MIT releases study on productivity

Commission faults attitudes and organizations

By Prabhath Mahal

"Relative to other nations and relative to its own history, America does indeed have a serious productivity problem," and the "cause of the problem goes well beyond macroeconomic explanations of long-run costs and in inadequate savings to the attitudes and organizational weaknesses that underlie American productivity systems," concluded the MIT Commission on Industrial Productivity in its newly released book, *Made in America: Regaining the Productive Edge*.

The culmination of a two-year, eight-industry study, *Made in America* examines the causes of the recent slowdown in US productivity growth and makes recommendations for improved economic performance. It cites six problem areas as the primary cause of the productivity problem: outdated strategies, short time horizons, technological weaknesses in development and production, neglect of human resources, the assumption that growth will come from government and industry at cross-purposes.

Recommendations for improvement include specific proposals for action at the company level: outmoded strategies, outdated management, inadequate plans for the future, over-reliance on mass production over innovation, and an emphasis on domestic production at the expense of development.

Weak productivity performance

In the second chapter of *Made in America*, the commission observes, "In view of all the turmoil over the apparently declining stature of American industry, it may come as a surprise that the United States still leads the world in productivity." But in the same paragraph, the commission notes that productivity growth is not as fast as it used to be, and productivity growth continues to be "unsustainable" as growth is not as fast as it is elsewhere, most notably in Japan.

Productivity growth determinates the rate at which standard of living can increase. Hence, "In view of the Commission's recommendations, if the growth of labor productivity from 1968 to 1978 continues at the present rate, it is likely that over time the country will fall behind the leaders in productivity." The commission provides a table which shows that the United States is falling behind in the application of new technologies to industry. One reason given is the unacceptably high levels of capital costs. The commission notes, "In view of all the turmoil over the apparently declining stature of American industry, it may come as a surprise that the United States still leads the world in productivity." But in the same paragraph, the commission notes that productivity growth continues to be "unsustainable" as growth is not as fast as it is elsewhere, most notably in Japan. Over time, the country will fall behind the leaders in productivity. The commission provides a table which shows that the United States is falling behind in the application of new technologies to industry. One reason given is the unacceptably high levels of capital costs. The commission notes, "In view of all the turmoil over the apparently declining stature of American industry, it may come as a surprise that the United States still leads the world in productivity." But in the same paragraph, the commission notes that productivity growth continues to be "unsustainable" as growth is not as fast as it is elsewhere, most notably in Japan.

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The commission cites six key similarities among these firms, which have best adapted to the modern economic climate, which is characterized by growing internationalization, increasing consumer sophistication, specialization, and rapid technological progress: 1) a focus on simultaneous improvements in cost, quality and delivery; 2) closer links to customers; 3) closer relationships with suppliers; 4) the effective use of technology for strategic advantage; 5) less hierarchical and compartmentalized organizations (for greater flexibility); and 6) human resource policies that promote continuous learning, teamwork, participation and flexibility.

On a larger scale, the commission proposes five imperatives for improving the rate of productivity (and hence income) growth:

- Focus on the new fundamentals of manufacturing. "Too much attention is being paid to indicators of short-term financial performance, such as quarterly earnings," the commission asserts. An emphasis on technical and organizational excellence in manufacturing is necessary for any competitive firm in today's economy.
- Cultivating a new "economic citizenship." Increased technological competence will be required for the labor force. In addition, workers should have more job security and receive ongoing occupational training.
- A blend of cooperation and individualism. Schools and companies should reward both individual and cooperative achievement to promote a combination of competitive aggressiveness and responsible coordination. Partnerships among various social institutions help to overcome some of the defects of the market.
- Adapting to an emerging global economy. Americans should be more aware of the diversity of world cultures, and shop internationally for technology, materials, and innovative industrial practices.
- Provision for the future through investments and education. Educational reform must create a more technologically literate, culturally tolerant population. In addition, domestic investment must be promoted through savings incentives and consumption taxes so that future capital development is financed by Americans instead of foreigners.

The commission visited more than 200 companies and 150 plant sites, and conducted more than 500 interviews in the United States, Japan, and Europe to complete a "bottom-up" survey of industries for Made in America. In its study of particular industries, the commission formed eight teams from members of the MIT community to study eight particular industries: automobiles; chemical; commercial aircraft; consumer electronics; machine tools; semiconductors; computers and computer-aided design, and textiles. Each team was headed by a commissioner.

At the last faculty meeting, 70-100 students demonstrated their support for pass/no-record. The faculty voted down part of the proposed changes, including an amendment to effectively kill any type of second-term pass/no-record. The vote on the overall proposal was postponed.

SAVE PASS/FAIL!
The final vote will be:
WED., MAY 3
3pm - 5-250
P/F will be the only agenda item!
Please come to this faculty meeting if you support Pass/Fail.

(Advertisement paid for by the Undergraduate Association)
I'm convinced that a rift in the NATO alliance can be resolved by sending money to opposition candidates. States has interfered in the election by such means as Panamanian claims that the United Nations arms talks with the superpower talks on reduction of military duty as professional soldiers. Baker's statement follows repeated Panamanian assertions that the United States has interfered in the elections by such means as sending money to opposition candidates.

Protests spread in China

Students say that their pro-democracy protests in China have spread to a second city. Reports came from local authorities, students in Tianjin said they have joined those boycotting classes in Beijing. One protest leader said the strike will continue at least through Thursday, when students plan to march in commemoration of the 70th anniversary of China's first student pro-democracy movement.

Sports

Bruins coach O'Reilly resigns

Terry O'Reilly has resigned as coach of the Boston Bruins after nearly three full seasons behind the bench. The 37-year-old O'Reilly gave no specific reason for stepping down, although Bruins players had said the job had taken its toll. The Bruins, who have not named a replacement, said O'Reilly's contract was complete. The National Hockey League club turned to us. We have the expertise to handle a large and difficult project, they turn to us. We pride ourselves on being the 30-year-old O'Reilly's decision to resign comes as a surprise. It was generally expected that the Bruins would keep O'Reilly as their coach for another season. The team has been struggling and has not made the playoffs in two of the past three years. O'Reilly's resignation comes after a disappointing season in which the Bruins finished last in the Northeast Division.

Make An Investment In The Future. Yours And The Environment.

A lot of engineering firms have an environmental engineering department. But as GZA, environmental engineering is our specialty — and everybody knows it. When government or private industry needs a firm to handle a large and difficult project, they turn to us. We have over two decades of experience in all phases of environmental and geotechnical engineering — from the design and construction of buildings, dams, tunnels and airports to wastewater disposal, environmental permitting, and hazardous waste investigation and management. We pride ourselves on being the go-to firm for the professional office atmosphere. We do not just meet, we exceed, the expectations of our clients. We are committed to public health and environmental integrity. And if you have any questions, we are here to answer them.

Conduct Research Abroad This Summer

Center for International Studies

The Department of Political Science is sponsoring Undergraduate Fellowships for Research Abroad

We will be awarding two MIT undergraduates (sophomores or juniors) $3,000 each for study in International Affairs or Political Research conducted outside the United States.

Deadline for Submission of Proposals is Friday, May 19, 1989

Rules and Guidelines are available from Ms. Shari Walker, 259-2902.
Lack of suffering justifies plant exploitation

Daniel A. Gilbert professes outrage at the "deliberate torture...of grass...merely to satisfy human vanity." [Humans must recognize that plants are people too," April 28] because he does not comprehend the nature of grass.

Gilbert's purpose is to ridicule the animal rights movement by taking it to its supposedly logical conclusion of "plants rights." His logic is strained. Gilbert would have us argue that since plants can ethically be exploited on farms and lack human mental capacity, non-human animals that lack human mental capacity can also ethically be exploited. This is a false syllogism.

The ethical case for the exploitation of plants is not grounded entirely on the fact of human mental superiority. If it were, an equal case could be made for the exploitation of humans with lower mental functioning. Alternately, a hypothetical mentally superior species (ETs? cyborgs?) would be equally justified in exploiting and farming humans.

Indeed, the division between animals and plants is far clearer than the one between humans and their fellow animals. This must be equally clear to both taxonomists and moralists.

The reasoned and ethical case for animal rights is based on applying exactly the same questions to the treatment of both humans and non-human animals. More importantly, we ask: will this action cause needless suffering? We can apply this to plants. Does uprooting and eating a carrot cause it to suffer? It does not; I feel entitled to cultivate carrots. The same argument cannot be made for cows or chickens in modern factory farms. An ethical justification for the cultivation of livestock or poultry would have to be grounded in some other argument.

A reasonable defender of "plants' rights" would argue for an end not to the harvesting of wheat, or to the cultivation of grass, but to the wholesale destruction of the rain forest.

Aside from the mass extinction of species, aside from the destruction of prairies, aside from the human tribes with a distinct and besieged way of life, this human action represents bad karma of the first order because of the ravishing of the forest alone. It is telling that Gilbert overlooks it in his letter.

Julian West G

Four years of pass/fail would provide more personal education

In all the current debate about the future of freshmen pass/fail, we have been dismayed by the failure of administrators, faculty, and students alike to look at the overall value of grades in educational reform. We would like to take this opportunity to propose that MIT adopt pass/fail for all four years of undergraduate education.

A grade is supposed to convey accurate feedback from the teacher to the student how well he is doing. This is a tenuous position, considering that all possible achievement levels are quantified in an artificial five levels. Furthermore, there is the problem that one student's B does not mean the same as another's B. Since different abilities, represented by different patterns of correct and incorrect responses to test questions, can achieve the same B grade.

At best, a grade tells a student merely her level of achievement. It does not tell the student how she arrived at that level of achievement. Worst of all, it does not tell the student how to improve. The grade is used as a substitute for positive and negative feedback from the student to the teacher.

On the other hand, during MIT's freshman year the faculty are required to evaluate students with sentences full of subjects, verbs, and adjectives. This is a more reasonable method of communication than vague grades. Better yet would be regularly scheduled required visits between students and professors or recitation instructors. Only with close contact between student and teacher can the process of education, which is why we are all here in the first place, succeed. Without contact, we would achieve the same educational result by reading a book.

Students at MIT pay immense tuition and fees, and we have a right to be educated in the most effective and understandable way. Until faculty stop hiding behind grades in order to avoid communicating with students, we cannot say we are being educated. We are being lectured at.

We ask that the administration and faculty of MIT consider abolishing the grade system at MIT and adopt a more humane, student-oriented method of education.

Scott Garland '90
Michael Smith '90

DOES ANYBODY CARE?

YES!

We are convincing faculty to keep second-term pass/fail.

The final faculty vote is:

Wednesday, May 3
3pm - 0-250

We need you to be there.

(Advertisement paid for by the Undergraduate Association)
African film Yeelen makes strong cultural statements

YELEEN

Written and directed by Souleymane Cissé. Starring Issiaka Kane, Assou Sangaré, Nianmanto Sanogo, Balla Mousa Keita, and Soumba Traoré.

Thru Thursday at the Brattle Theater.

I T IS ALWAYS EXCITING WHEN AN unknown filmmaker creates a film that raises the director to international prominence. It is even more exciting when a filmmaker unexpectedly puts a new country on the cinematic map and introduces the West to a wholly new culture.

As the world's eyes turn to Africa, the continent is most often seen through a romanticized rose-colored lens. Yet recent developments, such as the country of Mali winning four seats on the United Nations' Security Council, and the release of a new African film, Yeelen, may change that perception.

By MANAVENDRA K. THAKUR

What went wrong with American Productivity?

In 1984 MIT economist Richard E. Nelson, together with 18 other leading scholars, began a five-year research project on productivity. The resulting report, Regaining the Productive Edge, identifies five national priorities for regaining and maintaining the productive edge that the U.S. economy needs to get back on the path of high-productivity growth.

The MIT Commission on Industrial Productivity

Microsoft Press

MANAVENDRA K. THAKUR

Page 6
Pianist Jee-Lian Yap delivers intimate recital at Killian

JEE-LIAN YAP
Works by Beethoven, Debussy, & Chopin.

Killian Hall, Wednesday, April 26. Pianist in Ravitch Music Performance Recital Series.

By DAVID M. J. SASLAV

I t is a single word could sum up the impressions taken away from Wednesday's piano recital by Jee-Lian Yap '90, that word would be... "personal." Yap's amazing ability to close her eyes and let memory and muscles take over opened up worlds of insight and individual musical exploration. One almost felt as though one were reading through a private diary found in a drawing room, or chancing upon Debussy's "Le Fils aux cheveux de lin" reflecting under the boughs of a weeping willow in autumn.

The recital opened with a late Beethoven sonata (Op. 78, in F#). Yap's pedalling left the fabric of a weeping willow in autumn.

For more information, contact:
Marino D. Tavarez, MITCSS Commissioner
MIT Rm. 20B-131, Messages: 738-6577

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Umpire Meeting Wed. May 10

5:30pm
Student Center
Twenty Chimneys

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Sousouf Tenin Cisse in Yeelen. The path blazed by Senegalese filmmaker Ousmane Sembene to become the second major international film director to emerge from Africa. On that basis alone, Yeelen stands as a magnificent achievement.

There's no obligation for attending our orientation seminar: Week of May 8th or week of May 22nd at a hotel near campus. Make an embarrassing amount of cash this summer. Call us for reservations or information:

(508) 485-6950
MIT Symphony’s ragged but earnest evening of Beethoven

MIT SYMPHONY ORCHESTRA
Conducted by David Epstein
Ruth Ying-Hsin Schindler ’88, piano solo.

By JONATHAN RICHMOND

I t was clear from her performance of the second movement of Beethoven’s “Emperor” concerto, that Ruth Ying-Hsin Schindler ’88 has imagination as well as technique. Her playing of the outer movements demonstrated, however, that she should not have been tackling a work at this stage in her musical career.

The slow movement was done sensitively. Schindler was quite involved, and produced a flowing lyricism that at times was quite poetic. She also showed her ability to draw nuances from the music. All in all, this was a lovely movement, aided by colorful woodwind playing.

The first and third movements, though, saw Schindler putting all her effort into technique. She certainly showed confidence in these technically more taxing movements, but there was little of musical interest to her performance. In the first movement, a lack of dynamic contrasts was particularly evident. During the more demanding measures, her attack was almost dainty in its restraint, and failed to capture the drama of the music.

During the slower passages of the Allegro, she did nonetheless show some insight and an ability to illuminate the music. The closing movement saw her challenging technically, although the showed admirable control under the circumstances. She was not helped by screechy-sounding strings, however, or by problems in the coordination of the orchestral corps as a whole. A brave attempt, certainly, but it is hard to avoid thinking that Schindler would have done better with one of the early Mozart concertos.

The concert had begun with Beethoven’s Symphony No. 5, boldly if not quite successfully presented by conductor David Epstein. The tempi were brisk, and the performance at times had a tension which made the brisk experiment seem worthwhile. The orchestra was pushed too far, however, and its response was often ragged.

The opening lacked in power, and problems in maintaining precision detracted from the music’s drive. The Andante con moto should have provided some respite, but it was lacking in pathos and had a boxed feeling to it. The third movement opening saw the cellos section in trouble: cellos sounded raspy, and their playing was untidy. There was an element of grandeur to horn playing, however.

Throughout the symphony, there were several pleasurable passages of woodwind playing.

Overall, the orchestra was rushed off its feet. But there were moments when Beethoven did shine through. Epstein has certainly thought carefully about one of Beethoven’s most horribly demanding works, and his conception of it is fresh. The MIT Symphony is good enough to try it out, and to learn from its — and its conductor’s — mistakes.
JOHN HARBISON
50TH BIRTHDAY CELEBRATION
Emanuel Music,
Conducted by Craig Smith
Rose Mary Harbison, violin solo
Chorus Pro Musica,
Steven Lippitt, guest chorus master
Harbison's Violin Concerto
Act II from Harbison's Winter's Tale.
Emmanuel Church, April 28.

By JONATHAN RICHMOND

HARBISON'S VIOLIN CONCERTO is a remarkable work, bursting with energy and imagination. It was quite appropriate that his virtuosic violinist with Rose Mary should provide a fiery but also intensely lyrical performance of it in celebration of her husband's 50th birthday.

The concerto might be described as a song in three movements, and Rose Mary Harbison elicited vocal qualities from her violin, drawing contrasted shades of darkness, but singing elastically as well. It was a display that was inescapably gripping; one which established this as one of the most important concertos of recent years.

The elaborate opening to the third movement was very beautifully played, tenuous emerging from below the surface to ravishing effect. This is emotionally complex and at times troubling music; yet it emerged with a smile, as it sent by Mo- zart, transcribed byMahler, but endowed with the special originality of John Harbison. Rhythms are at times powerful, and they help propel the concerto forward. They were well developed and displayed during this performance. The music, then, was made to operate on several levels, both physical and spiritual. If rhythm pictures of the outer, human world, and lyricism is the vital means of convey-
TUESDAY, MAY 2

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**THEATER**


**EXHIBITS**

**THEATER**


**PERFORMANCE**

Museum of Fine Arts, 475 Huntington Ave., Boston, presents a performance of the operetta The Three-Bell Carol, by Leo Feist. Performances, May 4, 5, 8 pm. Museum of Fine Arts, 475 Huntington Ave., Boston.

**PERFORMANCE**


**PERFORMANCES**

The Boston Conservatory presents a performance of Shakespeare's The Tempest, directed by Henry Kogen. Performances, May 4-6, 8 pm. Boston Conservatory, 1375 Commonwealth Ave., Boston. Call 536-5100 for reservations.

**PERFORMANCES**

The Boston Conservatory presents a performance of Mozart's The Magic Flute. Performances, May 4-6, 8 pm. Boston Conservatory, 1375 Commonwealth Ave., Boston.

**PERFORMANCE**


**PERFORMANCE**

The Boston Conservatory presents a performance of The Three-Bell Carol, by Leo Feist. Performances, May 4-5, 8 pm. Museum of Fine Arts, 475 Huntington Ave., Boston. Call 536-5100 for reservations.
NIH to reinvestigate disputed paper

(Continued from page 1) said. He refused to discuss any preparations the scientists were making for the hearing.

An incriminating letter?

Another point of dispute lies in a letter Baltimore sent to Eisen in September of 1986 in which Baltimore said that a particular antibody didn't do as described the way Imanishi-Kari had known as Bet-I did not work and antibody used in the experiments Baltimore said that a particular in September of 1986 in which a letter Baltimore sent to Eisen a day or so later, Kildow said that Baltimore's letter was based on a misunderstanding conveyed by Eisen, who had a "chance meeting" with Imanishi-Kari. Because English is Imanishi-Kari's fifth language, Eisen misunderstood a comment the scientists were discussing conveyed by Eisen, who had a "chance meeting" with Imanishi-Kari. Because English is Imanishi-Kari's fifth language, Eisen misunderstood a comment he refused to discuss any preparations the scientists were making for the hearing.

The evidence that the Bet-1 antibody doesn't do as described in Imanishi-Kari had known as Bet-I did not work and revealed in a letter Baltimore sent to Eisen a day or so later, Kildow said that Baltimore's letter was based on a misunderstanding conveyed by Eisen, who had a "chance meeting" with Imanishi-Kari. Because English is Imanishi-Kari's fifth language, Eisen misunderstood a comment he refused to discuss any preparations the scientists were making for the hearing.

The congressional hearing and the NIH investigation are culminating nearly three years of controversy over the research. Among the serious issues raised have been questions about the accuracy of research institutions' attempts to identify the work of the scientists without fear of reprisal. Noting that members of Congress have proposed legislation to reinforce institutional safeguards against fraud, a subcommittee aide said, "I'm not sure we're in favor of legislative solutions to the problem. It's in the institutions' best interest to police themselves before the federal government steps in."

"This whole matter is the most encouraging thing I've seen in 30 years," he said.
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Ceremony will not include pledge

(Continued from page 1)

The main point of the pledge is not to have students sign a piece of paper, but to foster healthy discussions and to start a dialogue that will continue through the year, according to Rodriguez. Distributing the pledge at Commencement would add to its importance, he noted.

Litter cited as problem

"The problem does not lie in the distribution of the pledge but in bringing it into Killian Court," said Mary L. Morrissey, executive officer for Commencement. The Commencement Committee had no objection to distributing the pledges in the Johnson Athletic Center and providing a basket for them on the stage in Killian Court, she added.

Traditionally only two pieces of literature have been permitted at Commencement. One is the commencement booklet itself and the other is a special issue of The Tech. This year, however, the committee is prohibiting distribution of The Tech in Killian Court. Morrissey said that a lot of parents and ushers complained about the mess that the papers created at last year’s Commencement. "Families come here for this event. The receiving of diplomas is a reward for a lot of work done by the students," Morrissey said. "This is a celebration, and we want to keep it that way."

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Speakers discuss bills linking aid and service

(Continued from page 1)

choosing the military would have to be in the reserve for six additional years. Participants in Nunn’s program would get $10,000 to $12,000 per year for education or a down payment on a home. Nunn’s bill would reduce the number of recipients of government financial aid from six million to 800,000, according to Jones. He added that the bill would allow only high school graduates to receive financial aid.

"How about people who drop out between kindergarten and 12th grade?" he asked. "They need help, and they need to grow into the idea of going to college." O’Connor discussed Kennedy’s proposal “Serve America Program.” This plan is based on voluntary service within the framework of already existing community service programs, O’Connor said.

Under Kennedy’s program, students from kindergarten to 12th grade would participate in already established community service programs, O’Connor said.

O’Connor pointed out that the relatively high cost of Nunn’s bill — $3.3 billion including the phasing out of the current financial aid system — is unlikely to win support because of the large federal budget deficit.

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Intensity and pain mark the faces of the lightweight men’s varsity eight as they pull past the boathouse.

Anh Thu Vo/Tha Tech

When my friends and I graduated from high school, we all took part-time jobs to pay for college.

They ended up in car washes and hamburger joints, putting in long hours for little pay.

Not me. My job takes just one weekend a month and two weeks a year. Yet, I'm earning $18,000 for college.

Because I joined my local Army National Guard.

They're the people who help our state during emergencies like hurricanes and floods. They're also an important part of our country's military defense.

So, since I'm helping them do such an important job, they're helping me make it through school.

As soon as I finished Advanced Training, the Guard gave me a cash bonus of $2,000. I'm also getting another $5,000 for tuition and books, thanks to the New GI Bill.

Not to mention my monthly Army Guard paychecks. They'll add up to more than $11,000 over the six years I'm in the Guard.

And if I take out a college loan, the Guard will help me pay it back—up to $1,500 a year, plus interest.

It all adds up to $18,000—or more—for college for just a little of my time. And that's a heck of a better deal than any car wash will give you.

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OCCUPATION

EDUCATION: O HIGH SCHOOL O COLLEGE

MILITARY SERVICE: O YES O NO

BRANCH RANK ________________

ARMY

National Guard

A11C1JC1059NP

Army National Guard

Americans At Their Best.
International Fair
Sighose, Davis lead track to best-ever finish

Team finishes above Division I schools BC & BU

By David Rothstein

DEDHAM — The men’s track and field team recorded another best-ever performance with a third-place finish in Sunday’s Greater Boston Championships. The Engineers scored more points, 56½, and placed higher than they ever had in the history of the meet.

It was easy to lose track of one detail about MIT at the GBC, held at Northeastern’s Solomon Track: MIT is a Division III school. That did not stop the Engineers from putting up two Division I schools — Boston University and Boston College — and sending notice to winner Harvard University (87 points) and second-place finisher Northeastern University (80½) that this small school with a 59-meet undefeated streak is fully capable of stirring up a little trouble of its own.

Take, for example, the 400-meter relay, which Harvard won by one-tenth of a second over MIT’s 43.0 (hand-timed). The Engineers got a strong first leg from senior David Wright, and after a second leg by Doug Cornwall ’89 and third leg from Mark Dunzo ’90, they hung on to the split-second lead by one meter, when Dunzo took the baton.

Dunzo ran a 48.7 split, but got into the same trouble that Makatiani would encounter in the anchor leg. Both runners were almost even with the Harvard anchor at the halfway point, but was called for a foul at the handoff. It must have seemed like seven meters.

Singhose, Junior Bill Singhose, the triple jump competition, appeared to be a 47-foot-plus jump, and may have placed in fourth, in the triple jump. Mike McKeon ’90 with MIT in third place. McKenzie, who earlier in the day had placed third in the 400-meter intermedi- ate hurdles in a personal-best 54.33, attacked the two runners ahead of him and was battling for first at the 200-meter mark.

MIT was in second place, trailing by one meter, when Dunzo took the baton.

Murry’s homers spark sweep

The baseball team swept a doubleheader from Worcester Polytechnic Institute on Saturday to raise its record to 16-8. No previous team in the 41-year history of the Engineers has won 16 games, and the current winning percentage of .667 is also the best ever. Senior third baseman Mike Murray was the hitting star Saturday, blasting a homerun in each game.

Infielder named All-Conference

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### Sports Update

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