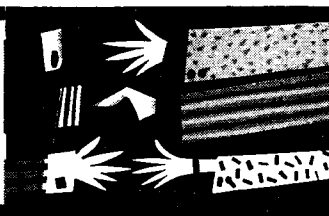


Public Relations



The Difficult Years

THE next four years are bound to be difficult for big business. President Nixon and the public have made it clear that they expect business to accept additional obligations in the community. The failure to deliver on these expectations can be harmful to the entire profit system.

For some time relations between business and government have been unusually good. The days when President Roosevelt won again and again with attacks on "economic royalists" are now a faint memory, and nothing in recent years recalls President Truman's 1948 election victory, when he made business the whipping boy. President Eisenhower was friendly to business; President Kennedy did not oppose the system (although he found it difficult to develop a rapport with its leaders), and no President in recent times had the welcome rug for big business more widely spread on the White House stoop than President Johnson.

But the situation is quite different now. President Nixon stressed in his campaign that business would have to be more deeply involved than ever before in helping to solve the nation's domestic problems. He made it absolutely clear that he not only expected business to hire and train the unskilled and "upgrade the skills of those at the bottom of the employment ladder," but to do so at less cost than previous programs.

Although a fine start has been made through the National Alliance of Businessmen in hiring and training the hard-core unemployed, it is not going to be easy for business to deliver on the President's and the public's expectations. And while President Johnson recruited business organizations to perform this task, at no time did he stress business's ability to perform as heavily as Nixon did in his campaign.

No sooner was the campaign over than critics of business cried out that business could not possibly do the job Mr. Nixon expected; that there was a basic and insoluble conflict between business's need to make a profit and its acceptance of social responsibilities. Only a few days after the votes were counted, one government official—who is probably the highest paid worker in the poverty field—said bluntly that business "can't do the

job," although his own programs and operations are, to put it gently, not quite a roaring success. What critics of business involvement in urban problems fail to accept—and this does not include only those who have a vested interest in the continuation of present poverty programs unreformed—is that there is no such long-term conflict between maximizing profit and meeting social obligations. Wise managers of large corporations have long realized that to earn any profit at all one must gain public acceptance by acting in the public interest.

Business cannot function, let alone make a profit, in a period of instability. Therefore, it is obviously in the interest of business to help to remove the causes of riot and work toward developing domestic and foreign tranquility, for without both, the chance of profitable operation becomes slim. What is in the general national interest is certainly in the interest of the stockholders who provide the capital for business expansion. The very fact that American capitalism has been able to survive proves its ability to adjust to a changing society. Had it not been able to do so, we would not have a mixed economy with an important and vigorous private sector.

Ten days before President Nixon's Inauguration, the National Alliance of Businessmen presented its report to President Johnson—a more concrete answer to the doubters that business can

perform under pressure in new fields. The goal set of 100,000 jobs for hard-core unemployed by next June 30 has already been exceeded by more than 25,000. The Alliance has also set a new objective of 200,000 additional jobs for the disadvantaged during the fiscal year beginning July 1. It seems evident that the pledge this organization made to President Johnson to have 500,000 hard-core unemployed in jobs by June 30, 1971, will be honored.

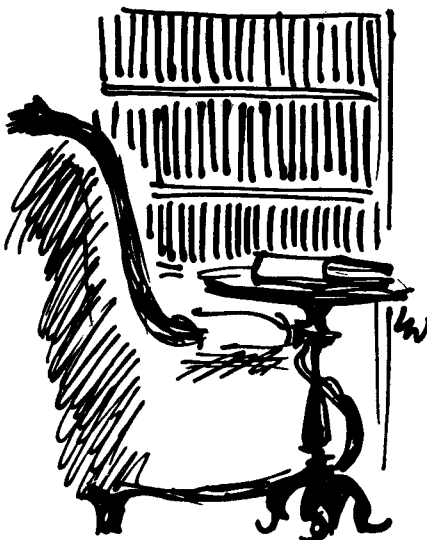
Encouraging as these figures are, business activity cannot stop at training the bottom rung of the unemployed. In fact, there is little in our troubled world that business can keep itself aloof from—housing, racial tension, air and water pollution, and mass transportation. It is hard today to find a large corporation, well run and profitable, that is not assuming some of its obligations, making some real effort to help solve the problems that plague the cities. Recently, when James M. Roche, chairman of the board of General Motors, reported that his company had hired more than 21,700 hard-core unemployed in eight months, he made some additional important points. "The disadvantaged must have incentives to contribute their own best efforts," he said. "These incentives to the deprived include employment opportunities, education and training, proper housing, and proper guidance, to enable them to become productive members of our society." Business is finding that to be involved with one aspect of the problem simply means becoming involved in a whole related complex of others.

For those who wonder just how effective business will be in meeting the goals that will be set by President Nixon, it is well to recall that other segments of society have not covered themselves with particular glory during these years of racial strife. Witness Dr. Kenneth B. Clark's remarks made several months ago in an interview with *Nation's Business*. At that time he said:

Business and industry are our last hope. They are the most realistic elements of our society. Other areas in our society—government, education, churches, labor—have defaulted in dealing with Negro problems. It is now up to business. Other elements can lose in terms of guilt or conscience. But business has profits to lose also. It has efficiency to lose, economy, and of course, it has tremendous investments it can lose unless there is lasting racial peace.

The next four years are not going to be easy for big business. How corporations perform during that period, the contributions they make to a stable and healthy society, will do more for the survival of the profit system than battalions of press agents.

—L. L. L. GOLDEN.



Editorial

Continued from page 16

proliferation treaty and its full implementation. They also called for a prompt beginning of U.S.-U.S.S.R. talks on the limitation of strategic offensive and defensive weapons.

On the Middle East, the Soviet delegates felt the chances for a durable peace depended in large part on the United States and the Soviet Union acting jointly to help maintain stability in the area. The participants in the Conference recognized that urgent measures should be taken to implement the U.N. Security Council resolutions dealing with the Arab-Israeli conflict, which constitute the basis for a just settlement, taking into account the interests of all the countries of that area.

Comments by the Soviet conferees on the Vietnam war were free of acrimonious rhetoric. The feeling seemed to be that nothing should be done to becloud the atmosphere now that the full Paris negotiations were getting under way.

As might be imagined, the American participants made known their strongly

critical views on the action against Czechoslovakia, especially in private, person-to-person conversations. There were spirited rejoinders from the Soviet side.

In general, an American at the meeting had the impression that, to the extent the Soviet delegates reflected the official position, a wide area for fruitful talks between the two governments may now be opening up—assuming, of course, a continued easing of the Vietnam war. There appeared to be considerable flexibility on some issues, as on the Middle East and the arms race, but a hardened stand on other issues, particularly on the developing military strength of West Germany. There was genuine eagerness to clear away existing roadblocks in the way of substantial trade between the two countries. In sum, the tone was good and seemed to augur well for comprehensive official talks, if President Richard M. Nixon should wish to pursue them.

There were some extra dividends for the conference. Dr. Nikolai Blokhin, one of the leading cancer research specialists in the Soviet Union, reported on new laboratory findings in his field. He said that poor nutrition was a far greater

factor in causing cancer than was generally realized—and that most ideas of what constituted good nutrition were in need of updating. He said that Soviet research proved that the incidence of lung cancer in non-smokers was directly traceable to the inhalation of cigarette smoke from others. He told of the time bomb ticking away in the lungs of children as the result of repeated exposure to smoking parents.

On the American side, Buckminster Fuller introduced his dymaxion map, which revises conventional theories of north and south, east and west, up and down. Bucky, as he was affectionately known to the group, put his large map on the floor and gave us the sensation of being in a spaceship and seeing the earth whole.

THE conferees went to dinner receptions at the homes of Mr. and Mrs. Richard Lombard and Mr. and Mrs. David Rockefeller. Mr. Lombard is president of the Kettering Foundation, which this year joined the Ford Foundation and Johnson Foundation as sponsor of the conference. A feature of the evening at Mr. Rockefeller's home in Tarrytown was concert entertainment provided by talented music students from the International House in New York.

After the Conference, most of the Russians stayed for a week in New York City, where they took in some Broadway plays and concerts at Lincoln Center. Other Russians went on to California where they saw the art collection of Mr. Norton Simon, one of the conferees. Through UCLA Vice Chancellor Dr. Rosemary Park and Dr. Franklin Murphy, former chancellor of UCLA and now chairman of the board of the Los Angeles *Times-Mirror* Publishing Company, the Russians met a number of Californians who were prominent in education, communications, and the arts. Both Dr. Park and Dr. Murphy were Conference participants.

What did the fifth Dartmouth Conference accomplish? Very little, if measured by the ability of the participants on either side to change the minds of the others on basic issues. But such was not the purpose of the conference. The purpose was to obtain the fullest possible view of the respective positions of the two countries in order to avoid misunderstandings, misassessments, or miscalculations. Also, it was hoped that reducing the dangers produced by faulty appraisals might lead to mutual efforts in behalf of a less troubled world. In this sense, the meetings have been reasonably fruitful. It is too early to talk about a sixth meeting. We are hopeful that the Soviet Committee, whose turn it is to do the inviting, will want to have another round. If so, an affirmative response is virtually certain. —N.C.

Participants, Fifth Dartmouth Conference

TAKING PART in the Rye Conference from the Soviet side were: Nikolai Blokhin, director of the Institute of Oncology, president of the International Association of Cancer Specialists, president of the Institute for Soviet-American Relations, Deputy to Supreme Soviet of the U.S.S.R. (Soviet Co-Chairman); Yuri Zhukov, *Pravda* political commentator, deputy to Supreme Soviet; (Soviet Co-Chairman); Yuri Arbatov, director of the Institute of American Studies of the U.S.S.R. Academy of Sciences; Igor Belayev, Asia and Africa specialist for *Pravda*; Yuri Bobrakov, chief of Department of Economy, Institute of American Studies; Anna Boikova, deputy mayor of Leningrad, Deputy to the Supreme Soviet of the Russian Federation; Konstantin Bochkarev, major general, master of sciences (philosophy), author; Viktor Karpov, senior research associate, Institute of American Studies; Daniel Kraminov, editor-in-chief of *Za Rubezhom* ("Life Abroad") weekly, secretary of the Union of Soviet Journalists; Igor Blischenko, professor, Chair of International Law, Institute of Foreign Affairs; Nikolai Mostovets, historian, member of Scientific Board, Institute of International Labor Movement; Boris Polevoi, author, editor-in-chief of *Youth* magazine, deputy chairman, Soviet Peace Fund; Vladimir Trukhanovsky, corresponding member of U.S.S.R. Academy of Sciences, editor-in-chief, *Voprosi Istorii* ("Questions of History") magazine; Nikolai Orlov, director, Scientific Research Institute, U.S.S.R. Ministry of Foreign Trade.

American participants attending two or more sessions were: Norman Cousins, editor, *Saturday Review*, (American co-chairman); Arthur Larson, director of the World Rule of Law Research Center, Duke University (American co-chairman); Merle Fainsod, director, Harvard University Library; R. Buckminster Fuller, professor, Southern Illinois University; James M. Gavin, chairman of the board, Arthur D. Little, Inc; Patricia R. Harris, Professor of Law, Howard University; George Kistiakowsky, professor of chemistry, Harvard University; James Linen, chief executive officer, Time-Life, Inc.; Arthur Miller, playwright; Dr. Franklin D. Murphy, chairman of the board, Los Angeles *Times-Mirror*; Glenn Olds, educator, campaign advisor to President Nixon; Leslie Paffrath, president, The Johnson Foundation; Rosemary Park, vice chancellor, University of California at Los Angeles; David Rockefeller, president and chairman of the Executive Committee, Chase Manhattan Bank; Stella Russell, vice president, Norton Simon, Inc.; Norton Simon, director, Norton Simon, Inc.

Communications Letters

Continued from page 52

miles from Mayville on the north to within six miles of Jamestown on the south. The lake narrows to approximately half a mile in width at midpoint, where a ferry plies between Bemis Point on the eastern shore to Stow across the lake; hence the bag-tied-in-the-middle concept. Although the Chautauqua tent shows now are only a memory. Chautauqua institution still flourishes each summer.

WILLIAM J. SWANK,
Jackson, Mich

THAT'S A FINE article John Tebbel wrote on Chautauqua. It started my nostalgic juices simmering and brought back the recollection of a gracious act by a thoughtful gentleman. When I was a youngster I lived in a small town in Canada. One Chautauqua lecturer was the then-famous explorer Stefansson. One afternoon we clustered around him for his autograph. All the other kids had copies of his books for him to autograph; I didn't—just didn't have any money to buy a book (nor even a full week's ticket). So, timidly, I held out a piece of paper. I can still see the warmth in his eyes as he looked out under his huge, grizzled eyebrows, autographed my sheet of paper, and casually asked my name. A month or so later a very poor youngster received an autographed book in the mail—a kindness that has enriched his thinking over many years. Need I say "Thanks for writing about the Chautauqua."

W. ALEC JORDAN,
W. Alec Jordan Associates, Inc.,
New York, N.Y.

Obligations Beyond the Sale

L. L. L. GORDEN's story about Thomas J. Ross's fifty years in public relations and association with Ivy Lee [PUBLIC RELATIONS, Dec. 14] tinkled a nostalgic bell in this old belfry. It was Ivy Lee in 1906 or 1907 who inspired a tyro adman with this advice (as recalled): A writer of advertisements has an obligation beyond selling the product or service of his client. The client as a member of society, a "neighbor," must not become lost in your promotional endeavor. That was in the press agent era. Public relations has developed, grown big since the beginning years when, holding court, the king heard the petitioners and others make their appeals. Faced with an unusual problem, he would turn and bow his head as if in deep thought . . . actually lending an ear to his counselor seated behind a backdrop curtain. Public relations will move forward only if we hold to the human (good neighbor) line.

LOUIS D'ARMAND,
Clearwater Beach, Fla.



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(Continued on page 66)

CLASSIFIED

(Continued from page 65)

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THE ARTS CENTER AT GODDARD COLLEGE is an opportunity for serious-minded adults to play chamber music, to make pots, to paint, sketch from life and design enameled jewelry, along with skilled artist-teachers... a place to meet old friends and new ones in the Vermont hills. Stay for a week or longer, 17th season, June 29th through August 24th. For information write Ray McIntyre, Director, Box S, Goddard Arts Center, Goddard College, Plainfield, Vermont 05667.

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ARTS COUNCIL DIRECTOR. Challenging position. Mid-western city. Send resume. Box L-6.

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SR/February 8, 1969

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(Continued on page 68)

CAMPS

(Continued from page 67)

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KINGSLEY DOUBLE-CROSTIC NO. 1818

Reg. U. S. Patent Office

By Thomas H. Middleton

DEFINITIONS	WORDS	DEFINITIONS	WORDS
A. Larva of an antlion; di- vining rod	19 21 59 65 136 158 162 200 26	M. "_____ made it none," says Horatio of the ghost. (Hamlet)	4 14 45 127 177 50
B. Rudimentary, undeveloped	29 40 49 91 145 150 156 159 174	N. Light blond	86 118 133 179 197 25 39 77 149
C. Lessen; destroy (2 wds.)	3 17 22 33 66 114 117	O. Imaginary, fictitious	95 170 181 84 112 15 30 67
D. Intensely	124 11 34 79 100 144 154	P. Attack	81 94 163 18 36 64 48 111 120
E. Enveloping; suppressing	8 44 101 151 165 172 195 69	Q. Ties, for instance	28 32 71 76 134 7 41 176
F. "What would he do, / Had he the motive and the cue for _____ / That I have?" asks Hamlet.	61 88 97 113 135 164 173	R. Retreat, esp. a military one	103 52 109 93 1 115 201 23 191
G. Play by S. Ansky, often performed in Yiddish (2 wds.)	178 185 188 193 51 90 107 141 12	S. Spiny, prickly	2 35 121 46 53 102 167 9
H. Robust quality	80 96 116 55 70 74 126 137 142	T. Child (2 wds.)	186 128 5 78 83 138 57 38
I. Expressing WORD F, for instance	168 24 68 85 104 139 196	U. A vigorous dance (2 wds.)	37 187 13 89 184 56 6 110
J. Bull session	106 147 152 60 63 125 143	V. Marked by indirection; curving	131 199 108 20 58 180 99 16 82 119
K. Seven of these were used by Joshua (2 wds.)	153 161 72 146 87 192 198 10 43	W. Order, command	27 42 140 166 31 123 98 189 132 47
L. City in Macedonia, also called Vodena	73 130 175 183 190 194	X. Aeneas' father, crippled by Zues	155 105 75 157 148 54 122 62
		Y. Other name for Auburn, Goldsmith's Deserted Vil- lage	169 182 160 171 129 92

DIRECTIONS

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line. . . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop.

				1	R	2	S	3	C	4	M	5	T	6	U	7	Q		8	E	9	S	10	K	11	D	12	G	13	U					
14	M			15	O	16	V	17	C	18	P	19	A			20	V	21	A	22	C			23	R	24	I	25	N	26	A	27	W	28	Q
29	B			30	O	31	W			32	Q	33	C	34	D	35	S	36	P	37	U	38	T	39	N			40	B	41	Q	42	W	43	K
		44	E	45	M	46	S	47	W	48	P			49	B	50	M	51	G	52	R	53	S	54	X			55	H	56	U	57	T	58	V
		59	A	60	J			61	F	62	X	63	J	64	P	65	A	66	C	67	O	68	I	69	E	70	H	71	Q			72	K	73	L
74	H	75	X	76	Q	77	N	78	T			79	D	80	H	81	P	82	V	83	T	84	O	85	I			86	N	87	K	88	F	89	U
		90	G	91	B	92	Y	93	R	94	P			95	O	96	H	97	F	98	W			99	V	100	D			101	E	102	S	103	R
104	I	105	X	106	J			107	G	108	V	109	R			110	U	111	P	112	O	113	F			114	C	115	R	116	H			117	C
118	N	119	V			120	P	121	S	122	X			123	W	124	D	125	J	126	H			127	M	128	T	129	Y	130	L	131	V	132	W
133	N			134	Q	135	F	136	A	137	H	138	T	139	I			140	W	141	G	142	H	143	J	144	D	145	B			146	K	147	J
148	X	149	N			150	B	151	E			152	J	153	K	154	D	155	X	156	B			157	X	158	A			159	B	160	Y		
161	K	162	A	163	P	164	F	165	E	166	W	167	S	168	I	169	Y	170	O			171	Y	172	E	173	F	174	B	175	L	176	Q	177	M
		178	G	179	N	180	V	181	O			182	Y	183	L			184	U	185	G	186	T			187	U	188	G			189	W	190	L
		191	R	192	K			193	G	194	L	195	E	196	I	197	N	198	K	199	V	200	A	201	R										

Solution of last week's Double-Croctic will be found on page 9 of this issue.

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