Tom Hegg (A'74)

Chad Alan born to Mr. and Mrs. Larry Valery (E'77), and Joan Schuetzman, HS'76)

Matthew Paul born to Mr. and Mrs. John P. Fillo (E'76)

Duncan Teague born to Mr. and Mrs. Owen Feryl Masters (E'74, and Jocelyn Gail Butler, HS'76)

Geoffrey Wesley born to Mr. and Mrs. Dennis E. Hatton (A'77)

'70

S. BHARGAVA (S) has been promoted to professor of mathematics in the department of post-graduate studies and research in mathematics, Manasa Gangotri, University of Mysore, India.

RICHARD FRANCE (A), chairman of the department of theatre and drama at Laurence University, has had his book, *The Theatre of Orson Welles*, selected as one of the outstanding academic books of 1978 by *Choice Magazine*, the official publication of the Association of College and Research Libraries.

ROBERT A. SHACK (E) received his Juris Doctor degree from the Western New England College School of Law, Springfield, Mass.

BERNARD YANNOTTA (A) is a member of the woodwind quintette, "Quintessence," which is composed of graduate students at Yale School of Music. In 1978, the Yale School of Music awarded the quintette the Ellen Battell Stoekel Scholarship for excellence in the performance of chamber music.

'71

CHARLES R. HEUER (A) received his Juris Doctor degree from American University. He has left his own architectural practice in Cleveland to work at the American Institute of Architects, Washington, D.C., as assistant director of documents.

ROBERT E. BARSUMIAN (A) has been appointed design director for Keller-Crescent Co., Evansville, Ind.

ROBERT C. ANDERSON (AM) has completed four years as an Army attorney and recently accepted a position in the corporate law department of TRW Inc. in Los Angeles, Calif. Mr. and Mrs. Anderson and their daughter, Christine, reside in Irvine, Calif.

FREDERICK C. SCHEIDEMAN (E) has moved from Syracuse, N.Y., to accept a position as chief engineer with Heat Exchange Inc. in Skokie, Illinois. He is in the executive M.B.A. program at Northwestern University.

JOAN P. WYZKOSKI (S) received her Doctor of Arts degree in mathematics from Idaho State University. She is an assistant professor in the department of mathematics at Bradley University, Peoria, Illinois.

JOHANNES D. WELTIN (HS) completed his three-year Family Practice Residency program at Lancaster General Hospital, Lancaster, Pa. Dr. Weltin will have a Fellowship in Family Medicine at Jefferson Medical College in Philadelphia.

MARTHA A. PAHLER (M) has been promoted from better dress buyer to division merchandise manager of all dresses and coats at Rices Nachmans, a Division of Phillips van Heusen, Norfolk, Va. She will receive her M.B.A. degree from Golden Gate University this fall.

Mr. and Mrs. HOWARD MAGID, (IA, and JILL HARWOOD, AM) and their children, Richard and Karen, have returned to their Bloomfield Hills, Mich. home after spending 18 months in Christchurch, New Zealand. Mr. Magid is a management consultant with Touche Ross and Co. Mrs. Magid worked as a financial analyst for Ford Motor Company prior to having her first child.

DAVID W. McELROY (E), an engineering section manager at the Medium Power Transformer Division, Westinghouse Electric Corporation in Sharon, Pa., was honored this year as runner-up in the "Outstanding Young Electrical Engineer" competition sponsored by the Institute of Electrical and Electronic Engineers.

HOWARD SOLGANICK (E) has been appointed supervisor of production, technical Economic Services, for Atlantic Electric Company, Atlantic City, N.J.

SUSAN LEHRER SILVERSTEIN (A) teaches art at the Ward Melville High School in Setauket, N.Y.

'72

Mr. and Mrs. DAVID R. ABER (HS, and GWEN SNODGRASS, HS) reside in San Francisco, California. Mr. Aber is an assistant minister at the Lakeside Presbyterian Church. Mrs. Aber is an education director for the United Nations Association.

EUGENE P. SESKIN (AM) is an associate professor of environmental engineering at the University of

Louisville, Kentucky. He was a guest speaker at a two-day forum given by the Kingsport (Tenn.) Environmental Health Study Group in April.

CRAIG D. CLINTON (A), an assistant professor at Reed College, Portland, Oregon, is also head of theatre.

ALLEN M. KOHAN (E) received his M.B.A. degree from the University of Chicago in June, 1979. He also accepted a management position with Allied Chemical Corporation, Morristown, N.J.

BEVERLY FICO BROWN (S) is a graduate student at Indiana University, Bloomington.

'73

JOSEPH E. BUTERA (E) has been appointed an engineer in corporate planning with Consolidated Gas Supply Corporation, Clarksburg, West Virginia.

Mr. and Mrs. DANIEL M. HANSEN (AM) completed their M.B.A. degrees together at Case Western Reserve University in Cleveland. Mr. Hansen is the vice president of Dependable Painting Company, Cleveland, Ohio. Mrs. Hansen is the international marketing specialist at Republic Steel Corporation.

MARCIA O'CONNOR SCHEIDEMAN (M), writer-editor, writes nutrition education material for the National Dairy Council. She and her husband FRED (E'71) recently moved to Roselle, Illinois.

HARVEY M. KAPLAN (A) has accepted a position as architect with the Department of Planning and Community Development of the City of Troy, New York. He will be involved in the design and renovation of several key blocks of Troy's historic central business district as well as serving as staff architect. Mr. Kaplan is a candidate for a Masters of Science degree in historic preservation at Columbia University.

SYBELLE A. MRYCZKO (E) has been promoted to captain in the U.S. Air Force. Captain Mryczko, an electrical engineer, is assigned at Wright-Patterson AFB, Ohio, with a unit of the Air Force Systems Command.

JEREMY A. BLOOM (E) received his Ph.D. degree in operations research from Massachusetts Institute of Technology in 1978. He is an assistant professor at Cornell University. Mr. and Mrs. Bloom reside in Cortland, New York.

THOMAS E. BUZAS (HS) is working toward his Ph.D. degree in marketing at the University of Michigan, Ann Arbor.

RUTHIE J. ROSENFELD (A) was awarded an Emmy for individual achievement in craft for her design and animation of the opening sequence of "Sky-line," a New York program about the arts. Ms. Rosenfeld is returning to New York after touring this past year with the Amherst Mime Theatre.

30 RUSSELL D. WESCOE (E) moved from Pittsburgh to Cleveland in May to accept a promotion from district manager to regional manager with Martin Marietta Data Systems.

LAURENCE P. McMAHON, Jr. (S) received his M.D. degree from the University of Vermont in May. He is presently a resident in internal medicine at Strong Memorial Hospital, Rochester, N.Y. He tells us that MIKE A. NILES (S) is also at Strong Memorial as a resident in orthopedics. Dr. McMahon would enjoy hearing from CMU friends in the Rochester area. He resides at 808 Eastbrooke Lane, Rochester, N.Y. 14618.

MYER H. BISKER (AM) received his M.B.A. degree in business administration from Claremont Graduate School, Claremont, California, in June. Mr. and Mrs. Bisker and their daughter have returned to New York City.

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WILLIAM TODD MARSHALL (S) received his Ph.D. degree in computer engineering from Case Western Reserve University. Dr. Marshall has accepted a position with Bell Laboratories. The Marshalls will reside in the New Jersey area.

RICHARD S. BLUMBERG (S) received his M.D. degree from Jefferson Medical College, Philadelphia, in June. His residency in internal medicine will be at The New York Hospital, Cornell University, New York, N.Y.

CHERYL A. KEVISH (HS) has been named a Penn State Fellow for the academic year 1979-80.

STEPHEN A. FRANCIS (A) is an industrial designer for Corometrics Medical Systems, Wallingford, Conn. He is involved in design projects within the

field of fetal and neonatal monitoring.

JANETT V. BAILEY (HS) has been promoted from marketing analyst to senior marketing analyst at The Travelers Insurance Company, Hartford, Conn.

FRANK JOHNSON (A) was accompanist for the performance of the Pittsburgh Chamber Opera Theatre in Mozart's "Così fan Tutte" at the Steinman Fine Arts Center at Bethany College this past spring.

Mr. and Mrs. GARY J. BRONHEIM (HS) reside in Great Neck, N.Y. Mr. Bronheim has a sales position with Richloom Fabrics, New York City. Mrs. Bronheim is a graduate student at Queens College.

ROBERT K. ZURAWIN (HS) received his M.D. degree from Baylor College of Medicine. He traveled around the world and began residency in obstetrics and gynecology at Baylor College of Medicine's Texas Medical Center.

ROBERT W. ORCHOWSKI (E) has been promoted to project engineer in the Duquesne Light Company's structural engineering department. He acquired professional engineer registration in the State of Pennsylvania in 1978. This spring, Mr. Orchowski completed graduation requirements for the Master of Science degree in environmental systems engineering at the University of Pittsburgh.

PETER L. MICHAELSON (E) graduated from Duquesne University Law School in May. He is a patent attorney for Bell Telephone.

SHERRIE L. ACKERMAN (HS), a graduate student in school psychology at Temple University, is a member of the Temple University Choir. The group performed with the Los Angeles Philharmonic in Carnegie Hall, New York City, in May.

RICHARD A. BEHR (E) was a Fulbright Fellow in New Zealand in 1978. As a research associate at Texas Tech University, Lubbock, he is involved in housing research, especially earth-sheltered housing.

MARGARET A. BETSOCK (HS) is a marketing research project director for Foote, Cone & Belding/Honig, a San Francisco ad agency.

WILLIAM B. DIETZ (E) and LELAND SZEWERENKO (S'78) are the authors of "Architectural Efficiency Measures: An Overview of Three Studies," which appeared in *Computer*, April 1979. Mr. Dietz is a supervisor of computer architecture at CMU. He has been working with the Army's Military Computer Family Project on the development of computer architecture specifications since 1977. Mr. Szeverenko is a research engineer with the Computer Family Architecture Project at CMU.

TOM HEGG (A) is with the Tyrone Guthrie Theater Company in Minneapolis. He was appointed to the Guthrie's Long Range Planning Committee, and hosted this Season's Symposium Series.

JAMES C. HENDERSON (A) was appointed purchasing buyer in the Materials Control Group for ETSCO Ltd. Mr. and Mrs. Henderson reside in Greensburg, Pa.

NANCY L. PASQUALINI (E) married Kenneth L. White on July 21. BARBARA A. RICHARDSON (HS'74) was maid of honor. Mrs. White is an account representative for 3M. The couple will reside in Lafayette, Calif.

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WILLIAM E. BAKER (A) is producer of "Up & Coming," a national P.B.S. Series for the fall of 1980. He is with KQED-TV in San Francisco.

KARL HERMAN (A), clarinetist, teaches and performs chamber music in Boston.

WILLIAM T. BEAHAN (S) has been appointed president of Pittsburgh Software Consultants, Pittsburgh, Pa. Mr. and Mrs. Beahan (SUE ANN GUERNSEY, HS) reside in Library, Pa.

BARBARA A. LINDELL (S) has been appointed assistant supervisor, project and computer services, for Dravo Corporation's Chemical Plants Division, Pittsburgh, Pa. She joined Dravo in 1975.

GEORGE NEWMAN (E) received his M.B.A. degree from the Harvard Business School and is a product manager for the International Paper Corporation in New York City.

ROBERT A. CANDEE (HS) has been in Hsinchu, Taiwan, studying Chinese for the past three years. He plans to return to the United States this year.

Deaths

E'10	Earl E. Barton
E'12	Raymond J. Bryan
E'12	Carl W. Wentzel
M'15	Marguerite Spilman
E'17	Clarence W. Andrews
A'17	Lucy A. Barton
E'17	Lyman W. Sherwood
A'18	I. Louis Firestone
E'18	Elmer B. Plapp
A'19	Veolante Bollinger Bennett
E'21	Paul H. Dickey
M'21	Mabel Alexander Gibson
I'22	Jesse Cloud
E'23	Kenneth T. Milne
E'23	Thomas W. Plante
L'23	Edith M. Tinkler
E'25	James H. Davis
A'25	Herbert S. Polesie
E'27	George M. Levinson
M'27	Mary E. O'Brien
E'27	Ernest W. Polley
M'28	Christine E. Groves Wood
A'30	Sara Franklin Anderson
I'30	Russell J. Butler
I'30	Michael Kirr
E'30	Louis T. Tobiasz
E'31	George H. Ikola
I'31	Charles M. Kettlewood
L'31	Ann MacPherson
PM'31	John G. Smith
I'31	John Verlinich
E'32	Joseph F. Pock
E'32	George F. Purucker
M'33	Anna Billy Rutter
S'33	Frank J. M. Shadish
E'33	Royal F. Wertz
E'34	J. G. Hoop
E'35	Milton M. Leven
A'35	James H. McNaughton
A'36	Jesse C. Taynton
A'38	Helen Bretzfelder
E'38	John R. Hulley
E'40	Donald G. Lightner
M'40	Helen Elizabeth Kirkpatrick Miller
E'48	Robert G. Budden
L'48	Roger J. Poulin
M'48	Anna M. Wilson Shields
E'48	George Alfred Smith
PM'49	Richard V. Dunbar
E'50	Vernon B. Beachley
E'54	Dean E. Bluman
M'54	Rosalind L. Dym Teplitz
E'55	August Kasak
E'55	Rev. Jonas J. McCarthy, T.O.R. (John William McCarthy)
PM'56	Richard J. Pape
PM'59	Robert C. Hammer
E'59	Dan Mrkal (Dusan Mrkal)

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MICHAEL WIESER (A) was vocal soloist in the annual spring concert presented by the College and Continuing Education Choir of the Community College of Allegheny County, Pittsburgh.

JEANNE KAMMER (HS) is assistant to the academic dean at Wheeling College, Moundsville, W.Va. She also teaches creative writing. She has had her poems published in *Appalachian Heritage*, *College English*, *Loon: A Journal of Poetry*, and in *Chance Music*, an anthology from Gallimaufry press.

RENEE BARRICK (A) has been appointed organist at the First Hungarian Reformed Church of Homestead, Pa.

PAUL K. SCHOTT (S) received his M.B.A. degree from the Wharton School of the University of Pennsylvania in May. He has accepted the position of actuarial assistant at the corporate home office of The Prudential Insurance Company of America in Newark, New Jersey.

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ROBERT CLARKE (A), an instructor in the School of Music at Duquesne University, gave a classical guitar recital at the School of Music Hall in March.

CANDACE L. SMITH (HS) has been accepted in General Electric Corporation's manufacturing-management program in Hendersonville, N.C.

MARTIN DONER (A), of New York City, toured with the National Chorale this past spring. He was also guest tenor soloist in a performance of Handel's "Messiah," by the Senior Choir of the First Presbyterian Church, New Canaan, Conn., in April.

CHARLES P. YEAGER (HS) is a technical writer for Sperry Univac, Blue Bell, Pa.

CAROLE L. BOLGER (A), master artist in the Provincetown, Mass., Art Association, received a fellowship through the Fine Arts Work Center in Provincetown for October through May 1980.

FRANCIS A. NELLIS (HS) is a technical writer for Intel, Santa Clara, Calif.

Mr. and Mrs. JOSEPH F. LEIGHTY (E) reside at Route 2, Box 84B, Martinsburg, West Virginia, 25401.

CARL HERMANN (A) was guest conductor of the fourth subscription concert of the Westmoreland Symphony Orchestra for the 1978-79 season. Mr. Hermanns currently is assistant conductor of the Northeastern Pennsylvania Philharmonic Orchestra in Scranton, music director of the NEP Youth Orchestra and conductor of the Philharmonic's Young Person's Concert series.

SHARON SIGAL (A) received a Master of Creative Arts in Therapy degree from the Graduate School of The Hahnemann Medical College and Hospital of Philadelphia.

MARIANNE E. VAKIENER (S) has been promoted to manager of customer installation at Data Basics in Cleveland, Ohio. She had been a computer programmer for the firm.

PAM LEHMAN (IA) has been promoted to manager of direct mail analysis at CBS, New York City.

KEITH HOLZMUELLER (S) is a research project director for Foote, Cone and Belding, Inc., Chicago. He received his M.M. degree from Northwestern University.

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MARIAN GALCZENSKI (A) had an exhibition of her paintings and drawings in the Fine Arts Center at Wilson College, Chambersburg, Pa. in April. Ms. Galczynski is an assistant professor of fine arts at Wilson.

GARY F. BECK (IA) is a senior analyst for CBS, New York City.

GREGORY LEHANE (A) is artistic director of Carnegie-Mellon Summer Theater. He is also assistant professor in the drama department, teaching acting and directing.

SANDRA R. BOGAN (A) is an actress with the Second City Theatre National Touring Company, Chicago. She appeared in "The Duke," a new TV series.

JAMES H. BRENNEMAN (PE) has been appointed assistant comptroller-business research and economic studies by Bell Telephone Company. Mr. Brenneman resides in Ambler, Pa.

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Director's Letter



Linda Schorr

Although this is the first time I've spoken to you on this page, my relationship with the Alumni Association goes back some thirteen years. I have witnessed many changes during that time, and yet one thing remains the same. As Henry T. Heald, then president of the Ford Foundation, said in a 1960 speech: "New generations of alumni provide the continuity that perpetuates a university. Its officers come and go, its facilities change, its programs and buildings are replaced, but its alumni maintain a lifelong relationship with the university. They are the keepers of the tradition, preferred stockholders of the enterprise, the mark of its accomplishment."

What role does the Alumni Association play in fostering this lifelong relationship? First of all, it helps alumni keep alive the friendships, associations, and interests they developed as students. Secondly it tries to keep alumni fully informed about the problems and achievements of the university and give them an opportunity to participate in its life.

How can you assist the university? Each of you, no matter what your role in life, will add to the success of Carnegie-Mellon University when you speak positively about its activities and make known to your colleagues that you are a CMU alumnus. By keeping the university's name before the community you can help CMU to attract the most qualified students. Some other important ways to help your university: 1) Volunteer your time and talents and assist our current students by becoming a part of our career counseling or summer jobs programs. 2) Lend your financial support on a regular basis. Your participation in the annual CMU Fund makes it possible for the university to attract much needed corporate and foundation grants. 3) Keep us informed of your activities and those of your fellow alumni, so that we may have the opportunity to recognize leadership, career accomplishments and service. 4) Become active in your local alumni Clan. If you're not sure whether there is one in your area, drop me a note and I will send you information.

The success and stature of CMU must be measured in terms of the character, influence and achievements of its alumni. In the same sense, the importance and prestige of being a CMU alumnus will be affected throughout your career by the continuing growth and development of the university. In other words, Carnegie-Mellon University and its students are wedded for life.

In the months ahead, I, or a member of my staff will meet with many of you to discuss the role you can play in meeting the challenges that lie ahead. I am confident that with your continued support Carnegie-Mellon University will continue to prosper and maintain its position of leadership in the field of higher education.

Linda Schorr