

LETTERS TO THE EDITOR

The Indian Problem

THE ARTICLE on the American Indian by Biloine W. Young [SR, Dec. 11] is a welcome look at the realities of a miserable situation. My observations coincide with Mrs. Young's. I grew up near the Klamath Indian Reservation in Oregon and as an attorney I have had dealings with members of various Idaho tribes, including the Shoshone-Bannock, Nez Perce, Coeur d'Alene and Kootenay. As Mrs. Young states, all American Indians are suffering from aimless paternalism. Until reading her article I had hoped the protection might be justified among the Indians of the Southwest like the Navajos.

In our area Indian family life is a shambles. Alcoholism is higher than among the Navajos. The crime rate on the Nez Perce and Shoshone-Bannock reservations is shocking. The crimes are usually violent and without motive. After seventy-five years of federal aid, all Idaho Indians still on the reservation—except the chiefs—are desperately poor. Here the Indians rent their allotted land to white farmers on leases dictated and enforced by the Bureau of Indian Affairs. The rents are generally collected and disbursed by the Bureau, except for the occasional derelict who mooches an advance payment from the lessee to be charged against the rent. The benevolent government refuses to let the Indian exercise any of the legal incidents of ownership that every other citizen possesses. Sale is forbidden and as a consequence of inheritance, ownership is continually divided into smaller shares.

The Bureau handles all probates in Idaho. It normally takes two to three years for a determination to be made, even where there is no contest and the government agent has prepared the will. If an Indian should be so foolish as to appeal from an adverse probate decision, it may take up to ten years for a determination by the Bureau in Washington which serves as the appellate court. In the meantime the Bureau administers the land and collects the rent while neither heirs nor creditors of the deceased receive anything. Where the Indian's only income is from leased land, his creditors have no method of collecting just debts until he dies. At the same time he is unable to mortgage his property or borrow on other assets. Indians are the only class of citizen in the United States uniformly denied credit. It is no wonder that so few have any motivation to escape from perpetual insolvency.

The solution to the Indian problem lies in eliminating the archaic reservation system and permitting full and complete economic, social, and educational integration.

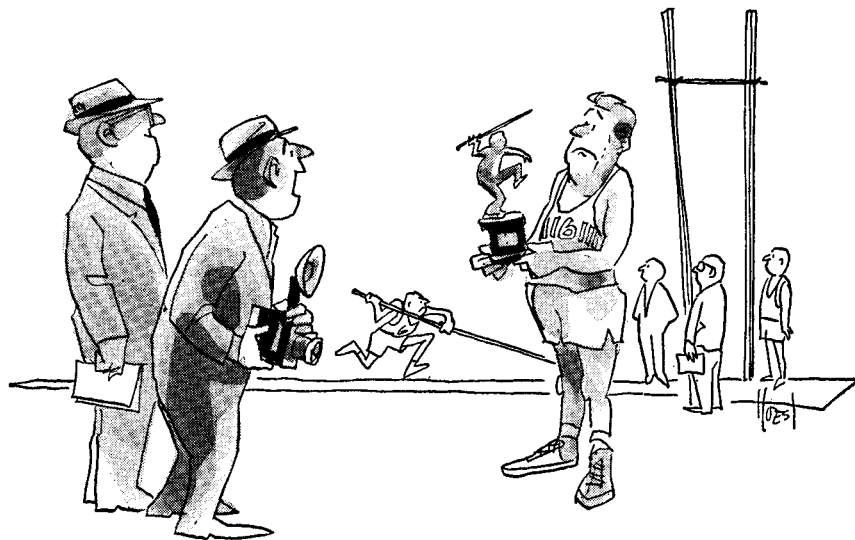
SCOTT W. REED,
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Coeur d'Alene, Idaho

Ace, the Crusader

THANK THE MUSES and SR for Goodman Ace and his column of December 11. As Mr. Ace so sagely says, "Crusading for correct grammar is a hopeless business." It is almost as hopeless as attempting to open

SR/January 8, 1966



"Could you manage to look just a little more humble, not quite so proud, and tremendously grateful?"

the eyes of pristine purists to the nuances and connotations of which our language is grammatically capable. But I am sure it must tickle the ears and raise the hopes of most English-speaking people to hear about a blow being struck in the name of grammar, even if it is done in a diabolically secret and often unsuccessful manner. Between us, Mr. Ace, well done!

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The Bottle Battle

I SYMPATHIZE with Horace Sutton's frustrating experience with the new liquor regulations [SR, Dec. 11], and would like to point out that Bermuda, with the cooperation of the United States Government, has evolved a simplified system for returning Americans who wish to pay duty on four bottles of liquor over the new one-bottle limit.

During a recent long weekend on that sunny island, I decided to buy a full gallon. Bermuda shops have slightly reduced their liquor prices, and they plainly indicate the comparable, astronomical, New York prices and the exact duty each tourist will pay on four specified bottles.

I ordered three fifths of Beefeater and two of Haig & Haig, costing \$12. In New York the same combination sells for \$34.44. When I gave my order for direct in-bond delivery to the plane, I was handed a receipt and told to present it with my return ticket on checking in at the Bermuda airport. I was also given a declaration form on which the liquor was the first item listed and advised to complete it in advance. My total purchases totaled nearly \$110, slightly over the new \$100 limit.

For three years now our government has allowed American-bound tourists to go through U.S. customs in Bermuda, a delightful experience. I simply presented my completed declaration to a pleasant customs officer, who, without opening my bags, did

some figuring, gave me a receipt and the information that I owed 75 cents in duties, and \$7.88 in internal revenue tax, a total of only \$8.63. This was the exact amount the liquor shop had told me I would pay, and it represented a saving of \$13.51 on New York liquor prices.

ELEANOR ADAMS.

New York, N.Y.

HORACE SUTTON's remarks on the import liquor situation point up the perpetual irony in our economic and political situation, that despite lip-service to competition, it all becomes a matter of whose ox is gored. The bourbon boys have been irritated to the point of petulance over their difficulties in exporting their product to various countries; the California liquor industry has a tight little controlled market, and the California wine makers are most annoyed because they find problems in getting their wines into France, Italy, and Germany. Yet, when the shoe is on the other foot, it pinches to the point where the customer is the one who is hurt.

Even the Customs Service gets into the act and demonstrates a degree of confusion unusual even for it. In Montreal International Airport it is possible to buy liquor in the duty-free shop, take it to the gate exit, and there pay duty on the spot to a U.S. customs official. Even the California barriers to importation are lowered, since no plane flies directly from Montreal to California so that the traveler's destination is more likely to be Chicago or New York, at least immediately. If the official in Montreal knows what the situation is and acts on it, why can't the man in Los Angeles? Or do they not work for the same department?

Mr. Sutton's stand on bourbon in his home is one worthy of emulation and might conceivably impress the bourbon lobby with the fact that you may lead a traveler by force to the bourbon bottle but you can't make him buy it.

JOHN S. EWING.

Los Altos Hills, Calif.



JOSEPH C. WILSON

Finder And Seeker

THE reach of man's mind is being multiplied far more dramatically today by the communications revolution and the information explosion than the power of his muscles was by the industrial revolution of the nineteenth century. With more than 90 per cent of the scientists in the entire history of the world now alive, and with the great bulk of mankind's entire scientific literature having been published in the past ten years, the techniques and facilities for capturing, managing, retrieving, transmitting, and presenting information for society's use have become central to the management of the human community around the globe.

One man who sees this challenge with impressive clarity is Joseph Chamberlain Wilson, president of the Xerox Corporation. He is both an idealist who is the chief architect of one of the great corporate successes of American business and a hard-headed realist who believes profoundly that public service is essential to the health of private enterprise. Mr. Wilson, who was fifty-six years old last month, personifies *Saturday Review's* conviction that in our complex socio-economic system the modern executive must embody a personal commitment to the good society as well as to a sound economy in order to make that system work. Out of this conviction, SR established its annual Businessman of the Year award. The 1966 citation goes to Mr. Wilson.

A family enterprise in Rochester, New York, the Xerox Corporation was a modest maker of photographic paper with annual sales of \$33,000,000 before 1960. When Wilson joined the Haloid

Company as it was then known, in 1945 after graduating from the Harvard Business School he was determined to explore new avenues of growth. He had no idea where they were or where they might lead, but his personal philosophy has always included the quest for new horizons as a prerequisite to personal and professional success. He recently phrased it this way: "To set high goals, to have almost unattainable aspirations, to imbue people with the belief that they can be achieved, is as important a fact as the balance sheet; perhaps more so. There is another quality—of the spirit—which is equally meaningful. Call it esprit—call it enthusiasm—call it pride in striving for excellence—call it willingness to change, to create, to innovate—or call it courage to risk. Call it many things but it adds up to character."

This philosophy soon found an opportunity for testing, when Wilson heard of a new process for electrostatic copying developed by an obscure inventor, Chester Carlson. Carlson had been unable to interest any major corporation in his idea, but Wilson saw the advantages of speed, simplicity, and the elimination of specially treated paper and chemicals. With limited financial resources and only a small research and marketing organization, Wilson was able to persuade Carlson and his associates to let Haloid undertake the development of his xerographic process. The reason, as Wilson said, was: "We were hungry to act. They knew we would risk everything to make xerography a success. Here again is a point indelibly planted in the history of this corporation. It is that the great opportunities are given to those who are

willing to take advantage of the new, but are willing to accept great risk in doing so. . . . Xerox policy puts great stress on innovation, on creativity. It is the quality we most applaud; willingness to try new things is the motive above all others we nurture."

In 1945, however, it seemed to be all risk for a remote reward. It required tenacious courage over fourteen years, not to mention an investment of \$20,000,000 before the famous office copier 914 finally conquered the market in 1960. Five years later, 1965 sales had increased nearly tenfold, to \$385 million and for 1975 Mr. Wilson's forecast is \$2 billion in sales.

NOW head of a remarkable, worldwide corporation with 15,000 employees, 70,000 stockholders, and an unparalleled record of growth and profits, Mr. Wilson, during an interview in his office in Rochester, made this point about the launching of the 914: "Every good thing happens as an act of faith, not as the result of a market study. The act of imagination is to create something people will want when it is ready, even though they say when you ask them about it beforehand that they don't want it. Market research said we were absolutely wrong in planning the 914, in making a big complicated machine when people clearly wanted small simple machines. We were advised to abandon the project as soon as possible. But our own intuition, our sensitivity told us to go ahead. You have to risk a strike-out in order to hit a homer."

The dramatic financial success of Xerox, however, has not been an end in