

THE Georgia Tech

ALUMNI MAGAZINE • MARCH 1976



All the President's men



A WINNER IS THE ARCHITECT OF HIS OWN SUCCESS

And Jeffrey Stuart Ribnik is a winner. He is the recipient of the 1976 SGF PRIZE sponsored by Southern GF Company. The annual competition of fifth and sixth year architectural students is held in cooperation with the College of Architecture, Georgia Institute of Technology and the Atlanta Chapter, American Institute of Architects.

The project was the restoration of Inman Park as it relates to The Great Park.

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Letters

To the Editors:

Congratulations and best wishes to you and your staff on your revival of an old friend. My father (IE '50) received *The Alumnus* for many years, and growing up in a Tech family, we all were used to having it around to enjoy.

I received but one issue as an alumnus before its demise in September of 1973 and am delighted at your efforts to bring back a quality alumni publication. If the publication costs ever again present a threat to the existence of the magazine, as occurred in 1973, get out your typewriters and solicit subscriptions from the alumni.

I'm sure that I am not alone in expressing a willingness to subscribe rather than see this old friend again disappear from the Tech scene... Again, congratulations and continued success in the future.

Robert M. Johnson, II
MGMT '73
Atlanta, Ga.

I am quite happy to see the *Georgia Tech Alumni Magazine* back. It's great! Keep up the good work.

The only thing I have ever written Tech about since leaving school was when the magazine stopped... It was my only link. Cut out the magazine and you cut out the heart of many alumni. Keep up the good work. Thanks.

Charles Mitchell
ChE '60
Madrid, Spain

I cannot begin to tell you how very much I enjoyed the new magazine and wish that it could be published more often, but twice yearly is much better than none at all.

Being a real old timer (1922) I was particularly touched by the picture of the front steps of the old "Y" building for I have trod them many times since I lived on the third floor for the 1918-1919 and 1919-1920 terms and I even recall the phone number on the third floor which was Ivy-346.

On the ground floor, or basement, there was the Post Office, the pool room and a very nice coffee shop and the main floor had a large lobby and a meeting hall, or auditorium, where I practiced as a member of the Glee Club.

During my time Coach Alex had his quarters on the second floor and when Red Barron broke his jaw in a football game and had to have his jaws

wired together he spent his time there where he had to be practically bottle fed since he could not masticate.

They are nice days to remember for I well remember Coach Heisman, Alexander, "Senator Clay" and others, including Joe Guyon, Judy Harlan, both of the Slatons and many more. I kept the players gate one year and still have the passes which Coach Heisman gave to some of his friends who supported the team.

Again, my thanks.

Henry T. Duson, '22
Crowley, La.

Have just received and read the first issue of the new *Georgia Tech Alumni Magazine*, and think that it's just great. Whenever I receive *Tech Topics* and now the magazine, I read them right away. It's good to read about what's happening at Tech, especially since I live so far away.

I watched the Tech-Georgia game on TV last Thursday night, and even though we lost, I think the team demonstrated the Tech spirit in the second half. I think Tech is fortunate in having a coach like Pepper Rodgers, who besides having good football knowledge and apparent ability to motivate and develop young men into good football players, has the personality that makes him the type of person representing Tech athletics that all Tech graduates can be proud of.

Robert J. Popp
IM '63
New York, N.Y.

My congratulations on the resumption of the alumni magazine... Your first effort is an excellent journalistic work. I am looking forward to future issues.

Donald V. Rentz
IE '61
Grain Valley, Mo.

The new alumni magazine is really beautiful! I look forward to the day when I finish this long medical training to really contribute to the alumni fund. My support is strongly behind the fine undergraduate academic program. The country is oversupplied with graduate education and so lacking in schools who will put their top dollar on the basic engineer's education.

Andrew John
Physics '73
Rochester, N.Y.

Thanks for "It's (more) for the *Alumnus*" — it signals the return of a long overdue magazine... The format is very comfortable, and if the future issues follow the successful stories, reports, etc. in Vol. 52, #1, the magazine will have in truth been re-born. Best of luck in future issues — you have my 100% support.

Bob Runkle
BC '60
Glen Ridge, N.J.

New magazine is just great! Format and contents are exactly right.

Morley Hudson
ME '38
Shreveport, La.

My thanks for returning the magazine. I am glad to see it! You have done a great job! It goes on the coffee table with pride.

Henry S. Ezzard
ME '50
Topsfield, Mass.

Just a note to sincerely thank you for the November issue. The article about me was one of the nicest written during my career here.

I have had many compliments on the article and on the cover. You did a great job! Many, many thanks.

Bobby Dodd
Athletic Director

The November issue of "Alumni" is splendid.

Charlie Northern
Textile Eng. '24
Birmingham, Ala.

I like it! Especially interesting to read in-depth stories about successful Techmen.

Eugene E. Lorenz
IM '53
Atlanta, Ga.

Congratulations on the very fine rebirth of the *Georgia Tech Alumni Magazine*. I enjoyed the entire issue — cover to cover. I sincerely hope the response is so favorable that the Association sees fit to increase its publication from twice yearly to at least every quarter.

Thank you again for an excellent product.

Richard C. Tucker
CE '64
Cincinnati, Ohio

1974
1975
1976
1977
1978
1979
1980



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THE Georgia Tech

MARCH 1976/ VOLUME 52, Number 2

ALUMNI MAGAZINE



The cover photograph of President Joseph Pettit and his administrative cabinet, with the Tech Tower in the background, was taken by Atlanta photographer Charles Rafshoon.

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The President and his Men: Facing the Problems of the 70's	4
By Bill Seddon	
Viewpoint: Capitalism's enemies within	10
By Dr. Peter H. Aranson	
Tech's Big Brothers and Sisters Help Shape Young Lives	16
Georgia Tech's Scientist in the White House	18
By Suzanne Jeffrey	
Robert Ormsby: Lockheed-Georgia's new president has no time to fly	20
Profile: Dr. David Comer, wrestling with angels	22
Coach Duane Morrison and the Metro-Six: Pulling for the little guy in a game of giants	24
By Dave Kaplan	

The Georgia Tech Alumni Magazine is published twice yearly for active alumni by the Georgia Tech National Alumni Association, Atlanta, Ga. 30332.

The President and his men:

'We do the best we can with

President Pettit convenes his cabinet at a recent staff meeting. Seated are (left to right), Vice President for Development and Public Relations Joe Guthridge; Dr. Pettit; Assistant to the President Dr. Richard Fuller. Standing, Dean of Students James Dull; Vice President for Planning Dr. Clyde D. Robbins; Vice

President for Academic Affairs Dr. Vernon Crawford; Campus Safety Director Forrester C. Auman; Vice President for Business and Finance Ewell Barnes; Vice President for Research Dr. Thomas Stelson; and Dean and Executive Director of the Southern Technical Institute, Dr. Walter Carlson.



facing the problems of the 70's

the era we are born in.'

By Bill Seddon

IT WAS EARLY in the a.m., and Joseph Mayo Pettit, the eighth President of the Georgia Institute of Technology, had another busy day ahead. Known as a 24-hour president, his waking hours are spent almost invariably on Georgia Tech, whether business or pleasure. He doesn't mind that. He is the kind who seldom wants to get away from his job. But sometimes things can be stretched just a bit too far.

His sleeping hours ought to be his own.

But on this particular morning, they were not to be. The phone rang insistently. What dire emergency did this portend? The awakened president picked up the phone and began another day.

The wife of a graduate student was at the other end, and she commenced bitterly complaining about the color of the paint which workers were even now attaching to the hallway walls of the married students' apartments, and asked eagerly what would he, the eighth President of the Georgia Institute of Technology, do about it?

He did the same thing any of his seven predecessors would have done in a similar situation.

Dr. Pettit is well known among faculty, staff, students and alumni for his "open door" proclivities, his willingness to hear them out, to try to resolve their problems even when other administrators have found them unresolvable. "But I do like to be a court of last resort, not a court of first resort," he says ruefully, recalling the morning he declined to impose a change of paint order for the married students' apartments. "I have less sympathy for those who say, 'I'm going to start at the top.'"

Dr. Pettit has faced his share of problems in his first four years as President of Georgia Tech, few of them as frivolous as the color of the

walls. The most pressing problem is the one with the capacity to haunt Tech and other institutions of higher education for years to come — the problem of financing.

"This is not the best time to be President," President Pettit reflects with a smile, paraphrasing Georgia Gov. George Busbee, who has had to spend almost all of his time in office fighting the woes of a bottoming budget. "But we do the best we can with the era we are born in," Pettit adds.

The conventional wisdom holds that higher education is in the midst of a depression, and in this case the conventional wisdom appears to be right. The late (?) recession did more damage to the growth of education in Georgia than in most other states. For the past 10 years, Georgia ranked 14th in the nation in the average budget increase given to higher education each year. For last year and this it has dropped to 47th.

The current bleak picture is due partly to the fact that Georgia, unlike some other states, must operate on a non-deficit basis (spending no more than revenue forecasts indicate will be taken in), even in a deficit time. Whenever revenue forecasts deteriorate, the budget must be adjusted downward. This has happened twice this year.

For Joe Pettit, the problem has a special irony: It is almost like going back to the beginning. He became President of Georgia Tech in the Spring of 1972, having made his mark as Dean of Stanford University's College of Engineering, and no sooner had he arrived on campus than the General Assembly forced him to cut the budget to meet a revenue drop.

Compared with this year, the travails of 1972 were candy.

Last June the General Assembly was called to special session to slash

the state budget. Tech's loss was nearly \$2 million — including all funding for previously approved salary increases. Then in December Gov. Busbee asked for an additional cut — Tech's share was \$300,000. Ironically, on the same day the Georgia Supreme Court was ruling that the earlier rescinding of pay raises was an illegal breach of contract — and very shortly Tech was told to axe another \$900,000 from operating expenses to pay the salary increases.

"Things looked their bleakest then," Dr. Pettit says now, "because the Governor and the legislature were not offering the least bit of encouragement that they were going to help us." Ewell Barnes, Vice President for Business and Finance, could offer little solace. "This is the worst budget problem I've seen in 29 years with Tech," he told President Pettit.

By the end of January, however, prospects seemed brighter. The Governor and General Assembly relieved the University System from the latest budget cut — for Georgia Tech, \$300,000 — stabilizing Tech's cut for the year at approximately \$2.9 million. At about the same time the Board of Regents voted to raise tuition and matriculation fees, beginning Spring quarter, by 10 per cent.

An enrollment increase above budgeted estimates, a marked increase in sponsored research, and continued support from alumni through the Roll Call and businesses through the Joint Tech-Georgia Development Fund have helped to ease the problem, Dr. Pettit notes, declaring cautiously, "I think we're going to come out of this all right — if the economy turns around and nobody has any more problems."

"But these are not good times," Pettit sighs, noting the unusually large number of faculty resignations at Tech earlier this year when pay raises were rescinded. Faculty members contem-

'The student culture here is one of hard work and study, a culture the students have perpetuated.'

plating resigning now are waiting in "a holding pattern," he says, waiting to see what the State will do this year. "We may see some soul-searching in the next year or so on State priorities," the President predicts. "For the faculty who believe that not enough is being spent on education, it's not just the fact that bothers, it's the question of why."

Meanwhile, important building projects, such as a badly needed addition to the College of Architecture, are being held up, for lack of funds for capital needs.

What of the future? Tech's enrollment continues to rise, and may top 10,000 within two years. For the next five years the college-age population will continue to increase, Pettit notes. "If the recession continues, we may face the choice of reducing either the quality or the quantity of higher education. If that happens, and barring a decision to restrict enrollment, quality will be in jeopardy."

Looking further ahead, into the 1980's, the prospect is for college-age population to be dropping, which would seem to indicate a drop in Tech enrollment as well. But the future is clouded by variables. There may be a continued increase in the percentage of high school graduates who seek higher education. Also, the number of students who want to study engineering, where demand is high, should continue to rise (although those studying natural sciences may decrease). And Pettit foresees more women entering engineering now that it has been shown to be "culturally acceptable," and more minorities seeking engineering careers. The high employment of Tech graduates and their high starting salaries should also mitigate against a drop in enrollment, he believes.

But the variables clearly make long-range planning difficult at this point. With enrollment nearing 9,000, Tech needs right now a new 500-bed dormitory. But even if the money could be found in the next few years to build it, would there be enough students in 1986 to fill it?

These are some of the questions

which Dr. Pettit and his administrative staff must grapple with, along with the more immediate daily problems of running the \$50 million a year Georgia Tech operation.

THE PRESIDENT'S MEN

Five Vice Presidents, the Dean of Students, and the Director of Campus Safety report directly to President Pettit, and he relies heavily on the information they give and the judgments they make. Pettit meets with his full "administrative cabinet" every week. "It brings a good interaction," he says. "I like for them to be almost as well informed as I on what is happening in the Institute as a whole. Everyone has a domain of responsibility, but the domains frequently overlap."

Pettit also has frequent communications with faculty members, students, and alumni, all of whom have a stake in his decisions. "I generally favor a wider base of consultation than the old-fashioned and no longer valid concept of the President as a benevolent despot," he explains. "The fact is the modern college President has relatively undiminished responsibility from the older days, but has a significant dilution of authority. There is more need for consensus—for authority deriving from persuasion and understanding. People like to be involved—faculty and students and alumni—in the governing of an institution."

His cabinet members work in much the same way. For example, Vice President for Academic Affairs Vernon Crawford meets weekly with the academic cabinet; Vice President for Research Thomas E. Stelson meets regularly with his Research Advisory Committee; Vice President for Development and Public Relations Joe Guthridge meets regularly with alumni officers and other friends of the Institute.

Within Tech's four Colleges, Pettit prefers relatively long-term "but not permanent," appointments for School directors and Department heads. "There is some sentiment within Departments for three-year rotation of



heads," he declares, "but this is not a cure-all. It would rotate out the good ones with the poor, and no one would be in long enough to seek long-range improvements."

Pettit also believes in giving people the opportunity to rise within the organization. "The idea is sound," he says. "Other things being equal, you should promote from within. But if other things are not equal, if you have the opportunity to bring in someone outstanding from outside, you should take it."

THE STATE AND THE REGENTS

President Pettit's relations with the Board of Regents, the Chancellor, and state officials, and thus Tech's relations with them, have remained good throughout his time in office. Indeed, some observers believe that Pettit carries more weight around the Capitol and the Chancellor's office than any other University System President.

Pettit is confident enough of Tech's standing to doubt the veracity of the old fears that the General Assembly and Regents are partial to the University of Georgia. Recently a gang of state officials—Georgia alumni all—lined up on the Hall of Flags steps in the Capitol to have a photo taken. "They're going to have a Georgia Tech alumni get-together tomorrow," one senator reportedly cracked, "in a phone booth." As a matter of fact, Pettit points out, it would be a good trick to get the 13 Tech senators and representatives and the two Tech Board of Regents members into that small space.

At any rate, Pettit thinks the General Assembly and the Board of Regents are "quite fair," and says Chancellor George L. Simpson, Jr., a graduate of the University of North Carolina, "has no reason to be partial." Members of the House and Senate higher education committees have visited Tech recently. "Partly because of our size, our unique nature, and our close proximity to the Capitol and the Regents' office, I think everyone is quite familiar with Tech," Pettit says with satisfaction.

'The modern college president has relatively undiminished responsibility from the older days, but has a significant dilution of authority. There is more need for consensus...'





Photography by Charles Rafshoon

ATHLETICS AND SOUTHERN TECH

Two areas that have taken much of the President's time in the last year are athletics — which nearly everyone is familiar with — and the Southern Technical Institute, which many tend to forget is a division of Georgia Tech.

Some observers believe that the status of Tech athletics — read, Tech football — was perhaps the thing that Pettit was least prepared for when he left Stanford's Engineering College to come here in 1972. "I think it was kind of a shock to him when he went to his first football game," a staffer avers, "and everyone came up to pat him on the shoulder and say 'How

about this football team!' and not 'How about this Institute'."

But no one doubts that Joseph Pettit has a handle on Tech's athletic program, and its importance, today. "It's something I have spent a great deal of time, thought and discussion on," he says. "Athletics at Tech are very big, and they are not limited to football, although football is the best known." Tech spends some \$2.7 million a year on athletics, including intercollegiate sports (10 programs), \$2,495,293; 17 club sports, \$24,678; eight O.R.G.T. (Organized Recreation Georgia Tech) programs, \$4,500; and 30 intramural sports, \$66,308. An estimated \$120,000 in additional fund-



'Our legislators have to ask themselves, do we want to educate the future engineers and architects of Georgia with less than the best.'

ing will be needed when the Student Athletic Complex opens next year.

Southern Tech, the engineering technology college located about 15 miles from Georgia Tech in Marietta, has its own athletic program, with six intercollegiate sports complementing a club and intramural sports program. The question of Southern Tech's relationship with its parent institution has been brought into focus this year, perhaps for the first time since S.T.'s creation in 1948. Pettit took his staff on a day-and-a-half "retreat" last year to brainstorm the Southern Tech question: Should it become a separate institution within the University System? Should it be more closely controlled from the Georgia Tech campus? Should it be made Tech's fifth college, a College of Technology, with its own Dean or Vice President responsible for operations and reporting to Dr. Pettit?

Following his predilection for consultation on such important questions, Pettit sought the opinions of nearly everyone involved — the Tech faculty, the Southern Tech faculty, Southern Tech alumni, and Tech alumni (the National Alumni Association's Board of Trustees chartered a bus to meet on the Southern Tech campus). On Jan. 30 he announced his decision: Southern Tech will remain a division of Georgia Tech, but its chief administrator will be given increased authority over campus operations, a new title (Dean and Executive Director), and will report directly to President Pettit.

TEACHING AND RESEARCH

Meanwhile, Tech's President continues to seek improvements in the three areas he holds most vital to a university — undergraduate education, graduate education, and research.

A recent survey of Deans across the country ranked Tech eighth among 240 Colleges of Engineering. But its sciences, architecture, and industrial management programs were less well known nationally.

Pettit has some doubt about the validity of such surveys. "The major ingredients in education are faculty

and students, not reputation of what is in a catalogue," he declares. "The quality of our faculty is high and rising; the quality of our students is very high, just look at their College Boards scores (Tech continues to draw the highest percentage of National Merit Scholar students of any publicly-supported institution). And the student culture here is one of hard work and study, a culture the students have perpetuated."

The President foresees no major role change for the Institute in the '80's — engineering, architecture, science and industrial management will remain Tech's fortes — although he is encouraging a move to broaden Tech's base by offering minors in the social sciences. His concern is with Tech's future ability to offer salaries that will attract top professors in these disciplines. In each one, Tech's present salary structure is comparable with universities nationally for assistant and associate professors, but below average for professors of top rank — the ones who bring national distinction to a university.

"Our legislators have to ask themselves, do we want to educate the future engineers and architects of Georgia with less than the best?" Pettit declares. "If we want the best, then we have to compete in the marketplace."

In the meantime, contributions from Tech alumni and friends are helping to make up the difference. Some 1,000 firms contribute to the Joint Tech-Georgia Fund, demonstrating, Pettit says, that "they want a level of education in Georgia higher than the taxes they pay can finance." And a higher percentage of Tech alumni continue to give to their school than at any other publicly-supported university in the country. "These private funds are terribly important to us in times like these," Pettit says.

MAIN HOBBY: WORK

Despite the times and their problems, Tech's President thoroughly enjoys his work, and spends little time away from it. It is his main hobby,

overshadowing the things he used to do more of, like hiking, boating, and photography. He owns a sailboat, and recently acquired a houseboat which he keeps at Lake Lanier, but he doesn't often get the chance to use either. "I don't have any great need to get away from my job," he declares.

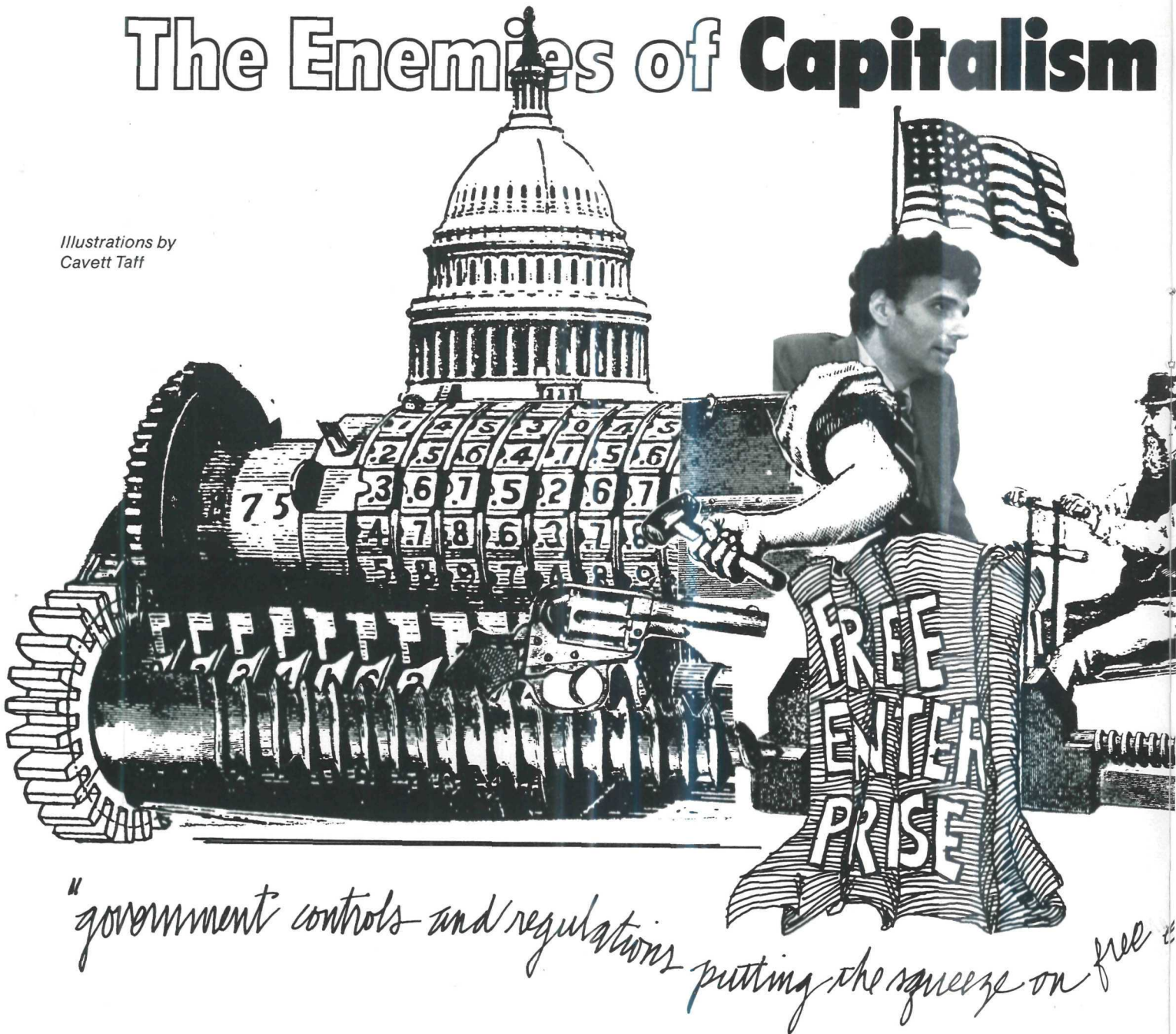
He and his wife Florence are tireless Tech boosters. She is active in the Atlanta Symphony League, he in Rotary, but their social life is otherwise almost wholly related to "Tech people". "Florence just never says no to any request on her or the house," a staff member marvels. "She is so gracious, a delightful lady even when she's being imposed upon. She is very involved in helping the Institute, even separately from her husband. She has the Tech Women's Club at the house, has student organizations there, and she wants to have everybody on campus in the house at least once a year." (About the only thing she doesn't allow near the house is pesticides. Early in her tenure as Tech's First Lady she informed the physical plant they could no longer spray insecticides on the grounds, and especially not anywhere near her tomato patch. She is strong on natural foods.)

In their occasional spare time, the Pettits enjoy reading, listening to classical music, watching educational television or "specials" on the tube.

Despite the demands of his time and the tribulations he faces as a modern college president, Joseph Pettit has no desire to return to his earlier role as a teacher and researcher. Teaching and research are the most important activities of the university, he affirms, "But they are only possible if someone is creating and maintaining an environment in which they can prosper. In my 14 years as a Dean and four as President I've learned quite a lot about the organizational setting in which teaching and research can best occur. I enjoy doing this, not for any sense of being able to manipulate with power, but for being able to make this contribution. Most teachers and researchers would not want to be administrators today; but I think this is my best contribution." ▲

The Enemies of Capitalism

Illustrations by
Cavett Taff



RECENT ATTACKS on American capitalism are growing more virulent and more irresponsible. The condemnation of private enterprise, of course, is not new. Marxist critiques already are antiquated. Fifty years before Marx, Luddites burned British factories. Three centuries earlier, Luther warned "about this great, nasty, widespread business of merchandising . . . from which the stream of abomination, treachery, and guile flows far and wide." Luther echoed the warnings of St. Thomas Aquinas against inter-city trade, and the horror of St. Augustine found in usury. Even in ancient times Greek philosophers viewed traders as "pigs." Past American critics are well known and we need not recount their views.

There are three differences, however, between today's attacks on free

enterprise and yesterday's. First, today's attacks come after a century-long demonstration that the free market is the best mechanism man has ever devised for both his material and spiritual happiness. Second, there is a parallel demonstration that government is an anti-Midas. Whatever it touches loses value. Even so, the latter-day Luddites would use government to draw and quarter American capitalism (although what they view as problems of capitalism, as Joseph Schumpeter so aptly observed, are precisely the results of the success of capitalism and not its failures.) The Asian peasant, for instance, creates terrible pollution relative to his sewer system's ability to take care of it. And, in terms of production, the peasant's use of energy is unconscionably inefficient. The Peasant ignores these prob-

lems because his immediate concern is starvation. Yet, even that great polluter, the automobile, saved American cities from burial in horse manure.

Third, today's attacks differ from others because they are working. Industry after industry is coming under increasing government regulation, which feeds on itself, so that the cure for bad regulation is more bad regulation. Summarily, we can look to Penn Central for the world to come. And, when that fails completely, the Naderites and their camp followers like Senators Jackson, Kennedy, Proxmire, and Humphrey will turn to nationalization, which will produce ever more examples of the New York State Urban Development Corporation.

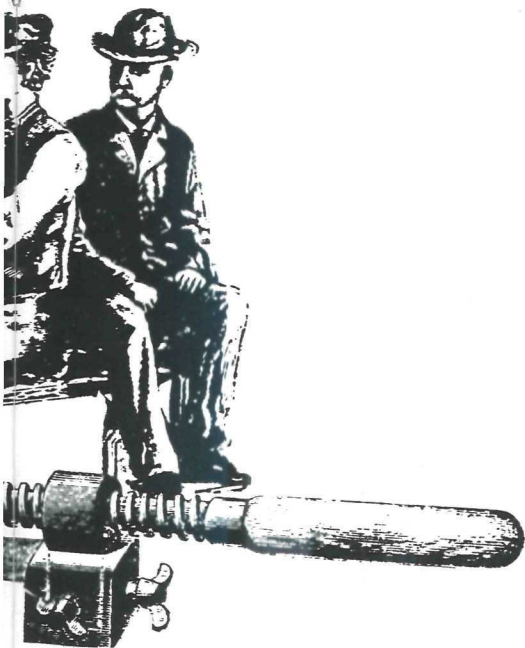
Some business executives have decided that this trend is not worth fighting. They see no hope. They ex-

are Dangerous and Silly

Viewpoint by Dr. Peter H. Aranson

(Editor's Note: Viewpoint will be a continuing feature of the Georgia Tech Alumni Magazine, inviting Tech professors and alumni with expertise in various fields to express their opinions on controversial subjects within those fields. The opinions are not necessarily shared by the editor or by the Georgia Tech National Alumni Association. Reaction from readers is invited.)

Peter H. Aranson is an associate professor in the Georgia Tech College of Industrial Management who is conducting a study of government inefficiency.)



enterprise."

pect to lose. So they are following the road of Swedish executives, working with the bureaucrats to get a slight, temporary advantage, thus contributing to their own demise. The costs of this strategy are greater than we might suppose, for corporations under attack replace their executives with people who can manage bureaucrats, rather than with people who can manage production schedules.

I believe, however, that the obituary of capitalism and freedom is premature. And, I believe furthermore, not only that we can stop what appears to be an inexorable trend, but also that we can reverse it, and restore the economic liberties that we are about to lose.

As a political scientist, I see the defeat of capitalism's enemies as a fascinating intellectual problem. After

all, most people believe that the case is hopeless. And, as one of the few political scientists in this country who believes in the free enterprise system, and who prefers to live as a free man in a free country, this problem is not only fascinating, but also of great personal importance and, given the hour, of great urgency.

Thus, here I wish to describe briefly how we can stop the erosion of freedom, and restore basic economic liberties to American citizens.

To restore economic freedom requires three steps. The first step is to use the political resources of American business to take over as many state and local political party organizations as possible. The second step depends upon the first: we must build in each state and locality strong governments and regulatory commissions. And, the third step depends upon the other two: we must diminish the strength of the national government and its bureaucracy. It is reasonable to ask two questions about each step. First, *why* should we do it? Second, *how* should we do it?

Consider step one: to take over as many state and local political party organizations as possible. We should do this because if people control state and local parties, then they control not only state and local government, but also the Federal government. I realize that this recommendation is counter-intuitive. After all, the irresponsible critics of capitalism have succeeded precisely because they have abandoned state and local government, and have fought their case successfully at the national level. Some states, like Oregon, have taken anti-business action on their own. But, must state actions against business, especially in the areas of alleged "con-

sumer protection" and neurotic "ecology" legislation, result from the dictates of Federal bureaucrats.

Unfortunately, the business community responds at the place of the enemies' attack. Businessmen should outflank the enemy at the state and local level, and not at the national level. Unfortunately, what businessmen forgot to ask is why the Naderites did not apply *their* resources at the state and local level. The answer is simple. Local legislators who want to control prices, or to eliminate all pollution (not including their own, government being one of the worst polluters), or even to bother productive human beings generally because they hate them, find a solid wall of opposition. This opposition comes not only from businessmen themselves, but also from labor union members who are afraid for their jobs.

Put differently, it is simple to convince a New York City liberal or a Minneapolis homemaker, that polluting steel mills in Pittsburgh are a danger and an affront to the human race. Their Congressmen will vote to stop *all* such pollution, no matter what the cost. The Pittsburgh Congressman might oppose the anti-pollution bill, but he will fail. It is quite another thing, however, to convince the Pittsburgh counterparts of the New York City liberal and the Minneapolis homemaker, that air pollution in Pittsburgh is a bad thing. Their very livelihoods depend upon it! Hence, local legislators dare not give in to the tree and water worshippers.

Facing this opposition at the local level, the enemies of free enterprise looked to the Federal Government to force their silly notions down other people's throats. Unhappily, they succeeded for two reasons. First, the

**Government is an
anti-midas. Whatever
it touches loses value**

business community made the mistake of attacking these people on their own ground. It was simple for demagogues to put the matter as a fight between a few "greedy" business executives on one side, against some mythical disembodied "public interest" on the other side. The result was that New York laborers voted not only against the interests of Pittsburgh steel executives, but also against the interests of Pittsburgh laborers (and the rest of us).

The second reason for the anti-business success is that state and local

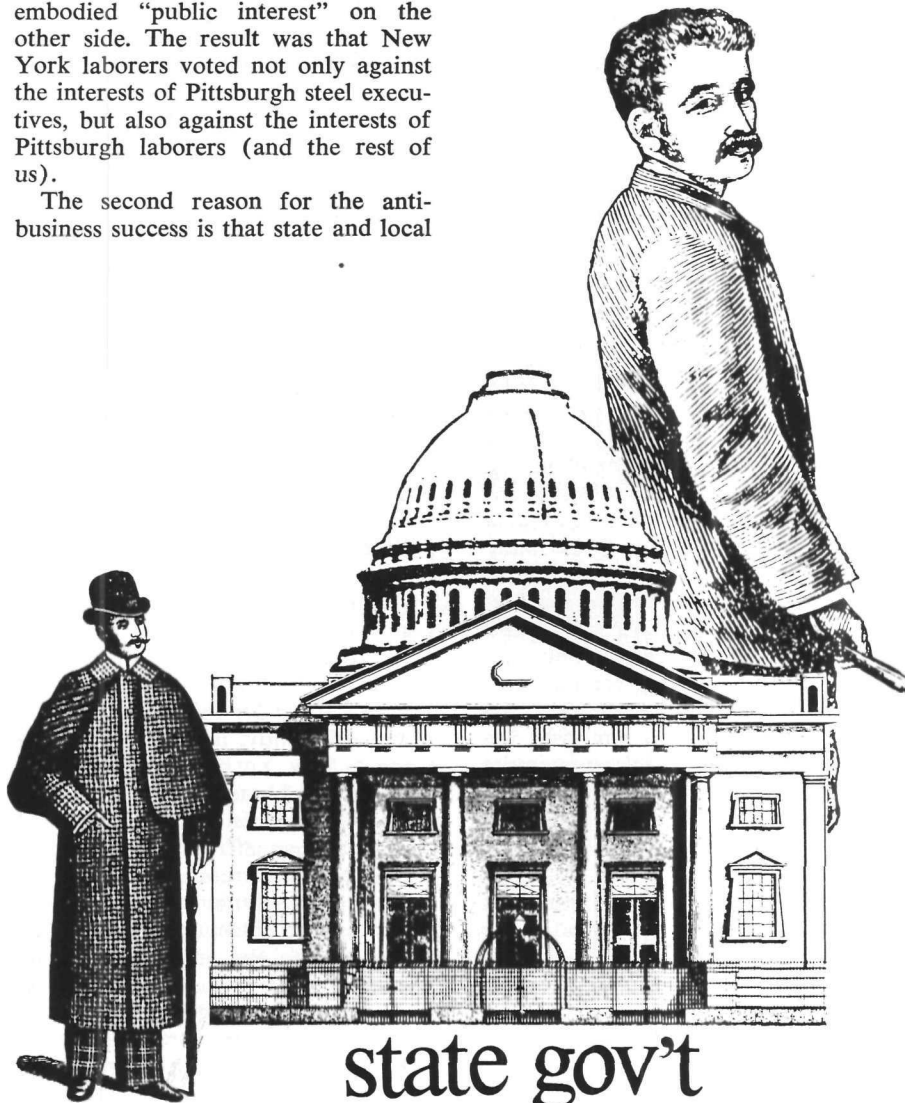
political parties (save for a few cases of extortion) found their payoff not from state and local people. This would have been the case if businessmen worked in this area. But, execu-

tives shifted their resources to the national level, to fight Nader's mindless children. The state and local politicians, then, became interest groups of the national parties and of the Federal Government. And, they found their payoff from the Federal Government, in the form of matching grants and a silly program called "revenue sharing."

This abandonment of state and local political parties could not have come at a better time for the Naderites and other assorted self-declared "beautiful people." Indeed, they and an entire coterie of political liberals have taken over the National Democratic Party. In the Party's recently adopted Charter, they assert (in Article Two) the unqualified authority of the National Party organization over the state and local parties.

No matter how many charter provisions the Democratic left passes, however, the roots of political authority in the United States are profoundly local; they have always been so; and, they were designed to be so. Political scientists have known for years that we do not have a two-party system. It is a 100-party system, with each state having two major parties. Manifestly, state and local parties *can*, if their members wish, control money, control endorsements, control campaign workers, and control the philosophical and ideological direction of both national parties. That is, they can direct American public policy!

Quite simply, if a local organization of businessmen tries to take over a local party organization and succeeds, then they can have a far greater influence on the subsequent actions of their Congressman than can 100 national organizations devoted to the preservation of this, that, or the other endangered species of coyotes, rattlesnakes, or tropical fish. If the same businessmen try to form a national organization to influence *all* congressional elections, then they will find that their opponents have an advantage in numbers. But, not even Ralph Nader can defeat a local business group when it comes to influencing the way the group's Congressman



*businessmen can keep an eye on
state governments easier than on the
national bureaucracy.*

Businessmen should outflank the enemy at the State and local level and not at the national level

votes on bills affecting them — *if the businessmen are party activists!* Summarily, national business organizations in politics cannot defeat national anti-business organizations. But, local business organizations can defeat national, and even local, anti-business organizations.

This leads to the second question about this first step: how can we do it? My previous remarks contain parts of the answer. First, most business and anti-business groups have abandoned state and local party organizations. In economic terms, there is little demand for the services of local politicians. It follows that the price is cheap. They are ripe for a new market and servicing the demands of local businessmen is such a market. The exchange is a simple one of money, manpower, and expertise for partial control of the state and local party apparatus as well as for a say in nominations and party platforms.

Second, as I suggest earlier, at the national level labor, as well as many ethnic minority organizations, are part of the anti-business coalition. At the state and local level, however, the interests of business, labor, ethnic minorities, and even poor people often coincide. Worker safety, for instance, is wonderful to propose at the *national* level as part of *national* public policy. But, if *your* Congressman proposes it and, as a consequence, *your* plant shuts down, then, as a *local* issue, *your* preferences differ. And, whether you are a laborer, an executive, a food stamp recipient, or a left-handed Lithuanian makes little difference: you are out of work and your Congressman is going to hear about it!

One of the paradoxes of a federal system, which political scientists are just beginning to understand, is that people can prefer different policies on the same issue, depending upon at what level of government the matter is being considered. This is really not so paradoxical when we realize that the effects of a program for, say, eliminating air pollution, differ widely if the program is promulgated nationally or promulgated locally.

Let us assume, then, that businessmen have succeeded in taking over a large number of state and local political parties. The next step is to set up strong state governments, along with a full professionalization of state legislatures and bureaucracies. This step is important because a business take-over of a political party is difficult to sustain in the long run. People who are used to productive and honest work do not like politics or politicians, who seem to thrive on creating terrible situations and then making them impossible.

The building of strong state governments will create a *permanent* interest group in the institutions of government, rather than in the institutions of electoral politics. This interest group should consist of state legislators, senators, bureaucrats, and governors who have a vested interest in maintaining their control over the governance of their respective state or locality.

These people will fight at every step the incursions of national legislatures and bureaucracies into their state and local jurisdictions. That is, we shall give substance and meaning

to the Tenth Amendment of the Bill of Rights: "The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people."

Clearly, to accomplish this task we must control state and local legislatures, and to control state and local legislatures we must control state and local political parties. But, that control is easy to get. Thus, by taking the first step, and by insisting simultaneously on strong state governments, we shall accomplish this second step.

Before justifying this second step, let us look ahead to the third step: *diminishing the strength of the national government and its bureaucracy.* Having accomplished the first two steps, this last step should not be too difficult. Congressmen and Federal bureaucrats are not going to enjoy the new strictures we place on them. They will have little choice, though, since their jobs will depend upon their going along with the new pro-business local party organizations. These state and local parties have the added strength from the new vitality of state and local governments.

Why, though, should we strengthen state and local governments? Why should we want yet another set of unproductive, irresponsible politicians to force their preferences on us? There are two reasons for this step. First, we need these people to carry on a strong and sustained attack to limit the Washington bureaucracy. Some recent work by Professor William Niskanen shows that the fundamental objective of a bureaucrat is a larger bureaucracy. The only thing that holds this expansion in check is another bureaucracy competing for funds or for jurisdiction.

The second reason goes to the heart of some new and exciting research on the nature of federalism, especially democratic federalism. When we have accomplished our three tasks, we will be left with a national government greatly weakened in its ability to promulgate mischievous and ill-conceived schemes to interfere with



Peter H. Aranson



business executives do not normally like to rub elbows with politicians

the efficient and beneficial workings of a free economy. At the same time, we will have a relatively stronger set of fifty state governments and many more local governments. The state and local governments, however, will not bother our productive citizens anywhere nearly as much as we now experience from Federal Congressmen and bureaucrats. The reason, again, is quite simple, and goes to the heart of a political theory of federalism.

People affect the actions of their governments in several different ways. Earlier generations of political scientists who studied democracy thought that the main way was voting. We have learned, however, that people affect what their governments do by

more than voting, by taking over state, local, and national political parties, and by other participatory acts. Politicians do depend on votes and we can affect them in that manner. But, *we can also affect them by moving!* The only obstetrician on an island of pregnant women, for example, is likely to be well treated, especially if there is an equally fertile population nearby. Correspondingly, a productive industry, which provides jobs, payrolls, taxes, and many other benefits to a state or local community, is likely to be well treated.

Yet, such an industry can only expect this treatment if it has some place else to go if it is abused by meddlers who themselves produce

nothing — i.e., politicians. If the situation is as it is today — weak states and a strong national bureaucracy — then it's "bureaucracy, love it or leave it!" Going from state to state looking for better conditions is almost pointless, since the stifling regulations are *national*. But, if state and local governments are strong relative to the national government, then they must *compete* for productive citizens to come and produce. The difference is between "competitive" and "monopolistic" political "markets." They must bargain on the industrialist's terms. And, once an industry moves into an area, the politicians dare not abuse it, first, because businessmen have taken step one, and control state and local

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parties and, second, because a loss of an industry that employs, say, 1,000 workers means, usually, a loss of 10,000 votes.

There are several parallel instances of this mechanism working in both democracies and dictatorships. If politics must compete for productive citizens, then they think twice about abusing them, and especially about abusing them in an arbitrary and capricious manner. Here are some examples.

1. In 1865, Louis XIV revoked the Edict of Nantes, thus denying religious and civil liberties to the Huguenots, the French Protestants. They left France, and Louis lost the most skilled weavers in the civilized world. The Huguenots were not happy about leaving, but it was preferable to staying. Several nations that accorded a greater degree of freedom benefited greatly from the French mistake.
2. Since the end of World War Two, many people have tried, often successfully, to escape from Communist countries. They are usually highly skilled and productive human beings, who expect to be better off and happier living in freedom than living in bondage. The Berlin Wall is an answer to the brain drain.
3. Castro's Cuba lost most of its medical faculty of the University of Havana. The vitality and productivity of our new Cuban Americans is a glowing testimony to both the power and the attractiveness of economic freedom.
4. The flow of physicians from Great Britain to the United States after the socialization of British medicine, provides yet another example.

Industrialists are just like Huguenots, like those who flee Communism, and like all other people who enjoy liberty. If they cannot get it in one place, then they show an increased propensity to move elsewhere.

A year ago, I researched the ques-

tion of corporate charters in the United States. The Nader groups were agitating for a federal bureaucracy to charter all large corporations, and to take this power away from the state governments. I agree with Professor Henry G. Manne that the federal chartering proposal, which the Founding Fathers explicitly rejected at the Constitutional Convention, is a blueprint for turning the Fortune 500 into a list of public utilities.

This silly and dangerous policy proposal interested me because it proves exactly what we have been learning in developing a theory of federalism. When the states charter corporations, they must compete with other states. Hence, if they want registration fees and other payments, then they must make the chartering statutes "enabling" rather than "regulatory."

Nader realizes this and that is why he is pushing for federal chartering. His followers' proposals for the actual charter terms include forced cumulative voting, total disclosure of all business activities, constant reports about the corporation's "social responsibilities" in a half-dozen areas, and board membership for this, that, and the other minority group. I do not believe they will get this legislation passed because state governments are extremely jealous of this prerogative. And, this shows exactly why we must strengthen state and local governments in other areas.

Let me conclude by noting a few other advantages of a strong democratic federalism. First, state and local governments will have to compete not only in how they treat business, but also in the quality of services that they provide. I believe that three reasons explain much of the disastrous decline in the quality of these services. First, there is an ill-conceived tendency to consolidate local governments. Second, there is a tendency to put together national standards and procedures with which state and local governments must comply. Third, unlike inefficient private businesses, inefficient governments and bureaucracies do not self destruct — they get bigger.

Hence, part of the competition

among states and localities might produce better schools, roads, sewer systems, garbage pick-up services, police protection, and even better preservation of wildlife and recreation areas. We might even see some of these activities returned to the private sector. After all, if state A has excellent *private* schools and inexpensive and efficient *private* garbage collectors, while state B has lousy *public* schools and rotten and expensive *public* garbage collectors, where would you want to live?

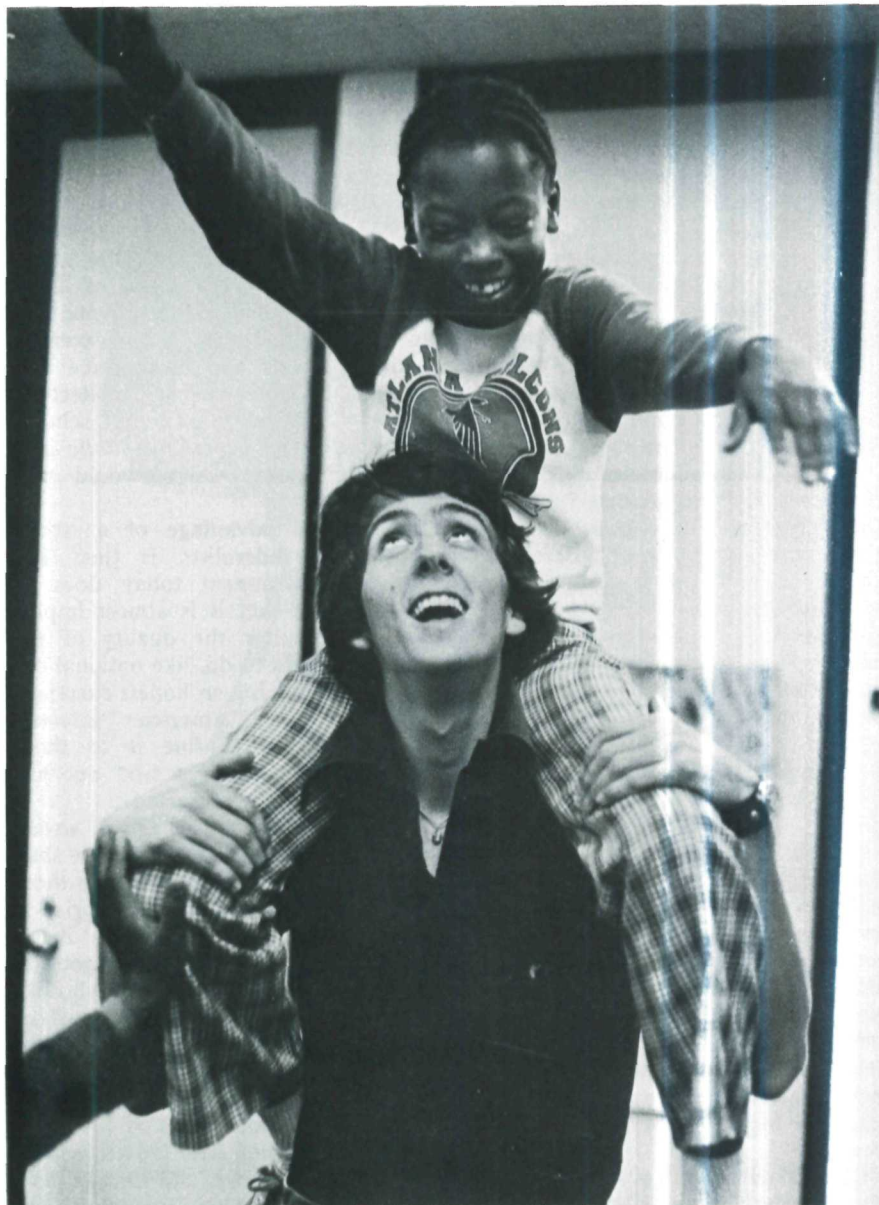
A second advantage of a strong democratic federalism is this. The Federal government today does so many things that it is almost impossible to monitor the quality of the things it ought to do, like national defense, maintaining an honest currency, and protecting American interests abroad. If we confine it to those things, then we might find out just how well we are protected.

A third advantage of a strong democratic federalism is this. We shall always have strange people like those who have shackled free enterprise in Oregon. But, one Oregon is better than fifty Oregons. And, it is good to have a place for people to go who like that sort of thing. Instead of pushing their version of hell on earth down our throats nationally they can all get together in the same place for contemplating various parts of their collective anatomies. The greater benefit is that *they*, not *we*, will have to bear the full cost of their idiocy and their immature and unstructured minds. They may grow up. They may become productive citizens. And they may actually allow economic freedom once again in the State of Oregon.

The time we have left to save free enterprise in The United States is brief. I have outlined my thoughts on how to do this. It calls for dirty, messy, hard work, for corporate executives understandably are reluctant to rub elbows with politicians. But, the price of cleanliness is acquiescence in the destruction of the most beneficial, humane, and creative economic system ever known to many. I believe that it is worth saving. ▲

Students Who Care:

TECHBROTHERSANDSISTERS



Big Brother Dave Hafner never tells young Calvin Green, "Get off my back"

"How MANY OF YOU would like Tech brothers?", the teacher asks the five wide-eyed ten-year-old boys.

Almost simultaneously five hands shoot up and a chorus of "Me's" cuts through the silence.

For a student from Fowler Street Elementary School, there is a definite status associated with having a "brother or sister" from Georgia Tech.

Such relationships are possible through the Techwood Tutorial Project, initially established in 1964 and currently coordinated by the Office of Community Services at Georgia Tech.

It is designed to benefit the youngsters who attend classes at 595 Fowler Street, located near the Techwood-Clark Howell Housing Project.

Those involved in the program say it has had a positive effect on the lives of the students aged 6-10 who are chosen for the project, based on the recommendation of area social workers, guidance counselors and teachers.

"I've seen changes in the behavior of the children. A relationship with a Tech student gives our pupils a look at another way of living. Developing a meaningful relationship with an older

person gives them a goal," relates Mrs. June McRae, a guidance counselor at Fowler.

"Given the backgrounds from which many of these children come, one of the most significant contributions of the program is the presence of positive male and female models in their lives," declares Fowler principal Sid Blackstone.

Very often the youngsters selected for the program are living in one-parent family situations where unemployment may be a fact of life, according to Sally Hammock, coordinator of the project at Tech. More student volunteers are always needed, she adds.

Some real friendships are formed in those relationships.

"I've known Tech students who would call ten years after leaving Tech who wanted to get in touch with their younger brothers again. They even come back to visit from cities outside Atlanta," relates Blackstone.

Tracy Pope, a Tech student who has participated in Techwood Tutorial for the past three years, says he once had to get tough with his 7-year-old "brother" who suddenly decided to play "hooky" indefinitely. "Once I made it clear that I wouldn't be his friend anymore, it wasn't long before he started showing up at school again," Pope recounts.

In the Tech student's view, the experience has proven to be just as beneficial. "It's a refreshing diversion from the pressures of college life, as well as a gratifying feeling to help someone else," says Pope.

Through Sally Hammock's office, free tickets to the theatre, the circus, baseball and football games are frequently available, and overnight camping trips are organized for all participants of the project.

Initially organized solely for tutoring Fowler students, Techwood Tutorial owes its existence to people who started it, like Miller Templeton, now assistant dean of students at Tech, and Episcopal minister Woody Bartlett, currently at St. Bartholemew's in Atlanta.

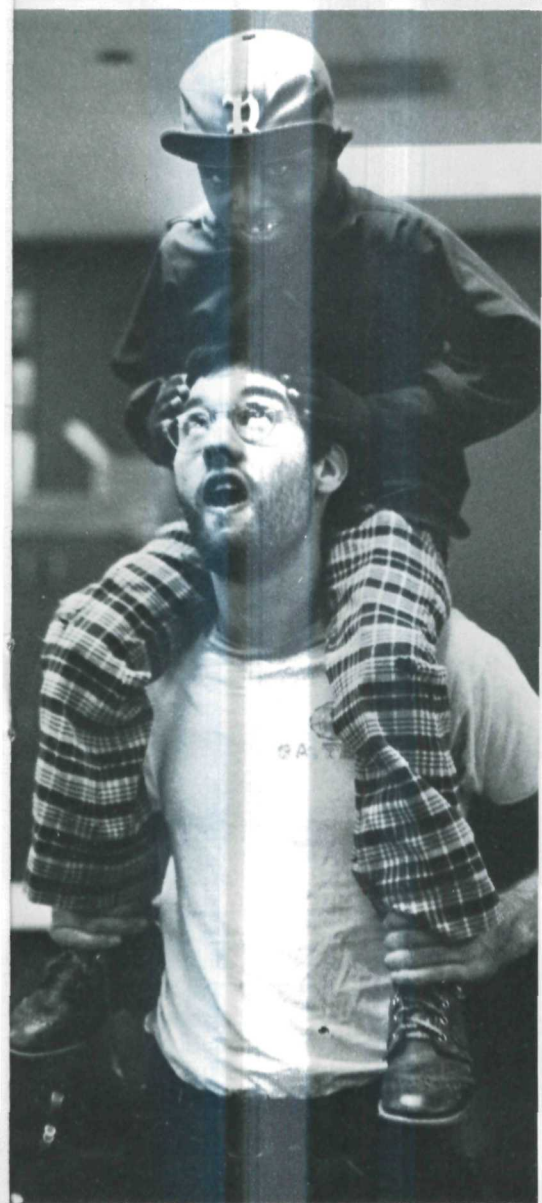
If you should visit Fowler School sometime, don't be surprised if a child approaches you and offers to help you find the library or wherever it is you're headed. He might be looking for a big brother. ▲



Left: Tech student Robert M. Kennedy, student coordinator of the Tech Tutorial Project for three years, with friend Wanda Rayburn.

Bottom Left: Student Fred Wilson makes a face for youngster "Punkin" Clements.

Children enjoy a party with their Tech tutors.



Scientist in the White House

By Suzanne Jeffrey

ON AUGUST 2, 1974 Edward Emil David Jr. wrote a story for the *Wall Street Journal* recalling how, as science adviser to President Nixon in the early 1970's, he anticipated "unrealistic public expectations" as a result of the moon landings which began in 1969.

The mood of America, he related in that article, was: "If we can put a man on the moon why can't we cure cancer, end hunger, make cities livable, clean our air and water, have enough energy and materials?"

Continued David, "That, of course, is akin to asking: 'If a weightlifter can press 500 pounds, why can't he hit a home run every time he comes to bat in a baseball game?'"

"The array of technology available at any one time is not like a storehouse with shelves full of ready-made solutions. Rather the technology storehouse contains bits and pieces—a new digital memory here, a miniature electric battery there, a cheaper process for producing engine bearings yonder. Putting it all together and bridging the missing links to solve a problem or meet a need usually requires as much ingenuity and money as creating the pieces in the first place."

In addition to those challenges, there is what David calls "the tyranny of aggregation," a political reality he observed first-hand in the White House in which some groups inevitably will receive a larger slice of the pie than others.

Reflecting on his 28 months as presidential science advisor, David says. "It was a privilege to work in the White House, but one is never satisfied, there is always more to do. In that environment the issues are serious, seldom clear-cut and they affect large numbers of people, some of whom will be benefited more than others."

David, who received his B.S. in electrical engineering from Georgia Tech in 1945, is now executive vice-president of Gould, Inc., a Chicago-based diversified manufacturing company.

From September, 1970 to January,



Edward Emil David, former National Science Advisor

1973, Dr. David was director of the Office of Science and Technology and chairman of the President's Science Advisory Committee.

The daily pace of his life during

that period was often hectic, David recalls. A "rigorous" schedule kept the lights in his office burning 12 hours a day. "Generally I worked from 7:30 in the morning until 7:30 at night,

setting up appointments every hour and often every half hour," David recalls.

During his relatively brief stay with the Nixon administration, Dr. David has been credited with reorganizing the federal government's vast scientific complex; initiating reciprocal research agreements with several countries, including Poland and Russia; reestablishing a technological partnership between government and private industry; increasing the federal science budget; and promoting research in the areas of food production, mass transit, health care, low-cost housing, inexpensive pollution-free fuels and conservation of natural resources. "Science and technology can do a great deal toward solving the problems of this country," David was quoted as saying in *Saturday Review of Science* (September 30, 1972).

Among other accomplishments, he has been cited as the principal architect of Nixon's "clean energy" plan submitted to Congress in 1971 and of the first Presidential message on science and technology in March 1972.

His efforts on behalf of science education resulted in an additional allocation of funds for academic research, increased funding for the National Science Foundation, 500 new fellowships in government-owned laboratories for unemployed Ph.D's, and increased federal spending in environmental and medical research.

Shortly after David's resignation as science advisor on January 2, 1973, President Nixon restructured the scientific advisory system and abolished the office. The former science advisor expects Congress soon will take action on a bill that would legally restore the position, which now has only "informal" status in the Ford administration.

The intensity of commitment to science which culminated in a presidential post has been a distinguishing trait in the career of Dr. David since his college days.

David's memories of Georgia Tech are fond ones. "It was during World War II and I was in the Navy at Tech. I was serious about getting my work done so that I could graduate. The faculty and atmosphere encouraged that. Tech badly needed development at that time. I remember the administration building stood alone on the Hill surrounded by houses. I'm glad to have seen Georgia Tech evolve into a first-rate academic facility over the years."

David continues to serve as an academic consultant at Tech and is a member of the National Alumni Advisory Committee. In 1958 he was the

recipient of the George W. McCarty ANAK Award given to the "outstanding young Georgia Tech alumnus."

As a graduate student David studied microwaves and noise theory at the Massachusetts Institute of Technology, where he earned his doctorate in 1950.

That year he joined the technical staff of Bell Telephone Laboratories in New Jersey and for the next twenty years distinguished himself in the corporate world as a researcher, an inventor, an author and a humanitarian. Over the years he was granted eight patents for his experiments in underwater sound, sound localization and speech processing. He helped develop a prototype answering device, conducted research in acoustical psychophysics, in the interpretation of neural information by the brain in the sound quality of concert performances, and in the development of practical sound reproduction devices, such as a low-cost artificial larynx for the correction of speech disorders following surgery.

By 1962 David had turned his attention to computer technology and information sciences, investigating methods of man-machine communications. A few years later he was supervising 200 scientists involved in research in computer science, communications principles and electronic systems, including aircraft anti-hijack devices.

Spurred by the 1963 meeting of the National Foundation, which considered new approaches to the teaching of Physics, David and a colleague at the Brooklyn Polytechnic Institute, academic vice-president Dr. John G. Truxal, developed a science course designed as an alternative to lab science courses for the college preparatory student not wishing to pursue science as a career. The textbook, which has been used by about 1,000 high schools, was published by McGraw-Hill in 1968 as "The Man Made World; A course on Theories and Techniques that Contribute to Our Technological Civilization."

Now engaged primarily in materials processing, reclamation of metals and instruments development research for Gould, manufacturer of electrical, electronic and industrial products, Dr. David continues to be active in science policy-making at the national level. He is a consultant on the National Security Council and is a member of the President's Advisory Panel on the Contribution of Technology to Economic Strength.

Hesitant to support a cabinet-level position of science and technology in the past, Dr. David says he now favors its creation. "The rational approach of the scientist needs a rallying point in the White House," says Dr. David.

There are about one and a half million scientists and engineers in the United States, he adds.

He has written and spoken before Congress in favor of auto emission control devices (a Gould product), says the cost of battery-powered electric vehicles makes them prohibitive for the average consumer, and perceives solar energy as being "very useful for individual buildings and dwellings. "A most exciting possibility within the next 25 years is the use of satellites to harness solar and electrical energy," David relates.

The researcher's fascination with the realm of science dates back to his childhood delight in geology and rock-collecting. The only child born to a stockbroker and a housewife says his affinity for science is "a long-standing thing. I decided early in life that the belief and behavior generated by the rational approach was the kind of life I wanted to lead." With his wife, the former Ann Hirshberg and his daughter Nancy, now a sophomore at Princeton University, David enjoys camping and skiing in the West, where he still selects rocks and mineral samples for his extensive rock and gem collection. He also plays tennis, rides horseback, enjoys photography and working on his sports car. In the past year he has traveled to Russia, France and Japan. "My best friends live in many different places throughout the world," he says.

The year 2000, David predicts, will be a post-industrial society that will be less energy-intensive and less materials-intensive, more oriented toward communication, information, education and services — all good directions, he believes. "Also, women will be playing increasingly more important roles, and I applaud that." However, he is not so optimistic about the standard of living in other parts of the world. "I don't see how the gap between the richer nations and the developing nations is going to close," he asserts.

In 1968 David helped to found the Summit (New Jersey) Speech School to assist deaf pre-schoolers. He is the joint author of *Man's World of Sound* (Doubleday, 1958) and *Waves and the Ear* (Doubleday, 1960) and is co-editor of *Human Communications: A Unified View*. In his writing, he often argues for a cooperative relationship between the humanities and the sciences. At a symposium conducted by *Forbes* magazine in November 1971, David said "What we're seeing in the attack on science and technology is a power struggle between the two cultures — the arts and sciences. I'm unhappy to see this kind of warfare. Basically, society needs a mix of science, humanities and religion." ▲

New Lockheed-Georgia President

Robert Ormsby:

BOB ORMSBY is an energetic, affable man, younger-looking than his 51 years, comfortable with classical music or the Beatles, and aggressive in a business that produces airplanes, for which he has harbored a fascination since the days of his youth.

President of Lockheed-Georgia Company in Marietta, Robert B. Ormsby Jr. has been designing planes since he was ten years old. From small wood models his talents have matured to help produce some of the world's most versatile aircraft, including the C-130 Hercules, the most widely used propjet, and the C-141 Starlifter, cur-

rently a lifeline for the Military Airlift Command.

There weren't too many years in the Lockheed executive's life when he wasn't enamored with airplanes. "Since I was in the third grade I wanted to be an engineer or a pilot," he says. It isn't surprising that much of his research at Tech involved work with a nine-foot wind tunnel that gauges the forces or pressures on an aircraft under controlled air flow conditions.

When he was a freshman at Tech in 1942, Ormsby remembers rooming with another undergraduate named Jimmy Carter in 303 Knowles for a

semester. Being a football fan, he recalls how the view from the window of that dorm room has changed over the years, just one example of how Tech has come of age.

"Before the additional stands in the stadium had been built, you could look out over all of Grant Field from the third floor of Knowles," he recalls.

In later years Ormsby would serve on the Governor's Science Advisory Council when Carter, now a front-running Democratic presidential candidate, held the governorship of Georgia.

Ormsby perceives many innovations in the teaching of his field, aerospace engineering, since he graduated from Tech in 1945. While he was walking around with a slide rule in his hip pocket, Saturday classes were a fact of life. He contends that students then "worked alot harder than they do now." He believes that the emphasis in engineering education has shifted gradually from turning out "cracker-jack hardware people" to a research-oriented curriculum designed to tackle problems of pollution, poverty and productivity. But schools like Southern Tech still adhere to a program of basic engineering training, he adds.

Among his professors at Tech were Dr. D. M. Smith, a late director of the Math Department whose sense of humor made him a favorite among students. Ormsby remembers Smith, for whom an academic building was named in 1923, for "his total dedication to turning out good engineers." Today the Tech alumnus counts among his friends past teachers who are still on the aerospace engineering staff at Tech, Professors Donnell W. Dutton and John J. Harper and former Tech instructors Bert Bricker and Robert Miller, now working at Lockheed.

Since October Ormsby has been president of Lockheed-Georgia and is a senior vice-president of Lockheed Aircraft Corporation after 21 years with the firm.

Born October 13, 1924 in Winston-Salem, N. C., Ormsby was the son of a furniture dealer who "loved things mechanical" and a mother who had majored in music in school. The last two years of his secondary education were spent at Gulf Coast Military Academy in Mississippi, where he was challenged for the first time in his life,

Lockheed-Georgia President Robert Ormsby



No time to fly

he declares. "The U. S. Army officers didn't fool with sluggards. You bet I learned to work!" While his grades showed less than a straight "A" average, the boy kept up his interest by . . . drawing airplanes, of course.

After receiving his B.S. degree in aerospace engineering in 1945, Ormsby worked briefly as an aerodynamicist for the Glenn L. Martin Company in Baltimore and spent the next seven years with the Navy Bureau of Aeronautics in Washington, D. C. as deputy head of the supersonic wind tunnel branch.

It was in Baltimore that Ormsby met his wife, Margaret. They have two daughters, Marka, who graduated from Emory University in June with a bachelor of science in Geology, and Robin, who is a junior at Georgia Tech majoring in Mechanical Engineering.

Ormsby's rise to the top of the corporate ladder at Lockheed-Georgia began in 1954, when he joined the company as an operations research specialist and advanced steadily to the position he holds today. Prior to being named to the presidency of the firm, he had been vice president and general manager of Lockheed Missiles and Space Company's research and development division in Sunnyvale, California, where he had lived since September of 1974.

The history of Lockheed, which has been in business for more than sixty years, has been one of steady growth dating back to 1913. Ten years after the first flight of Orville and Wilbur Wright, pioneers Allan and Malcolm Lockheed designed, built and flew the first Lockheed plane over San Francisco Bay. It was followed by a ten-passenger flying boat, two Navy seaplanes, a sport biplane and in the later 1920's, the famous Vega monoplane — a line of record-setting aircraft flown by famed pilots of that era.

Lockheed-Georgia, one division of the parent company headquartered in Burbank, California, currently builds cargo planes and executive jets for distribution around the world.

Ormsby is responsible for the advanced design of the C-130 Hercules and C-141 Starlifter. The former performs a variety of military and civilian functions, including service as a ski plane, for search and rescue, as a

people carrier and outpost resupplier.

Another project of Bob Ormsby's is the "logistic workhorse" known as the C-141 Starlifter, a modern high speed transport capable of worldwide all weather operations, the first jet aircraft designed specifically for cargo airlift, company spokesmen say.

A plane Ormsby has flown himself is the Jetstar II, introduced in 1961 as an outgrowth of the Lockheed Jetstar, a four-engine craft designed for the travel of business executives.

Bob Ormsby received his pilot's license in 1965 but no longer flies because he finds the required practice too time-consuming for his busy schedule. Recalling the first time he soloed, he says he found the experience almost anti-climactic. "There's no apprehension because you're too intent on thinking about what you're doing from one moment to the next. The flying instructor simply advises you to remember everything you've

done previously, and to do it again when you're alone in the air."

It is small wonder that Ormsby no longer has time for piloting a plane. When he isn't caught up in the activities of an executive, he finds time for a variety of hobbies. He swims half a mile a day in his own pool. (His daughters can swim ten times that daily, he is quick to add.) He is an amateur photographer who likes to develop his own prints. He plays the electronic organ (after two lessons). His travels for Lockheed have taken him to numerous countries around the world, including Italy, France, England, Spain, Japan, Sweden, and Germany.

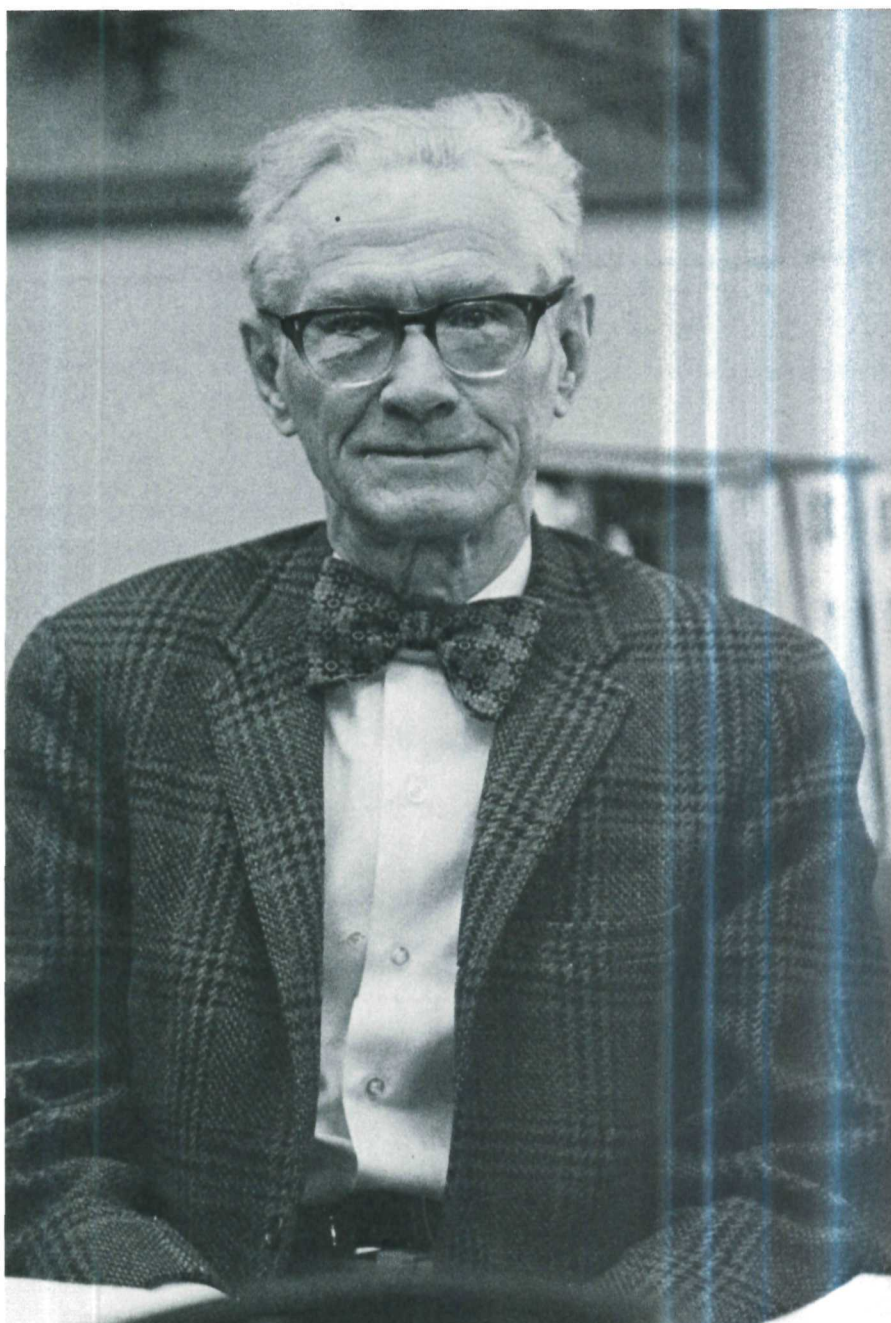
Reflecting on his trip to the ancient city of Rome, Ormsby says he visited the ruins of the Roman coliseum, a monument to what was once a thriving civilization, and thought: "It's not easy to keep the fabric of a complex society together." ▲



Lockheed engineer demonstrates plane plan for President Ormsby (right)

PROFILE

David B. Comer Wrestles with angels



"TO UNDERSTAND the physical universe is to achieve at least relative, current certainties; to understand man is to touch the intangible, ponder the imponderable — in short, to wrestle with angels."

The writer of this thought is not a poet by profession, but a teacher.

He is Dr. David B. Comer III, who for the past 39 years has taught undergraduate students at Georgia Tech, and for the last seven years has assumed the additional administrative responsibilities of chairman of the Department of English. The 63-year-old professor will retire in June.

Dr. Comer says his courses are designed not only to impart an understanding of Dante or Shakespeare or English composition, but to help his students prepare for life in general.

"A teacher must educate his students for life as well as for a job, must be concerned with their social and individual development as human beings," Comer declares.

Now in his 40th year of teaching, Dr. Comer is looking forward to retiring in June. Teaching at Tech has been a pleasant experience for him over the years, he says, although he is concerned about the fate of undergraduate education as universities across the country increasingly emphasize professional development, research and graduate programs.

But Comer remembers how lucky he was to find his teaching job at Tech in 1937 when jobs were scarce and credits Tech with introducing him to Dante, whose imagination and theological philosophy continue to fascinate him. "When I first arrived at Tech, I was assigned to teach a course on Dante and found myself reading the works of the Italian poet for the first time," recalls the professor.

Dr. James B. Haman, professor of English, says his friend "expects a lot"

from his students. "They don't necessarily have to agree with him, but they must be able to stand on the position they take."

"He is an enthusiastic person, in and out of the classroom. He teaches in the classroom across the hall and his enthusiasm carries into my office every day."

His small frame barely visible behind a desk covered with a mountain of paperwork, Dr. Comer says he has been active in civil liberties movements on and off campus, including equal rights for blacks and women, social security for teachers — and one accomplishment he calls an "unmitigated boon" at Tech — the abolishment of Saturday classes. "It used to put a real damper on the conversation when a prospective student visited Tech and you had to tell him about the Saturday classes," he relates.

Women, who are well-represented on the teaching staff of the Department of English at Tech, deserve equal pay for equal work, asserts Comer. "But the Equal Rights Amendment alone won't insure equal employment opportunities unless women act to change the status quo," he adds.

During his long association with Tech, Dr. Comer has been a foreign student advisor, a participant in launching the Techwood Tutorial Program for disadvantaged grade school children and the recipient in 1971 of the Outstanding Teacher Award. He delivered the fall quarter commencement address to 352 Tech graduates last December and is an honorary member of the Georgia Tech National Alumni Association.

Prof. Glenn W. Rainey, who retired in 1974 after 43 years as a professor of English at Tech, characterizes his associate of many years as "a real old timer with a liveliness of mind and manner and about as complete a commitment to teaching as I've ever seen. A man of integrity, he is unwilling to make compromises. He is concerned with the moral and philosophical effect that the teaching of literature has on people's lives. He has been a real influence in student activities."

Says Tom F. Almon, co-chairman of the English Department, "He is a democratic head of the department. Popular with students and faculty alike, he separates personalities from issues. He is outspoken, a crusader for the things he believes in."

A native of New Orleans and the eldest of nine children, Dr. Comer recalls his undergraduate days at Tulane University as "the happiest of my life." He received his masters degree in 1933 and his doctorate from Duke University 21 years later in 1954. He

is a member of Phi Beta Kappa and Phi Kappa Phi.

Of his decision to become a teacher, Comer says "I had also considered journalism — and law, being an argumentative person — but I finally decided on teaching."

His father, he says, frequently teased his children about "how lucky we were" to be growing up in the 1920's. "He liked to tell us how he had walked through miles of hostile country as a youth," Comer reminisces.

When he moved to Atlanta in 1937, Comer found that the gumbo and jambalya, red beans and rice that were his fare as a child were "gourmet" foods in local restaurants.

To this day Dr. Comer has never married and he says being a bachelor has left him free to do "whatever it is that I want to do. There was a time when I had contemplated getting married, but put the ceremony off unwisely. Friends at my age are still getting married, which seems quite astonishing to me," he says.

From 1943-46 Comer left Tech to serve in the U. S. Army teaching illiterates and working as a testing director in the Southeast. When the war was over, he received teaching offers from other universities, but chose to remain at Tech.

Throughout his life Comer has been interested in the cultural and the aesthetic. He enjoys reading ("part of my duty and my pleasure") and listening to music (he has 35 different recordings of one Mozart album) and takes advantage of Atlanta's repertoire of symphonies and plays. "During the days prior to World War II, such musical and theatrical greats as Rachmaninoff, Toscanini, the Barrymores and Katherine Hepburn performed in Atlanta," Comer remembers.

When he retires June 30, Dr. Comer plans to return to the city where he grew up, although he is not sure he will stay, because "most of my friends live in Atlanta."

He hasn't done much traveling and would like to do more. "I once took a three-week trip to London and Stratford-On-Avon, the birthplace of Shakespeare, one of the most unforgettable experiences of my life."

Dr. Comer once wrote an article for The Georgia Tech Alumnus: "The student soon discovers that even the hard-nurtured wisdom of his teachers cannot exhaust Sophocles or Dante or Shakespeare. The Divine Comedy, for instance, is, as T. S. Eliot asserts, one of those poems 'which one can only just hope to grow up to at the end of life.'"

It is clear that Dr. David B. Comer III, professor, will always consider himself first a student. ▲

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Pulling for In a game

by DAVE

Tech Coach Duane Morrison: Let me point out to you . . .

A TALL, LEAN crew-cutted Kentuckian whose serious demeanor is balanced by a fine sense of humor, a man who is a philosopher and a believer, a believer in God and country, is starting to make believers of those who for several years have been disparaging Georgia Tech's basketball prowess.

Since coming back to Georgia Tech Dwane Morrison has taken a program that floundered after he left as assistant coach in 1971, and is revitalizing it. When stars Rich Yunkus and Jim Thorne graduated, Tech's program declined and its teams suffered through seasons of 6-20, 7-18, and 5-21. Last season, Morrison's second as head coach, the Jackets finished 11-15.

To Morrison, the game is the means, not the end. It allows players to express themselves, both individually and as a team. He holds strongly to the team concept. He sees it as a way for a young man to make himself a better person, at the same time helping the people working with him.

Morrison's team has made great strides this season, more than a record just under .500 would indicate. A number of the losses have been squeakers to top-ranked teams — Marquette, North Carolina, Kentucky, Rutgers — and an early February victory over North Carolina State has fanned hopes that Tech will furnish a surprise to the other strong teams in its new conference, the Metro-6, in the conference tournament this month.

In a recent interview Coach Dwane Morrison demonstrated what basketball means to him, and what he believes it can mean to Georgia Tech in the future.

"I am not belittling any of the youngsters that have been at Tech because I can't think of any that weren't deep down super people," the 44-year old coach begins. "But, if the good Lord hadn't brought along the Yunkus family and we weren't fortunate enough to have Rich come to Tech, we wouldn't have gotten Jim Thorne. He would have gone to North Carolina. If those two hadn't come to Tech, basketball here would have been down long before 1971. Basketball and recruiting have changed at a terrific rate in the past 10 years. Recruiting is tougher. The caliber of athletes is better, but there is more competition for the caliber athlete.

"When I came to Georgia Tech, two things were evident. We needed to recruit some fine athletes, who were good students, and we had to reverse the apathetic trend that had set in. Basketball was real down and this created negativism all the way down the line."

When asked about recruiting this year, Morrison is optimistic.

"We feel like we are in super shape. We were in good shape last year, but this year we are close on some fine athletes who are top students. It is a slow process and it's easy for some people to lose confidence when we put in the cliché — did you win or lose. This year we have lost some games that we really won.

"I think the approach to sports has gotten off on a tangent. The game is mainly judged by the sports media on how many fans are there. When there is a big crowd the enthusiasm is great and the sports media, the coaches, the

players, get caught up in that. We may be losing sight of what the game is really about.

"A game to me is a way to express yourself individually and as a team. The game for the participants is to do the best you can to win and really put it out — put it on the line — and win as a team. The majority of fans

*Photographs
by Joe Beach*



Morrison:

the little guy of giants

KAPLAN

that come to Tech games come to appreciate what these youngsters are doing. Oft times we go away from a game with the loser pegged as the villain and the winner, the hero. The real key is missed.

"If ballclub A is a superpower and they are playing ballclub B, who is not as talented, the ballclub B loses, people don't appreciate what ballclub B was up against.

"When I was growing up and I saw a little fellow fighting a big fellow, I always pulled for the little fellow. I wasn't happy when the big fellow won. I was only happy when the little fellow put up a hell of a scrap.

"Somehow things have changed to 'winning is the most important thing.' I don't believe that though; wanting to win is more important. No one loves to win more than I do. I guess there are people that hate to lose worse than I do... but I haven't met them yet.

"Our universities around the country are there to further our youngsters' education. If a youngster is talented enough to play a sport I think that's super, if they are talented enough to play in the band, that's super, it broadens their education and makes them better and more well rounded people. Some of us are losing sight of what education and sports are all about."

*Keeping his seat is
sometimes a coach's
most difficult task...*



Marquette Coach Al McGuire: He makes his own point

Morrison hails from basketball country, Owensboro, Kentucky, where his high school team won the state championship several years running. One of Morrison's teammates, Cliff Hagan, went on to play with Kentucky and became All-America, then went on to the pros. Morrison wants it made clear though that "Cliff was a teammate of mine, I wasn't a teammate of his."

Morrison's approach to life was molded by his father, a fine professional baseball player who lost both legs to diabetes. Dwane approaches basketball in the same way he approaches life.

"There are no secrets," he says. "Do what you think is right and do it with all you have got. It is better to take it on the nose and be honest and do what is right, than to take temporary measures just to win games.

"I am asked all the time, How long will it take to build a program? It took John Wooden (at UCLA) twelve years before he won a national NCAA title and the caliber of basketball was not anywhere as good as it is today. If he had taken shortcuts he could have done it in two years or maybe one year; it's just a matter of getting the athletes. At Tech how long?

"If it is in the book we will be national champions someday and that's what I strive for, but I still think it is a slow process. At times though it may look like you are backing up. It is easy for me to find fault in someone else or someone else to find fault in me.

"It is more difficult for someone to say, gosh I love you. It is hard to say,

gosh I really appreciate you and what you are doing. To me after it is said, it has such meaning to the receiver, but it has more meaning to the sincere person who said it.

"Back to when it will happen at Tech?... It has already happened at Tech. We have played some super basketball this year, some unbelievably super basketball. We have played some mediocre basketball too.

"We have had some great games at home. The Georgia game and the Davidson game, it was unbelievable just how we did it. We demolished East Tennessee; against Duke we were awful, but they had something to do with it. At Furman, we were unblemished.

"I said we had lost some games we had won. Against Rutgers, outside of five minutes, it was a super played game; Tulane, Kentucky and Marquette, those were tremendous basketball games."

Tech defeated a Georgia team that had eight high school All-Americans 59-57, smashed Davidson and East Tennessee by 25 points each, and topped Furman to go to the finals of the Poinsettia Tournament. Tech faced still undefeated Rutgers in the finals and lost by five. Their coach said in a recent issue of *Sports Illustrated* that Tech was the only team that forced them to play their best to win. At Tulane it was a one point loss. After falling to second-ranked Marquette, Tech almost upset fourth-ranked North Carolina. Then the Jackets finally won a big one — beating tenth-ranked North Carolina State. Thus far

(Continued on next page)

Pulling for the little guy

(Continued from page 25)

Tech has faced nine teams in the nation's top twenty.

"Now with a little more talent, we would have won some of the close ones. We would have also won some more games with a little more self-confidence," Morrison believes.

"Players are affected by their peers. Maybe a player had a bad game and his friends at school belittled him and he had some negative stuff thrown at him. Maybe today he is not mature enough, and accepts it, then his mind gets mixed up and he gets negative. He says maybe my peers are right, I am no good. The next day at practice he is negative, the next day at classes he is negative, unless he grabs that negative stuff and throws it out and starts again. It is easy to say boy they are right, I am no good. Then you begin to alibi to other people and yourself.

"The key is to accept your limitations and do your best within those limitations.

"If you accept the negative, you are through. Trying to do the job right, is the key. Even if you don't make it, you are still a good person. You learn by making mistakes and will be better prepared the next time.

"I am a better coach than I was last year. I am a better coach than I was yesterday. I'll be better tomorrow, and tomorrow will be here, you can count on it, the Lord will give us tomorrow.

"I tell 'em after each game, the sun will come up tomorrow and you will have another chance to go again, to be better.

"That's what is super about the Metro-Six Tournament. It gives you new hope. You can lose today and succeed tomorrow. We may not come out number one in the coaches rating, we may come out dead last, but when the tournament comes we have new life. The score is tied. Of course the advantage still goes to the team with the best talent. There are no two ways about it. But that night, you might

see the best basketball game you have ever witnessed by a team.

"That's what sports teaches — you have got one more try, you have got tomorrow — the good Lord has been giving us tomorrow for billions of years and he will give us tomorrow again."

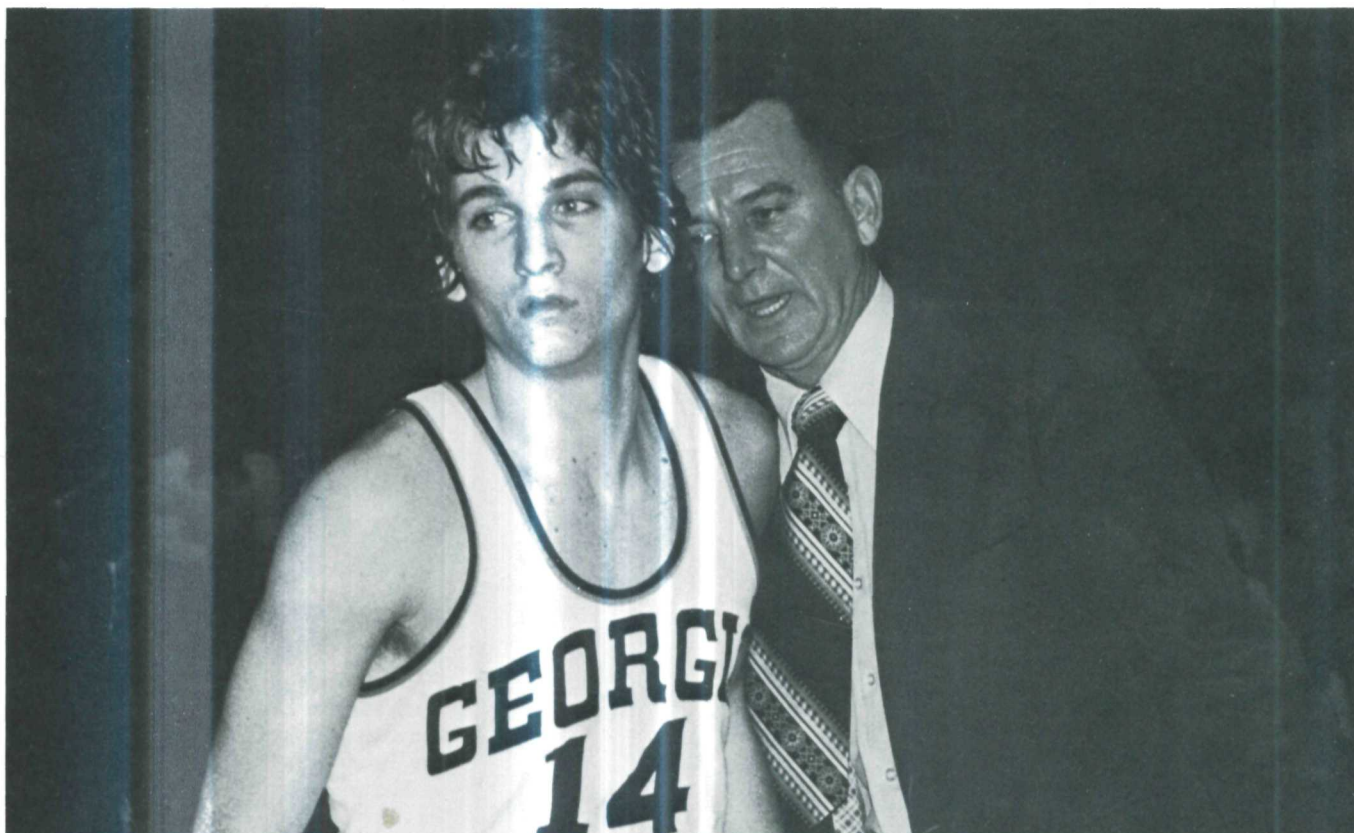
The Metro-Six Conference consists of six schools in metropolitan areas. Georgia Tech, Louisville, Cincinnati, Memphis State, Tulane, and St. Louis make up the newly formed conference that should help Tech in its quest to revitalize basketball.

"The Metro-Six is a super basketball conference," Morrison says. "To me it could be called the Super Metro-Six because of the fact that six great cities are represented by some fine institutions, plus some great basketball players. It should improve fan appeal in the very near future because some great ballclubs will be coming in and it will give sports writers and sportscasters a chance to have some meat to write about before a game, instead of just percentages. It will help recruiting too."

Morrison is proud of this year's ball

Coach Morrison illustrates a sure-fire play





Sometimes a player can use a few words of encouragement . . .

club. As proud of it as any ballclub that he has ever coached.

"This year's club has done a great job in getting out of themselves what they have got to give. Each ball player has reached a peak and dropped off, improved a little more and then dropped off, and so it goes with improvement. There are some that are not playing as well as they think that they should and this concerns them. Again, if they can keep the big thought in mind, the big thought of improving themselves a little at a time, and when a bit of a lull comes, go back and work harder to improve, then they will come back again. If they tighten up or are influenced by outside people who don't understand how hard they have worked, it sort of makes you crawl in a hole and if you don't watch it, the alibis start popping and the frame of mind is hurt."

Coach Morrison's feelings about this team and their abilities, came out at the Kentucky Invitational Tournament at Lexington, Ky. over the Christmas holidays.

Morrison and three other coaches were asked to talk about their ballclubs at a luncheon.

Morrison's speech went this way. "This is the hardest working ballclub that I have ever been associated with. They have gotten more out of themselves than they thought they could give. They are short, but . . . slow. But they are exciting to watch. They are

not as talented as the other teams in this tournament, but when the ball goes up they will put it on the line. You better screw your hats down," he said, smiling at Kentucky coach Joe Hall.

Tech played Kentucky in the opening round in Kentucky's Gymnasium before 15,000 Kentucky fans. Tech was down 17 points at the half and 21 points with 16 minutes remaining. Tech lost by two, 66-64. The Kentucky fans gave Tech's players a standing ovation as they left the floor. It was unbelievable. Based on the talent difference, the real winner didn't win.

"You try to win, but there are going to be times when there is no way you can win. You work hard, develop enthusiasm, you get into top condition, physically, mentally, and morally and you have patience with yourself, and faith," Morrison says. "Winning, I am convinced, is a byproduct of this, if the talent is anywhere close to being even.

"My definition of a great person is one who through his actions or his words makes the people around him a little better. One who in some way helps to develop confidence in another person. I want my players to be great people, to help each other. Then you develop a team spirit, where each one sacrifices for the team."

You ask when will it happen at Georgia Tech?

It has already happened. . . . ▲

FOLLOWING Georgia Tech's upset of North Carolina State, sports-writer Frank Hyland had this to say in an *Atlanta Journal* "Perspective" column:

"If all America loves the underdog, the Jackets have to be the darlings of the 50 states. Georgia Tech is too slow, with too little talent and without much of anything except heart . . .

"Yet, the Jackets cruised into the heart of the Atlantic Coast Conference and knocked off the No. 10 team in the country. Right in N.C. State's backyard . . .

"The credit goes in equal parts to the kids themselves and to Morrison, the coach . . .

"They show a lot of character, those youngsters. They beat the teams they should beat. They battle those they shouldn't no matter what the score.

"Then, there is Morrison. Wouldn't you love to see him with some horses?

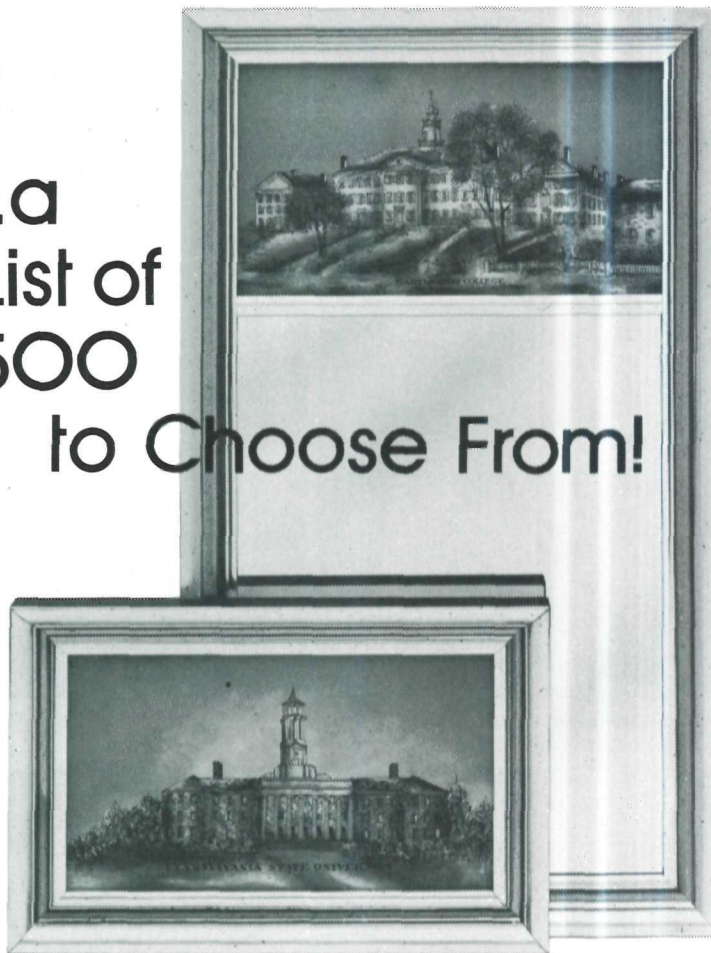
"I don't know the man, never met him. I do, however, admire him. It takes something special to get performance out of a club with little talent. The Jackets are sound fundamentally and that is a mark of good coaching.

"The way I hear it, all the talent in the state in basketball is over in Athens.

"The way I see it, all of the desire is on the Flats."

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Work is underway on a \$71,000 fountain and park in front of Georgia Tech's Price Gilbert Library. Most of the cost of the project is coming from the Price Gilbert, Jr. estate.

The main feature of the project will be the Price Gilbert Fountain, an irregularly shaped pool which is expected to serve as a "social center" for students. In its center will be a white granite cube sculpture that will appear to be floating on the water. The sides of the pool will act as benches.

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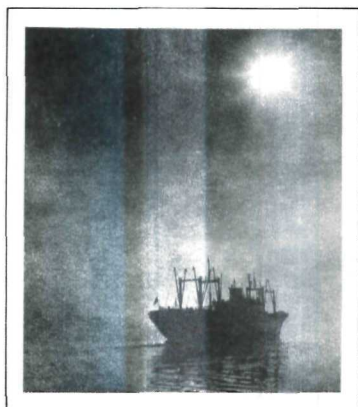
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Tech sorority girls cheer the return of Spring . . . ah, ever-returning Spring . . .

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