

CHAPARRAL

The Stanford Weekly

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September 30, 1971

University Wants TMU Changes

Tom Lehrer once described the manner in which the US deals with an international crisis: "What do we do, we send the MARINES!" At Stanford, the battle plan is as simple: "What do we do, we write a report"—the Controller's office recently completed its study of the problems plaguing Tresidder Memorial Union (TMU).

Attention was focused on the Union last spring when 12 cafeteria workers were laid off and the hours of operation were shortened in an abortive attempt to save money. Subsequently, the ASSU Student Senate created a special Investigative Committee which conducted hearings on the operation of Tresidder, and compiled a highly critical report.

In addition, the staff of the Chaparral conducted a study of the financial and management aspects of the Union operation, again producing critical results. (See the Chaparral, May 20, 1971 for the complete article.)

Under intense fire, the director of Tresidder, Forrest Tregea, sought help from the University by requesting an "official" study of the Union. Prepared by Karl Hitchner for the Internal Audit Office—and known as the Hitchner Report—the university's study will probably be a mixed blessing for Tregea.

The report criticizes many aspects of the Union operation and suggests various improvements which must be made (and which may cost Tregea his job). The report does not, however, seriously consider alternative methods of running the Union which would allow employees and patrons to maintain control. Instead, the report is designed to strengthen administrative control, while providing for "advisory" input from members of the campus community.

The report is designed to save Tresidder, and as such it

becomes self-contradictory in places. What follows is a brief look at some of these recommendations—both good and bad—placed in perspective with our earlier criticisms and other problems.

PHILOSOPHY

Last spring, the Chaparral wrote: "... Tresidder official began cutting back hours of operation and looking for other ways to save money... The latest contraction is simply a continuation of this same process." The new report observes that:

"The philosophy of withdrawal must be replaced by a philosophy of expansion and development." "A forward looking attitude is imperative as opposed to the past attitude of withdrawing services and activities. During the last few years, the Union's approach to establishing

a more sound financial footing was to reduce services and cut costs. We feel that this has not worked..."

The report further suggests that the way to make more money will be by expanding the operation to provide more for the community—a sound idea.

MANAGEMENT

"A positive management attitude will be required to implement the recommendations in this report. This will necessitate a reversal of philosophy for some individuals. Those who can not or will not adapt to these conditions should be removed from the organization."

A recommendation which should be considered as particularly pertaining to the upper levels of TMU management.

CONTROL

It is worth noting that, in spite of common mis-usage,

Tresidder is not a "student union." It is run as an auxiliary enterprise of the University, with the Tresidder Union Committee—composed of faculty, staff, and students—having responsibility for some decision making. The Hitchner report now recommends that this committee be disbanded, and the director of the union made responsible to a university administrator. Instead, they will allow the formation of "a representative customer advisory board to the Director of the Union regarding programs and services." The Internal Audit perspective seems to put greater emphasis on "direct line responsibility to the University administrative structure" than on the right of a community to control the

institutions which they support.

MONOPOLY PRIVILEGE

The contradictory nature of the report emerges in the consideration of campus monopolies in providing services. In one section, it defends the "right" of TMU to ignore the Stanford Commissary (which supplies food for the dormitories) and patronize competing off-campus suppliers: "[Tresidder has] tended to treat the Commissary as another vendor and if the Commissary price is the best price, they will purchase through them. This practice is important to a retail operation such as the Union and we recommend that this policy be continued."

In situations where Tresidder is the supplier, however, the report is anxious to defend Tresidder's monopoly in the

Please turn to page 2

Summertime Follies

A review of the summer's news, some of which has appeared elsewhere, some not. Compiled from the Chaparral's sources.

WAGES FREEZE, PRICES RISE

President Richard Lyman announced August 19 that "a previously-announced tuition increase would go into effect as scheduled, but that scheduled salary increases for staff and faculty are frozen, at least for 90 days" (from a Stanford University Press Release). Topic for research: How and when did Stanford get 10% of its anticipated income from tuition, room, and board for the coming year before August 15? (An already completed 10% transaction is required under government rules for a scheduled increase to be allowed.)

MILLER RESIGNS—No not Bill Miller, not Arjay either, but Pat Miller, wife of our provost has been resigned as Executive Director of Planned Parenthood. In the official announcement, the Board President said: "The Board is very appreciative of the many services rendered by the Executive Director for this organization..." Rumor has it that the Board is in no hurry to hire a new Director. The operation is running just as well without one.

BRUNO MAKES IT OFFICIAL

Nikita Bruno, formerly a photographer with Reprographic Services at Stanford, this summer formally revealed the nature of his work at the university: he has been appointed the "official" Stanford Police photographer.

In the past, however, Nicky's job consisted mainly of working with Stanford and Santa Clara County law enforcement officers photographing demonstrations.

At a tense moment last spring, as Nicky was contributing to the disruption of the Computation Center, he heroically hurled his camera out of the building. Those who heard the camera smash on the ground then had the privilege of seeing Bruno make a similar exit.

You've got great style, Nick, but how much are we paying for your new cameras?

ZIMBARDO'S PRISON BUST

Psychology professor Phil Zimbardo, who plans to make his career a successful one by obtaining coverage in the mass media rather than by writing distinguished journal articles, pulled off another publicity stunt this summer. Coincidentally with the troubles in prisons around the nation, Zimbardo "imprisoned" some students in the basement of

Jordan Hall, guarded by student "guards." For more on the actual purpose of Zimbardo's research, check the SWOPSI report on Defense Department Research at Stanford, pages 285-288.

NIXON CONFOUNDS PUNDITS

Nixon proved with the announcement that he would visit China that his ambition to be a new Disraeli is boundless. Kissinger aspires to replace Metternich as the textbook example of a diplomat without scruples. Chou En-lai proved once again that the revolutionary line zigzags. The wage-price freeze demonstrated that Gary Wills' book *Nixon Agonistes*, highly touted by the critics for its thesis that Nixon was the world's last believer in laissez-faire, was dead wrong. We wonder what Alger Hiss thinks of the news these days.

AAUP'S LEGAL BEAGLES

After years of illegal elections in Stanford's chapter of the American Association of University Professors, somebody finally read the rules. They did so for a reason. In the AAUP elections in the first weeks of June members probably elected a pro-Bruce Franklin slate of officials, but the ballots were never counted because of the legalists' fears.

MOSHER FINDS SUCCOR

After years of hanging around the Stanford radical movement, Crazy Tom Mosher, who was always considered so weird and unbalanced that no one trusted him, has finally found someone who believes in him. *Reader's Digest* and the Senate Internal Security Subcommittee are now providing psychological support by trusting this police informer's tales. They're supplying cash as well.

BILL STONE—Bill Stone was being looked at very carefully for the office of Dean of Student Services. But before he could become too upwardly mobile, those interests who support the career of fast-advancing acting Dean Bob Freelan saw to it that Bill was kicked upstairs to the President's office.

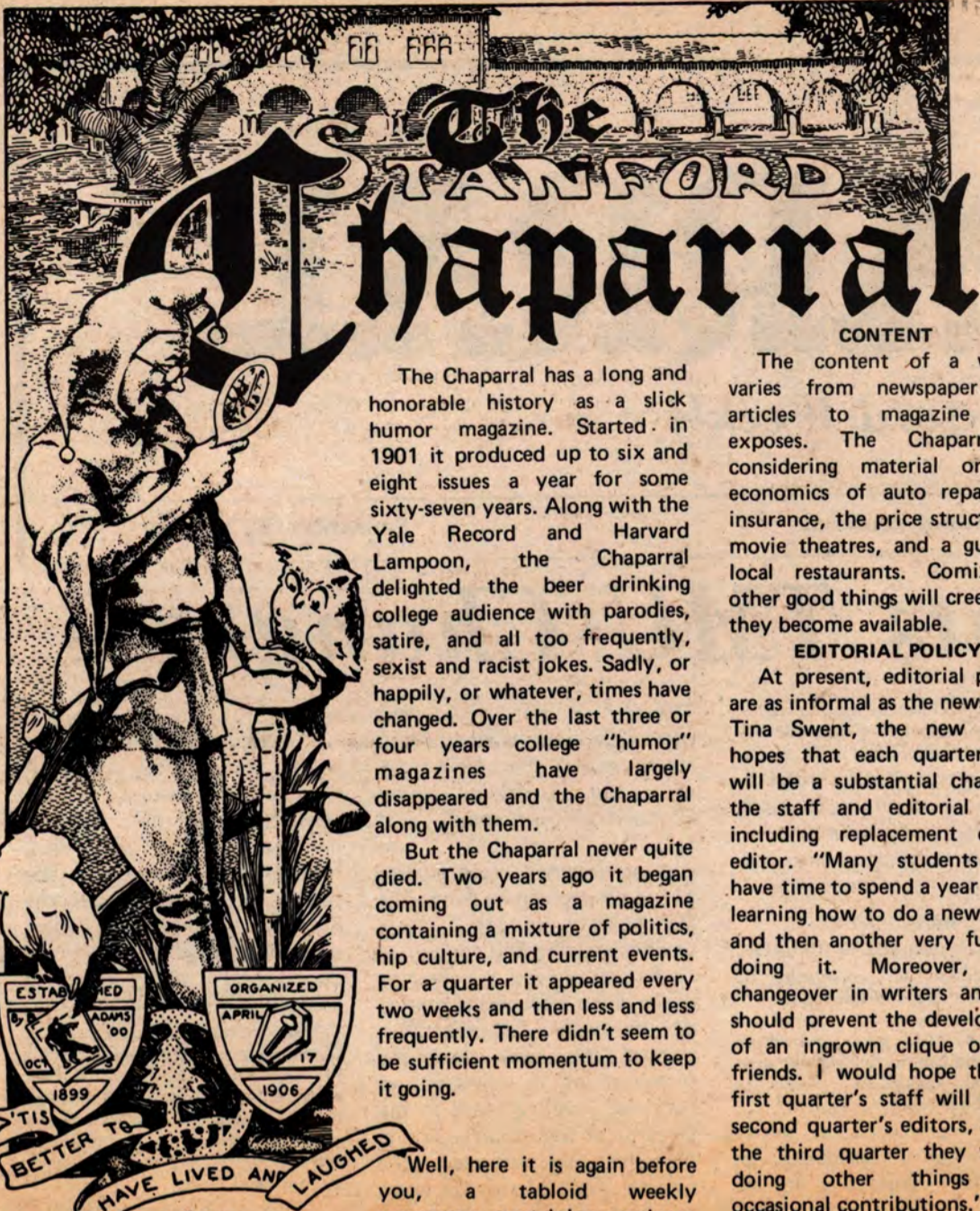
CREIGHTON PROMOTED

Former controller and deputy vice-president for finance Kenneth Creighton was named deputy vice-president for business and finance at Stanford. Creighton was assistant controller at FMC Corporation in San Jose (a major war-contracting firm on whose board of directors sits Stanford trustee William Hewlett) from 1953-58.

Chaparral Staff Meeting
All Staff, Old and New

7:30 to 8:30
Thursday Night

Sept. 30th
Chaparral Office,
above the Daily



The Stanford Chaparral

CONTENT

The Chaparral has a long and honorable history as a slick humor magazine. Started in 1901 it produced up to six and eight issues a year for some sixty-seven years. Along with the Yale Record and Harvard Lampoon, the Chaparral delighted the beer drinking college audience with parodies, satire, and all too frequently, sexist and racist jokes. Sadly, or happily, or whatever, times have changed. Over the last three or four years college "humor" magazines have largely disappeared and the Chaparral along with them.

But the Chaparral never quite died. Two years ago it began coming out as a magazine containing a mixture of politics, hip culture, and current events. For a quarter it appeared every two weeks and then less and less frequently. There didn't seem to be sufficient momentum to keep it going.

Well, here it is again before you, a tabloid weekly newspaper, containing a melange of stuff: some news, some entertainment, some art, and some serious articles about what people are doing in and around Stanford. This is a start of what any weekly newspaper looks like.

The content of a weekly varies from newspaper style articles to magazine style exposes. The Chaparral is considering material on: the economics of auto repair and insurance, the price structure of movie theatres, and a guide to local restaurants. Comix and other good things will creep in as they become available.

EDITORIAL POLICY

At present, editorial policies are as informal as the newspaper. Tina Swent, the new editor, hopes that each quarter there will be a substantial change in the staff and editorial board, including replacement of the editor. "Many students don't have time to spend a year or two learning how to do a newspaper, and then another very full year doing it. Moreover, rapid changeover in writers and staff should prevent the development of an ingrown clique of close friends. I would hope that the first quarter's staff will be the second quarter's editors, and by the third quarter they will be doing other things with occasional contributions."

ADVERTISING

The Chaparral is dependent on advertising for its publication expenses. Since there are no paid staff these expenses are relatively small and there will be relatively few ads. Moreover, the Chaparral hopes to use its advertisements as a consumer guide to local businesses. Most of the advertisers in the present issue are small businessmen who, the Chaparral feels, need and deserve the support of the Stanford market.

STAFF

The rest of what a weekly at Stanford is depends largely on the staff—the people interested and able to put it out each week.

Tresidder...

Continued from page 1

campus market:

"The University should establish a policy that no additional retail operations by other University Departments will be allowed on campus until the Union has been first considered in establishing these retail outlets. It is imperative that this policy include food service outlets in academic and operating buildings..." "In addition, we recommend that the University work towards a goal of returning some of the competing operations currently existing on campus to the Union operation..."

"We recommend that a policy be negotiated with the bookstore which would prohibit these two retail facilities from competing with one another except in selected essential items..."

"We... recommend that the University provide additional support in this area by establishing a policy that academic and operating departments be required to have Tresidder Union bid on the service desired [catering] before they are allowed to go outside campus to obtain the service..."

"We believe that the idea of catering trucks is sound... the University should adopt the policy that competing trucks not be allowed to come on campus..."

It is clear that the Controller's office is anxious to protect Tresidder from the effects of free competition, and would be happy to close down such places as the Law School Lounge or the Business School Lounge. These places are convenient, reasonably priced, and are owned and managed by students—but the money they generate does not go to the University.

One wonders if the Controller would be so solicitous when he reports on the activities of the Commissary—will he then switch sides and protect the Controller's monopoly also?

COFFEE HOUSE

While maintaining administrative and bureaucratic control over the regular food service, the report again contradicts itself by praising the coffee house "experiment" for the manner in which regular and student employees work together. A recommendation to exempt the coffee house from the regular Stanford personnel bureaucracy so that both

DEDICATION

This issue is dedicated to Tinker who under conditions of considerable hardship drew every original piece of artwork in this issue. Thanks.

HELP US PUT IT OUT!

The Chaparral needs writers, artists, and photographers as well as plain, ordinary, inexperienced people. It needs graduate students as well as undergraduates from as many departments as possible. If you've ever wanted to work on a newspaper but have limited time to devote, this is your chance. Meeting Thursday Sept. 30, 7:30-8:30 in the Chaparral office (upstairs from the Daily office).

students and non-students will receive the same pay for doing the same work is an idea worth spreading to other departments in the university (provided, however, that it is *not* used as an excuse for lowering any wages).

This favorable attitude towards the Coffee House, however, is motivated in part by a desire for good public relations for the Union itself: the report warns that to refuse to equalize wages "will go a long way to destroy a large public relations effort which is being implemented for the Union through the Coffee House operation."

In discussing the Coffee House, however, Hitchner does reveal one insight into alternative ways of running such an establishment which, unfortunately, he does not follow up:

"Several of the employees admitted that they willingly give food away to customers if they do not have the money... this attitude is probably considered revolutionary to some with the Union administration."

MONEY & BACKSCRATCHING

Four months ago, the Chaparral commented:

"It appears, however, that the particular method used by TMU to allocate indirect expenses can be manipulated to make one operation (and its supervisor) look good at the expense of the others."

The new report makes various suggestions to eliminate this type of internal budget manipulation:

"The method of charging administrative, accounting and service costs to the Faculty Club should be changed to an estimated percentage of effort basis with quarterly reviews and adjustments for the actual effort devoted to Faculty Club administration."

"Intra-union transfers of retail products should be made on an actual cost basis in order to eliminate the interoperating profits currently being generated by the transfers."

VIGIL

The Vietnam Election Vigil scheduled this weekend is the first of many anti-war activities planned for the Fall. It will be held at the Saigon consulate, 870 Market Street in San Francisco, from 11:00 a.m. Friday, October 1, through the night and concluding with a rally at 11:00 a.m. Saturday. In conjunction with demonstrations in Vietnam, the vigil will protest US support for President Thieu and his Mayor-Daley-machine-style election, and will support acceptance of the Seven Point Peace Proposal.



"Dr. Stranae-Glove"

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Student Housing Shortage, Again

By ALAN WACHTEL

The difficulty that new graduate students at Stanford encounter in finding suitable housing needs no elaboration. The hordes of new students descending nearly simultaneously in September, many from out of state, their comparative poverty, the physical isolation of the Stanford campus from the surrounding communities, and the shortage of on-campus residential facilities combine to produce a monumental snarl that this year, as always, has somehow untangled itself to the moderate contentment of most students.

But the origin of the housing shortage cannot be so easily dismissed. The university's role

this fall in averting crisis has been decidedly limited to the assistance given by the office of the Dean of Graduate Studies to the Graduate Student Association in operating a Housing Clearinghouse in the Clubhouse of the Old Union from September 11 to September 22. The clearinghouse maintained a comprehensive listing of available houses, apartments, and furnished rooms, and information on the local geography. Further, interim housing for the marooned during this period was opened in Serra House of Stern Hall for a nominal charge. Yet the fact is that the Clearinghouse and the interim housing were both designed not for graduate but

for transfer students. The funds and the manpower—student volunteers—came almost entirely from the Transfer Student Pre-Registration Committee and the Dean of Students' Office. Their use by graduate students was only a courtesy, and though new graduates outnumber transfers by three or four to one, they constituted only 35% of the Clearinghouse users.

SHORTAGE / SINGLE STUDENTS

The basis of the problem lies, of course, in the shortage of on-campus housing. While Stanford can claim some of the finest married student housing in the country, facilities for single graduate students can hold at most 800, and Crothers and Crothers Memorial Halls are strictly bound by the terms of

their bequests to admit lawyers and engineers first. Ironically, part of the insufficiency results from the relative richness of undergraduate housing. Stanford prides itself, with some justice, on being a residential university for undergraduates. Although occupancy in undergraduate housing drops from 103% in the fall to 92% in the spring, demand is great enough that the university could fill more good housing if it were available. Hence the new four-story building in Escondido Village, scheduled to open in September, 1972, will accommodate 126 undergraduates from Hoskins (who will be replaced by married students), 88 new transfer students, and only 88 new single graduate students. These figures were decided upon through bargaining between the Dean of Students' Office and the Office of the Dean of Graduate Studies.

NO LONG-RANGE PLAN

Here we arrive at the crux of the matter: the lack of any long-range plan whatsoever for graduate, or for that matter undergraduate, housing. Whether a university should involve itself at all with the shelter and feeding of its students; whether the sense of community inspired by shared living quarters is as attainable, or as desirable, for graduates as for undergraduates; whether the cultural life of the university would be sufficiently

enriched by the presence of large numbers of resident graduate students—these are simply unanswered questions. No study has ever been made or a survey taken to determine whether significant numbers of graduate students are even dissatisfied. No organized group representing graduate student opinion yet exists. No one has so far suggested how to achieve a greater sense of belonging than in the long, barricaded corridors of Escondido high-rises—short of the massive gifts needed to duplicate Harvard houses or Yale colleges.

And so the Stanford housing system, which is designed to operate on a break-even basis, cannot in the era of Budget Adjustment Programs afford the luxury of experimentation; the danger of producing an albatross that would not only fail to satisfy graduates but would also undermine the undergraduate system is apparently too great. Hence the priority remains with the status quo, with undergraduate housing, and the Dean of Graduate Studies must bargain as best he can for a few units here and there as consolation.

ALAN WACHTEL is a graduate student in Physics. He was in charge of the Clearinghouse this fall on behalf of the Graduate Student Association.

A National Housing Crisis

By P. D. QUICK

In the past few years the "housing crisis" has become the object of growing public and private concern across America. Here on the Peninsula the problem is especially acute, with all the major development plans being criticized for not incorporating more homes for low and moderate income families. The soaring costs of land, financing and construction act as real barriers to economic development of homes for the broad spectrum of family incomes on the Peninsula and across the country.

Many approaches to the problem have been discussed, and those that have drawn the most publicity are the "industrialized" or "factory-built" housing systems. These approaches apply assembly line and standardization techniques to home construction rather than employing high-priced craftsmen to custom build individual homes on-site. Theoretically, industrialized approaches should provide housing at lower costs, utilizing more unskilled labor who can work year round. These and other advantages suggest that the various factory-built techniques will be used in the future on a growing number of construction projects across the nation.

A SMALL PROPORTION

Despite these advantages only a small proportion of the residential construction in the United States employs these innovative techniques.

In Europe, factory built homes have contributed substantially to relief of the enormous housing shortage caused by World War II. Slow adoption of innovative techniques in the United States

must be attributed to characteristics of the construction industry and to public policies different than Europe's.

Industrialized building systems have penetrated deeply into European markets, especially in countries where high-rise apartments and other multiple family dwellings are a large part of the market. Thirty five per cent of the high rise apartments and 30% of all low rise dwellings in Great Britain were built with industrialized systems. In France almost 25% of all residential construction is factory built; Russia and other Eastern European countries rely on industrialized systems for

from 60% to 95% of their residential construction.

This strong penetration is the result of an environment conducive to growth, created by strong commitments and stimulation from government utilities. This stimulation has taken three forms: nationalization of large materials suppliers, aggregation of markets through direct subsidies, and promotion of national building codes and standards. By controlling the suppliers the government can guarantee materials availability and stabilize fluctuations in components prices.

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The Psychodrama Workshop offers you a pleasant and physically safe social stage in a group setting, an experienced director, trained actors and actresses, some costumes and props, recorded music with an extensive sound and light system. YOU as principal character/protagonist offer the background and stage setting, an actor (or more) is cast as a character in your drama, the script is created spontaneously with all the right pauses and subtleties of both verbal and non-verbal communication the music and lights change to reflect different moods in the room, and Act One ensues.

Your drama for the evening may be one act or several. If there's willingness and a desire on your part to follow on in an unfolding process, the Workshop can offer you techniques to facilitate if a block, either physical or mental, obstructs your path. An actor may step behind the protagonist to "double" him, to speak the unspeakable/unthinkable doubts and fears, sarcasms, and Or you, as a protagonist, may be directed in a bioenergetic exercise to release a particular muscular/psychic tension in your body by simultaneous breathing and movement.

The director may lead the scene into a gestalt wherein you could have a physical struggle with an actor playing the part of you that's holding back. EXTERNAL EYES. Give up the holding back part, inter-act with it, experience it anew. And look again.

One act in your drama might be recreating a dream or fantasy, where you or others be/play your creatures, your river, your toy, your mother; where the action and dialogue are intensified by appropriate and ever-changing music and a strobe. When the scene is cut and the lights are brought up, a new reality emerges.

The inevitable epilogue is feedback. The witnesses to your drama respond emotionally with tears or rage, intellectually with a rap, physically with an embrace. Take it all in. It's your life.

You get what you want and you deserve it. Be good to yourself. Come to psychodrama this week.

WEEKENDS

Oct 15 - 17

Inner Voyage
Brian Simons

A marathon is like a sea voyage. Once you walk up the gang-plank, once the ship leaves the pier, there's no place you can go except where the ship goes. You have to give up charting your own course and settle back, relax and wait for the hoped-for sea change to occur. There are not very many people on board, 20 or 30 maybe, including the crew, and the quarters are cramped. You and the people around you start talking and acting differently than you or they ever did on land before. You open up and they open up, and everything is very strange and exciting and frightening. And then, after 36 hours, you dock and wander out into the Sunday sunshine of a familiar place that you have never seen before, and for the first time in your life, perhaps, you know where you are at.

More week-end marathons to follow in Nov. and Dec.

EVENINGS

Women's Group

Diana Shugart, M.S.W.

Although women lead very different sorts of lives, and are cast in (or cast themselves in) very different roles, we have a wealth of experience to share with each other. Yet we seldom really do share in an intimate way. Our culture does not encourage women to develop close relationships with other women, and, divided, we are easily oppressed. Many of us are trying to find new ways to be, and to be together. We are exploring competitiveness and jealousy, domination by men and weak identities, new sexual roles and family structures, and much, much more. We are learning to love and trust ourselves and each other. The concentration in this group is on exploration, and sharing, with the hope of radically changing our consciousness about being women. Some techniques used are rapping, confrontation, gestalt, role-playing, and whatever arises out of our experience together. We'll do a 12 hour minithon sometime during the fall. If you can't come to the group, but are interested in the minithon, call for details.

Every Monday, 8 p.m. sharp to midnight.

Tuesday Night Psychodrama

Vic Lovell, Ph.D.

Your life is the stuff drama is made of. Come and explore your karma for tragedy, comedy, history, melodrama, farce, and divine rapture. This course will focus on working out conflict and ambivalence in here-and-now action and reaction, rather than by discussion and reflection. Techniques involved will use body contact to express affection and anger. Encounters between participants will be directed towards bringing them closer together, learning to perceive and express emotion, acting openly and spontaneously, and creating explosive personality integration.

Every Tuesday, 8 p.m. sharp to midnight.

Men's Group

Ed Porter

This group will be an experiment in man-to-man encounter. We will explore the roles men have thrust upon them and look past the masks we wear to work, school and elsewhere in the world. The emphasis will be on sharing, not only experiences, but also feelings. The main techniques used will be honest open confrontation, supplemented with gestalt, psychodrama, and meditation.

Every Wednesday, 8 p.m. sharp to midnight, beginning Sept. 22.

Meditation: The Magic World

Robb Crist
Judy Cosgrove
Jeanette Towery

In our continuous quest for something that will master our difficulties the current magical mystery cure is meditation. Unfortunately, meditation is not easy - it is obscure, confusing, at times painful, and demands unlimited patience. But since there doesn't seem to be anything on the horizon which offers nearly as much, we may as well learn to do it right. And what may be right for you is not necessarily right for someone else, so we will be offering a variety of techniques and disciplines so that you can find the path which most suits you. These will include: Yoga - Kundalini, Tantric exercises, Gnana, Karma, Bhakti, Ajapa, Mandalas, & Chanting. Zen - Koan, tea ceremony. Sufism - stories and Dervish Dancing. Christian mysticism. Spiritual Diary. Tarat, I Ching, and Tai Chi. And some Western techniques - guided fantasy, psychodrama, gestalt, bioenergetics, bio-feedback, enlightenment intensive techniques. For those interested in reading, we suggest:

Naranjo & Ornstein: On The Psychology of Meditation
Kapleau: Three Pillars of Zen
Ouspensky: In Search of the Miraculous

Every Thursday, 8 p.m. sharp to midnight, beginning Sept. 23.

Friday Night Open Group

Brian Simons

This group is an ongoing genesis of the conflicts arising as chauvinism and sexual taboos are being phased out of our culture. Both single people and couples are welcome to come and explore these new conflicts and help one another to bridge the inner turmoil of ego-loss accompanying each new freedom. Psychodrama, gestalt, and sensory awareness will be the main vehicles of exploration.

Every Friday night, 8 p.m. sharp to midnight.

All groups & marathons meet at 1001 Forest Ave., Palo Alto, Ca. Evening groups are \$3. Marathons are \$45, with some scholarships available; they all begin on Friday, midnight, and end at noon on Sunday. To sign up for marathons and arrange scholarships, call 328-6137.

Housing...

Continued from page 3

By subsidizing the buyers of new housing or by building a lot of public housing, governments can help stabilize the notoriously fluctuating housing market. Then, the environment is right for the large sustained markets necessary to support the required scales of industrialized plants. Fixed capital investment ranges from \$400,000 to \$4 million, and breakeven volumes are a minimum of 500 housing units.

Demand still fluctuates somewhat; companies must still work through years of tight markets. But the failure rate of European construction businesses does not approach that of the United States—where the only businesses that fail more often are retail establishments. By controlling portions of the construction industry's suppliers and its market demand, the European governments also have significant influence over product quality and standardization throughout the industry. In France the National Building Administration and trade associations have actively sought more efficient and rapid techniques for the processes.

REDUCED COSTS

Are the Europeans reducing the cost of housing through these industrialized methods? Evidence of actual cost savings is difficult to gather and even harder to validate. Expectations and claims for huge cost savings seem never to be fully substantiated by hard data. But at least one British executive is very encouraged. He points to the accelerating trend in cost reductions in high rise apartments in England:

Year	Cost Savings
1966	3.6%
1967	4.7%
1968	16.3%

"All of the evidence is that the advantages of industrialization for high-rise buildings is increasing so fast that it may become almost impossible to construct multi-story apartments except by these means."

In contrast to the wide acceptance of industrialized systems in Europe, only 6% of the dwelling units built in the United States in 1969 were factory-built. This low level of acceptance can be attributed first to the structure of the construction industry, with many local, risk-averting participants who are called upon to cooperate in the construction process. To keep track of these participants and to help to understand their influence on the process, the Report of the President's Committee on Urban Housing divided the construction process into four phases:

—Preparation—potentially developable land is identified and plans are developed.

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New Women's Center Offers Varied Courses



Non-credit classes—including auto mechanics, bread baking, and self defense—are being offered this fall through the Women's Center, which is located on the third floor of the Women's Clubhouse. According to Jane Turner, coordinator of the Center, there are basically two kinds of courses: those concerning skills that women need to acquire, and those concerning women's identity and history (or herstory). Almost all the classes will be taught by women.

In order to find instructors, "we just asked around until we found women who were skilled and competent," Turner said. The auto mechanics course will be taught by Martha Koesler, a woman mechanic from Palo Alto, and the legal rights class will be led by attorney Joan Bradford, a member of N.O.W., who has given a similar series at the Midpeninsula YWCA.

Dr. Toni Hood, a doctor at Cowell Health Center, will lead a group on medical problems.

DIVERSITY

Two other courses, the self defense and the bread baking classes, point out the diversity of opinion in the women's movement. It is this diversity which makes the women's movement so dynamic. The self defense class, taught by Glenda Jones and her son, is the only class closed to men. Turner mentioned that the Stanford karate course has a fee attached,

while the Women's Center course is free. Turner emphasized women's need for good defensive techniques.

People taking the bread baking course, on the other hand, will "acquire the practical skills that go into baking structurally, nutritionally, and aesthetically sound bread." The instructor is Sue Covey, who has been an R.A. in Grove for the past 2 years, and led the cooking seminar there.

The one course not taught by a woman is 'Home Repairs.' Unable to find a woman, the Center asked graduate student John Westsmith to teach the class, which will cover basic wiring, plumbing, and bicycles.

DEVELOP CONSCIOUSNESS

The original idea for a women's center was Turner's. She presented the proposal to the YWCA board last spring, and the present Center was opened in late June. During the spring the Women's Union, a newly formed women's group, also worked with Turner to establish the Center. Although the Center is sponsored by the YWCA, it retains virtual autonomy in its activities. The Women's Union has informally provided most of the support and womanpower necessary to keep the Center active.

The purpose of the Center, said Turner, is to "develop general consciousness of women's oppression, and, hopefully, ways to overcome it;

to develop sisterhood and build strength by working together; and to provide needed information for women." She mentioned that the policy of the national YWCA is to work with women and combat racism by any means necessary. This fall the Center is sponsoring an inter-racial discussion group, and a seminar entitled 'Self-Awareness Through Literature.'

MEN ARE ALLOWED

During the summer, the Center organized three discussion groups—two rap groups and one reading group. Sharon Winslow, a member of the Women's Union, observed that the difficulty with such groups is that women tend to get together, talk, and then split. "We want to make women feel as if we can do more than just rap," she said. "It's very important for women to learn these skills and then use them to solve not only women's problems, but also general community problems."

The Center's policy on male enrollment is that men are allowed, but women have priority. The self-defense class, however, is closed to men. Turner emphasized that men are particularly welcome at the lecture classes concerning women's problems. The Center's office, in the Women's Clubhouse next to the Old Union, is staffed daily to answer women's questions.

More Housing...

Continued from page 4

—Production—the site is prepared, financing is arranged, and the housing unit is constructed.

—Distribution—the house or apartment is marketed; this recurs throughout the useful life of the structure.

—Servicing—the housing unit is repaired and maintained; this continues until the end of its economic or physical life.

The report then listed over 40 major participants in the four phases of the housing process, including developers, architects, planners and consultants, and more than 30 influences, such as local laws, zoning restrictions, and union rules.

RELUCTANT RISK TAKERS

Not only are many of these participants reluctant to take the business risks involved in innovation, but many are afraid that the introduction of industrialized housing on a grand scale would change their roles in the process.

Architects' and engineers' services would no longer be needed for every unit constructed. Contractors and subcontractors would be called upon only to make minor on-site improvements. The trades would lose jobs, as work on the assembly line could be carried out by less skilled laborers. Materials manufacturers and distributors would lose bargaining power because they would deal with larger buyers and be forced to give volume discounts, and so on.

While some would gain from the innovations—laborers' employment would be less seasonal, for example—many feel that their roles in the conventional process offer more advantages than those gained through industrialization. Therefore, they naturally resist changes in conventional process

and refuse to accept the risks inherent in innovation.

A FEDERAL BURDEN

Given the resistance of the various local participants, the burden for creating an innovative environment falls on the Federal government. There are a number of federal subsidy programs designed to support the residential construction market.

SUGGESTED IMPROVEMENTS

While the problems of the United States construction industry are formidable, the analysis above, especially in comparison to European performance, suggests several areas for improvement of national policy. First, an analysis of the roles of all participants in the construction process, conventional and industrialized, should be undertaken to determine what incentives are appropriate to create change.

Second, FHA and VA mortgage support should be freed from any ceiling; and monetary policy should take into account all of its impacts on the economy. Third, subsidy programs should be orchestrated nationally, with a reeducation of local administrators to upgrade their understanding of innovative techniques.

Finally, commitments to Operation Breakthrough should be restored to a level which allows fair demonstration of the techniques involved. Industrialized approaches will be penetrating more and more of the residential construction market in the years to come. The question remaining is whether this penetration will be made because of or in spite of public policy.

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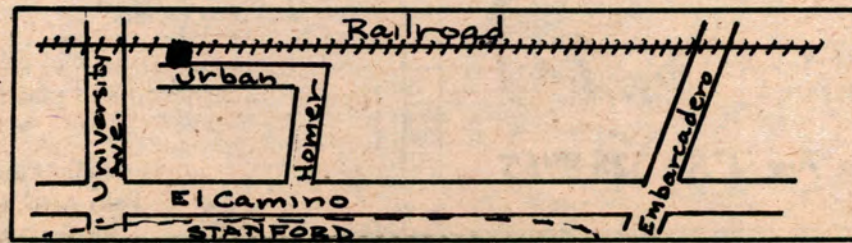
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Political Economy of Higher Learning

AN END TO SILENCE: THE SAN FRANCISCO STATE COLLEGE STUDENT MOVEMENT IN THE '60S. By William Barlow and Peter Shapiro. Bobbs-Merrill. (\$2.25)

In examining the militarized, feudalized political economy of the United States today, one finds two classes in conflict: one is composed of those who constitute, or are, on balance, privileged by, the governmental apparatus; the other is composed of the producers, who are, on balance, exploited by the government.

It is the dynamic of this class conflict—first recognized by the nineteenth-century libertarian radicals, Charles Comte and Charles Dunoyer—that one observes working itself out in the campus struggles of the 1960s.

The sources of academia's discontents must be sought, where William Barlow and Peter Shapiro have sought them in their excellent new book, in the political economy of higher education.

Barlow and Shapiro's book is not simply a journalistic account of the San Francisco State strike

to be added to the others written about the same events. It includes a compelling narrative of the events, both of the strike and of the decade of student activism which preceded it; but its valuable difference lies in its treatment of the political economy of higher learning in California.

MULTIVERSITIES

The authors tell us that: "Since World War I, and especially with the advent of mass technology, the traditional modes of higher education have been functionally altered. The class and social functions of the schools have been superseded in importance by their vocational functions, blurring the once distinct prerogatives associated with the two types [private and land grant] of institutions. Both have become preoccupied with turning out that large body of skilled workers needed at every level of the employment pyramid—an undertaking whose spiraling costs are borne more and more by the state and federal governments. The elite strongholds like Harvard, Columbia, and Stanford have

evolved into 'multiversities' which rely increasingly on public rather than private monies for their sustenance; the land grant and 'vocational' schools have expanded in size and scope to the point where they occupy a larger and larger part of their state budgets. As the public funds are allocated to subsidize the job training costs of private industry, the college professor assumes the role of the civil servant or public service employee whose destiny is directly tied to government spending of one sort or another."

In the book's introduction, the authors offer an apology in case "it occasionally seems as if we have written two separate books and grafted one onto the other." But their serious work of relating the student activism, which bubbles up from below, to the strategy of the ruling class, which attempts to manipulate events from above, is successful.

An End to Silence contains a dissection of the Master Plan for California higher education in the decade and a half from 1960 through 1975. It takes a close look at a report prepared for the Coordinating Council for Higher Education (set up by the Master Plan Survey Team) by Frederick Terman, former Dean of Stanford's School of Engineering. Terman, who consciously sought out and attracted the war-related aerospace and electronics industries which now populate the Stanford Industrial Park and Santa Clara County, "defines 'academic excellence' the same way he defines everything else—in terms of corporate needs."

Interspersed through the book with the chapters which

offer critiques of the political economy are chapters chronicling the student movement. This is a tale of victories and defeats in encounters with San Francisco's welfare department and high school authorities, with the Federal Housing Authority, the House Un-American Activities Committee, and the Economic Opportunity Council, with firms with radically discriminatory hiring practices, and with recalcitrant college administrators.

MIDDLE CLASS ORGANIZING

One episode in the saga is particularly revealing. When Stokely Carmichael told whites in the civil rights movement to go "organize their own people," the whites left the civil rights groups, but their efforts at "middle-class organizing" were failures.

Barlow and Shapiro offer some good insights into why the white radicals failed. The activists from San Francisco State were unable to develop "an understanding of and empathy for a cultural style which most of them had already rejected." Because the whites' politics were a politics of guilt, really a service ethic, they were only able to work with the *most* oppressed, the *most* downtrodden: "The thought of tutoring white children simply wasn't appealing to white activists." Furthermore, they could never really get a handle on the "most compelling issues in the white community—taxes, inflation, accumulation of debts, social insecurity."

The authors themselves display some of these same inadequacies in their discussion of the tuition question. The political strength of Governor Ronald Reagan, they point out,

has developed because "he represents the natural outgrowth of that most logical of political phenomena—the taxpayer's revolt." One of the Reagan's solutions to the tax-exploitation of a large segment of the California population was to start charging students for their education.

The taxpayer's revolt is based on very real exploitation. W. Lee Hansen and Burton Weisbrod's cost-benefit analysis of higher education in California was summarized as follows in the September 1970 issue of *Trans-action*: "A good part of the paying is done by California families who have no children in the system; their average income is \$7,900; they pay about \$650 in state and local taxes, and they get no subsidies for higher education. Families with children in the junior college system are somewhat richer to begin with (\$8,800); they pay \$680 in taxes and receive about \$720 worth of education subsidies, for a net gain of \$40 per year. Families who send their children to the state college system start off with an average income of \$10,000; they pay about \$770 in taxes and get subsidies worth \$1,400 for a net gain of \$630. Finally the richest families (average income of \$12,000) with children in the University of California pay about \$912 a year in state and local taxes, receive subsidies worth \$1,700 a year and wind up with a net gain of \$790." Though still short of the necessary elimination of government-sponsored education, the charging of tuition is progress.

POOR SUBSIDIZE RICH

Barlow and Shapiro show how "taxpayers the lower income brackets... were subsidizing the education of the children of the rich." They perceive that the "manipulation of academic standards" is used in selecting admittants from the long list of those who want to Please turn to page 8



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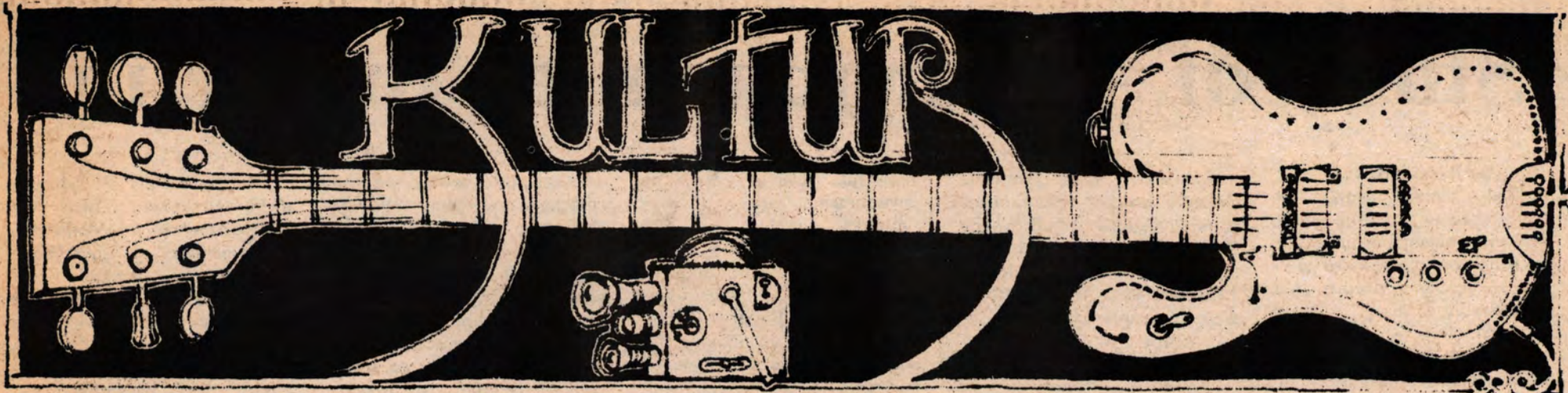
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TNT--Dynamite

Paul Richards and Gerry Hiken are musicians without tricks. Before the show they may be seen taking tickets, chatting, making coffee, helping people park their cars. They have been working without fancy production or tech as The New Theatre for about three years or so.

And what they are doing now for the next two Saturday and Sunday evenings at the Burgess Theatre in Menlo Park is the grandest and easiest evening of acting to be had in the Bay Area.

The first half of the evening proceeds in the traditional TNT manner: a series of scenes, poems, and skits tied together only by the fact of performance and a general theme, in this case ecology. Steinbeck, Brautigan, Lawrence, Anonymous, and Brecht are among those whose literary identities are refreshed and made clear. Worlds and ideas fill the air and are painted mimetically in the spaces between the artists and their aluminum tubing set piece.

Intermission comes and we cannot believe we believed the things that happened. Gerald Hiken as Lenny?, when he doesn't even remotely fit any cliché that is built into the role. Paul Richards calmly selling chunks of stream in a store 3ft. x 6ft. A serpent in a trough, a transistor fox hunt, a leafy sun and shadow dreamy day, and the marvel of climbing a mountain in Finland—accept, please, that this all happens.

And it is all marvel: Richards and Hiken use cobwebs and heavy brush strokes interchangeably to point and to wonder at man on earth, poetically foolish, out of proportion, and dismally dreaming in the midst of destruction.

The second half of the show echoes these sensibilities. But the framework this time is Richards' *Bolyavsky Lives*. The tale is a three scene one act play. It tells of the first trying months in America of a temperamental Yiddish actor, Bolyavsky (Hiken), and of his only acquaintance, the stage manager Kimmel (Richards). What was a wonder of performance earlier in the evening in *Bolyavsky* becomes at once a feast and an offering. And whether now I write of the audience or performers I do not know. *Bolyavsky Lives* is a magnificent perturbation, like a healthy friendship.

Salinger dedicates his books to the amateur reader. Hiken and Richards seem similarly to be dedicated to the amateur audience. Their shows are not shaped to critical mores, nor do they yield to such standardized yappings. The audiences that feel satisfied by the cellophane cheerios of ACT should re-educate themselves with The New Theatre.

Student tickets are \$1.50; those with pre-conceptions about people and theatre, and non-students, pay \$3.00. Enjoy.

—BRUCE PRIBRAM

LIVE ENTERTAINMENT

Chuck's Cellar: 4926 El Camino, in Los Altos features John and Susan Mann, folk duo.

The Tangent, University and Alma, Palo Alto, features the Tonto Basin Boys, a blue grass group.

The Balkan Village, 4898 El Camino in Los Altos will have (as always) amplified Greek music.

Stanford View, 1921 El Camino, in Palo Alto has Del & Tippie, who play the piano and drums.

The Circle Star Theater, 1717 Industrial Road, San Carlos, will feature Stevie Wonder.

In Your Ear (which used to be Mom's, remember?), on University at High Street, will feature Tim Buckley.

CONCERTS

Moody Blues. Oakland Coliseum, Friday, October 1, 8:30 p.m. Tickets at \$6,5,4; San Jose & Peninsula Box Offices, Macy's, Oakland Coliseum Box Office (635-7800).

Mother Earth. Marines Theatre, ends October 2.

Allman Bros. Winterland, October 8 & 9.

Gordon Lightfoot. San Jose Civic Center, October 16. Berkeley Community Theatre, October 17.

Crosby-Nash. Berkeley Community Theatre, October 14 & 15. DeAnza College, Cupertino, October 17.

Creedence. Oakland Coliseum, October 16.

stuff

Black Sabbath. Winterland, October 1 & 2.

Pink Floyd. Winterland, October 15.

Grand Funk. Oakland Coliseum, October 24.

Donovan. San Francisco Civic Center Auditorium, October 24.

Traffic. Fairport Convention, Winterland, October 28 & 29.

Jeff Beck. Fairport Convention, Winterland, October 30.

CAMPUS FLICKS

Thursday, September 30 "Monkey Business" with the Marx Bros. Law School Film Society, Bishop Auditorium, \$1.00, 7:30 & 9:45.

"African Queen" & "Casablanca" with Bogart. Stanford Quarterly Review, Memorial Auditorium, \$1.00, 7:30 & 9:30.

Sat. and Sun., Oct. 2 & 3 "Woodstock" Sunday Flicks, Memorial Auditorium, 75c, 5:50 & 9:10.

MOVIES

Belmont: "Carnal Knowledge" & "Who's Afraid of Virginia Woolf" El Camino at North Road, 591-5349.

Bijou: "Unman, Wittering, and Zigo" & "Let's Scare Jessica to Death" 640 Emerson, Palo Alto, 327-3872.

Cinema Hacienda: "Willard" & "The House That Dripped Blood" El Camino, Sunnyvale, 245-2222.

Fine Arts: "Walkabout" & "Last Valley" California Avenue, Palo Alto, 327-6655.

Guild: "Hellstrom Chronicle" Menlo Park, 323-6760

Menlo: "The Devils" Santa Cruz at Doyle, Menlo Park, 322-1801

Palo Alto Square I: "Carnal Knowledge" Page Mill and El Camino, 493-1160

Palo Alto Square II: "Drive, He Said", 493-1160

Park: "Omega Man" & "THX1138" Menlo Park, 323-6181

Stanford: "The Touch" & "Sterile Cuckoo" 211 University, Palo Alto, 324-4751

Tivoli: "Drive, He Said" & "The Babymaker" 716 Laurel, San Carlos, 593-8091

Varsity: "Summer of '42" & "The Landlord" 456 University, Palo Alto, 323-6411

Altos International: "Thoroughly Modern Millie" & "My Fair Lady" Palo Alto, 327-3240

Aquarius I: "Klute" & "Wait Until Dark" 430 Emerson, Palo Alto, 327-3240

Aquarius II: "One Day in the Life of Ivan Denisovich" 430 Emerson, Palo Alto, 327-3240

Bel Art: "The Last Valley" & "Walkabout" Belmont, 591-5349



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Study of Environmental Reporting

By DAVID JONES

The mass media are accustomed to reporting events; now environmental deterioration is challenging reporters to cover an on-going process, a considerably more illusive subject.

A recent Stanford-originated report, entitled "Mass Media and the Environment," concludes, however, that the media are trying to meet that challenge—voluminously, if not with uniformly high quality.

"The news peg is usually absent; slowly developing environmental stories lack the glamour of the rapidly climaxing situation. These are the problems we need to overcome, however, if we are to have an informed citizenry which is able to place the day's events in a context that genuinely gives them meaning and a citizenry which is able to perceive that man is not the center of the ecosystem any more so than earth is the center of the universe."

This quotation comes from the three-volume study, a combination of informed insight and earnest sonority, put together by 31 students from the fields of medicine, communications and law.

"Mass Media and the Environment," Volumes 1, 2 & 3, is the product of a unique year-long research effort. The first of its kind, this student-run research project obtained funds from the National Science Foundation to the tune of \$53,000. The project's principle

investigators were graduate students David M. Rubin, now a communications Ph.D., and David P. Sachs from the medical school. Professors Joshua Lederberg and William Rivers were the faculty sponsors.

GUIDE FOR ACTIVISTS

If you are an eco-activist shopping for information or tactical hints, the report offers valuable background and documentation. For example:

1. If you want to stop a nuclear power plant from siting next door, don't expect newspaper exposés to lead the opposition. The decision process for power-plant siting is long, involved, and largely invisible. Consequently, it presents a complex and laborious subject for the general assignment reporter. The only hope for daily press coverage is when citizen's groups create a public uproar. Apparently, thermal pollution is not as newsworthy as a public fight—about thermal pollution.

2. If you expect newspapers to convince their readers that business really is not doing its mightiest to clean up the environment, you are probably an optimist. There is very little coverage of corporate neglect—and most of what there is does not name names. At the same time, ad departments are teaching companies to sell themselves or their products with eco-themes in their advertising appeals.

The report recommends that ad departments take a long second look at ads that make

doubtful claims for the environmental virtues of their products, imply that the environment is safe in the friendly hands of Our Company, or promote the grow-consume-spense ethic of 'Bigger is Better.'

3. If you are looking for editorials on the environmental hazards of airport development, do not expect much from the metropolitan daily that knows that airline ads, population growth, and a jet-set personality are good for business. The growth ethic—the preferred euphemism is "planned growth"—still reigns. So booster projects get more news coverage than the conflict between growth and environment. The report uses San Jose as an example.

And reporters learn very quickly what angle is most newsworthy, the report continues, when the boss is a member of the Chamber of Commerce, various development committees, and the Real Estate Board.

4. Do not expect the State Department of Water Resources to lead the criticism of the California Water Project. "It is planner, distributor and packager of water resources," the report states. "In selling state waters the planners have become salesmen and the agency is becoming more customer-oriented, rather than watchdogging the interests of the people of California." The most prominent customers are Los Angeles developers.

5. If you want to know who's

who at this agency or that citizens group, consult Volume Three. It offers the names, telephone numbers and a critique of the expertise of hundreds of environmental activists, government agencies, and other news sources.

And, if you want to buy a copy of the report, it is available at \$3.00 a volume in the Medical School: Genetics Instrumentation Research Laboratory, Stanford extension 6056.

The report is a thorough documentation of the environmental information explosion—and a sourcebook that may increase that explosion. At a day-long conference which marked the release of the study, newsmen talked eagerly of using the report for background in developing interpretive stories.

It's worth the asking price, if you can take the word of one of the project's researchers moonlighting as a reviewer.

Learning...

Continued from page 6

attend institutions of higher learning at zero-tuition prices. But they fail to see that tuition meets a just demand of the taxpayer's revolt, while sabotaging the top-down control of the education bureaucracy and the corporate elite (who both have recognized that zero-tuition education is in their interests). As long as control of resources remains concentrated in the present fashion, the corporations will continue to be able, in the phrase of political economist James O'Connor, to "socialize the costs of production" by making the taxpayer pay for job training and research and development.

A further difficulty one encounters in reading *An End to Silence* is the recurring appearance of the phrase "serving the needs of the community," in various formulations. It appears in President John Summerskill's resignation statement. It appears in the title of the 1955 *Restudy of the Needs of California Public Higher Education*. It appears in the authors' explanations of the activities of the Third World Liberation Front.

There must be something remarkably equivocal about a phrase which can be used

adeptly and with sincerity by all these parties. "Needs" is a rather inexact touchstone with which to test whether a policy is justified. Using the word "needs" suggests that something is constant over time and imperative physiologically, while this may not be so. It is meaningful only to speak in terms of preferences and to rank a person's preferences on the basis of what he will give up in order to obtain something he wants. It is understandable why welfare colonialists and educational system bureaucrats who wish to expand their empires and enhance their discretionary power would want "needs" in their litany, but on grounds of scientific precision, it is long overdue for retirement from the vocabulary of radical analysis.

Barlow and Shapiro have written both a source book on the ruling class's uses of higher education and a history of the students' protracted struggle to end that ruling class control. Though I have some minor disagreements with their approach, I think the book is a valuable contribution to the literature of the student radical movement.

—Bill Evers

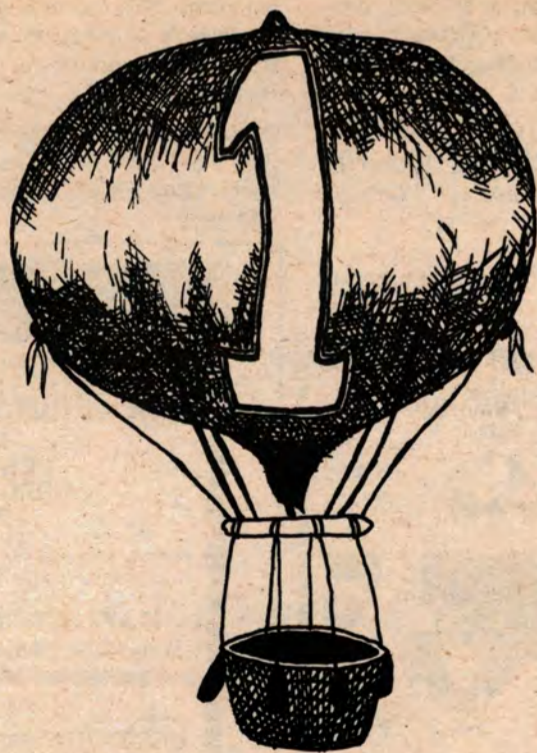
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