

• The • University of Tampa •

# MUEZZIN

Spring, 1982    Volume 52, Number 2

## The 1981 U.T. Forum

I

*"Corporate goals cannot be separated from the personal goals of employees."*

—Calvin Lee

II

*"If we only rely on replacing big government with big greed, that may rebuild our economy but may destroy our society."*

—Amatai Etzioni

III

*"After 40 years of the government's economic and social experimentation, sincere though it was, we created a bitter society instead of a better society."*

—Robert Buckley

plus: the  
Golden Anniversary  
Honor Roll



## U.T. Shorts

### Spartans Win National Championship

Jay Miller and his Tampa Spartans walked off the playing field at Yale University last November as NCAA Division II National Soccer Champions, but they may well have been the very best team playing intercollegiate soccer at any level of competition in the country. U.T. finished its championship season with an undefeated 15-0-3 record, the only unbeaten team in college soccer.

Coach Miller realized his team was fortunate. "To be undefeated in any sport requires a combination of variables. You must remain injury free, play as hard as possible each game, and be lucky."

The title was the first team championship ever won by a U.T. athletic team. "The win means so much to everyone involved—to me, to the players, to athletics, and to the University. It proves U.T. athletics are solid again," said Coach Miller after the championship game.

Many questions existed when the season began. Who would fill the vacancies in the Spartan lineup created through graduation, professional opportunities, and international competition? Said goalkeeper Tom Graham, "I knew everyone was counting on me to play well. My position was a big question mark."

Graham and his teammates played well all year long. U.T. hosted the Mayor's Cup in October and tied the University of South Florida 2-2. More than 2,800 people saw that contest, the largest crowd to see a Spartan athletic event in seven years.

Tampa faced Rollins College in the second round NCAA playoff game and edged the visiting Tars 1-0.

At Yale U.T. was paired with the University of Missouri-St. Louis in the semi-finals and surprised many with a relatively easy 2-0 win.

On a cold, cloudy, windy New England day, two of the best teams in the nation, California State at Los Angeles and U.T., battled for 90 scoreless minutes in the title game. Only 2:29 had elapsed in overtime when Peter Johansson's 30 yard blast gave U.T. a 1-0 win and the coveted title.

Co-captain Mike Fall recalled, "The hardest part of the season was playing well enough to qualify for the tournament. Once we beat Rollins in the second round the pressure was off. We played our best in the finals."

When Jay Miller came to U.T. as the new soccer coach four years ago, he claimed the Spartans would bring home a national crown within five years. Obviously, he is not a man with idle words and unrealistic dreams.

### McNiff Activity Center Dedicated

The newly renovated \$100,000 McNiff Activity Center, dedicated on March 20, is the first University building ever named in honor of a student. "This is particularly appropriate," said John D. Telfer, vice president for facilities planning, "because it exemplifies the contribution students make to the University." The student center name was selected from entries in a campus-wide contest to name the building. Most entries suggested using the McNiff name in some form.

Margaret McNiff, for whom the building is named, was a 1980 U.T. graduate who excelled in both academics and athletics. After her tragic death in 1981, the athletic department established the Margaret McNiff Memorial Scholarship Fund in recognition of her superior contributions as a U.T. student.

The McNiff Activity Center includes a movie theater, covered patio, offices, and public restrooms. The offices, now occupied by the athletic department, will become permanent quarters for student-related activities when the planned \$7 million sports complex is completed.

The renovation was made possible through a \$50,000 grant from the Selby Foundation of Sarasota and a \$20,000 gift from the 1980 graduating class.

### Feaster Appointed Alumni Director

U.T. alumni now have an official representative on campus. Thomas E. Feaster, a U.T. alumnus and former crew coach and admissions representative, has been appointed director of alumni affairs. He will develop new services for alumni as well as act as their principal representative on campus.

The University's goal in establishing this new post was to "assure that the University continues to serve its former students well and stays an important part of their lives," said Vice President for Public Affairs J. Mark Lono.

An undergraduate of Marietta College, Feaster has an M.Ed from U.T.

### U.T., NCR Affiliation \$1 Million Package

The NCR Corporation's December, 1981, announcement of a \$1 million grant in state-of-the-art computer equipment to the University of Tampa provided an auspicious beginning for U.T.'s entrance into its second half-century. The grant represents not only the largest corporate gift in the history of Tampa, but also the largest gift ever received by any academic institution in the Bay area.

Academically, the benefits of the affiliation are enormous. "The University of Tampa will be one of the finest computer curriculum universities of the South and in the forefront nationally among small universities," predicted Joseph H. Diaz, director of the University Computer Center, when the announcement was made.

The new equipment and support services make possible four new bachelor's degree programs associated with computer science. Two are business-based, providing a career-oriented approach not usually found in computer science programs. The majors—management information systems, quantitative analysis, mathematical programming, and applied mathematics—become a part of the curriculum next fall.

The University now will be equipped with three computer laboratories which house equipment ranging from microcomputers to large mainframe processors. In addition, 46 terminals will be available to the students campus-wide. They will get hands-on experience in a laboratory environment which combines practical application with theoretical instruction, and all academic departments will be able to incorporate computers into their curriculum offerings as appropriate.

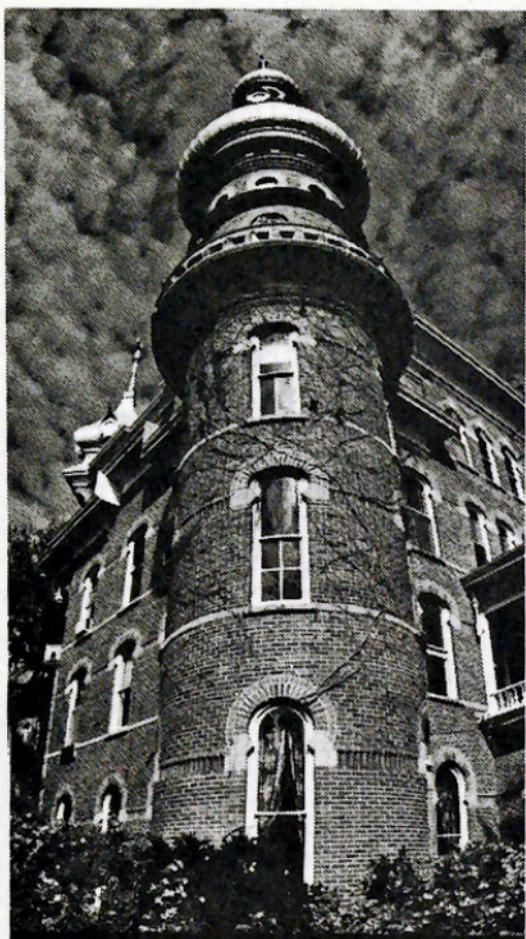
NCR's association with U.T. dates back to 1971. The grant is the culmination of a three-stage cooperative program begun in 1979. The first two phases provided two computers, 16 terminals, and related software. The final \$737,000 phase will provide main computer upgrading, 30 additional terminals, and associated software. The entire system is expected to be fully operational by the start of the 1982 fall term.

The NCR gift to U.T. is one of 20 awarded to scholastic institutions throughout the United States. The 20 schools in the NCR consortium will have access to all programming developed by the member institutions.

With the upgrading of U.T.'s facilities, NCR will also be able to expand its CASE (Customer Assisted Systems Education) school in the Computer Center to provide training for more of its customers. The west central Florida market has been a good one for NCR. With expanded training facilities, NCR will be in a position to better serve its customers and improve the labor problems within the computer industry.



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Our name "The Muezzin" originated in the religion of Islam founded by the prophet Mohammed in the early centuries after Christ and practiced primarily in middle eastern countries. The muezzin is the official who proclaims the azan (call to public worship) to which the Muslims respond with set phrases. The summoning is performed by the voice of the muezzin as he stands at the door or at the side of a small mosque (temple) or in the minaret of a large one. Today the muezzin still sounds the call to worship, but in some modernized mosques his voice is placed upon electronic recordings which are amplified to echo the azan throughout the countryside. The University of Tampa "Muezzin" publication performs a similar function in that it broadcasts the call for higher education among its readers. The name was inspired by Plant Hall's 13 Moorish style minarets, gleaming above trees and buildings in the heart of the city of Tampa.

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# The 1981 University of Tampa Forums

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*In keeping with the philosophy of the University of Tampa's Mission Statement, the 1981 U.T. Forum series focused on the theme of individual freedom and dignity.*

## I

A panel of national experts in business ethics considered the topic "Up Against the Corporate Wall: Can Individual Freedom and Dignity Survive in Organizational Bureaucracy?" at the Charter Day U.T. Forum. Featured speakers were Dr. William F. May, the Joseph P. Kennedy senior professor, Institute For Ethics, Georgetown University; and Dr. Calvin B. T. Lee, vice president, the Prudential Insurance Company.

Panel members also included Dr. Herman Saatkamp, Dana professor of philosophy, U.T.; Jo Waters, senior vice president, Freedom Savings and Loan, Tampa; Dr. John Lachs, professor of philosophy, Vanderbilt University; and Dr. Donald Jones, associate professor of religion and social ethics, Drew University. In presenting the views of the featured speakers and panelists, the writer has added supporting statistical information.

## II

Dubbed the "everything expert" and a "one man profession" by *Time Magazine*, Dr. Amitai Etzioni, noted sociologist, author, and advisor to the White House, was guest lecturer for the fall U.T. Forum. In promising to take his listeners to the "cutting edge of our thinking, through some uncharted waters, with some new ideas of where we're going and where we ought to be going," he addressed the topic, "Freedom and Dignity in Society: Public Vs. Individual Responsibility."

The panel of respondents included Dr. Norma Winston, associate professor of sociology, U.T.; Dr. William Winston, associate professor of sociology, Eckerd College; and Jan Platt, Hillsborough County Commissioner and past chairman of the Environmental Protection Agency.

## III

At the Forecast '82 Forum in December five economists expressed their views on Federal economic policies and predicted how those policies would affect American business, energy, investments, consumer financial services, and politics. Speakers included Robert J. Buckley, chairman of the board, Allegheny International; John Boatwright, Exxon U.S.A. coordinator of economics; Richard D. Rippe, vice president of Dean Witter Reynolds, Inc.; Finn M. W. Caspersen, chairman of the board of Beneficial Corporation; and Irving R. Levine, economic affairs correspondent for NBC News.

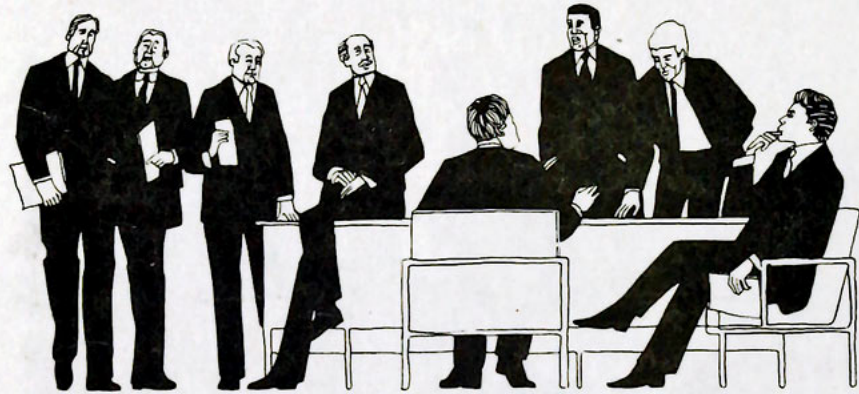
The panel of respondents included Tampa Mayor Bob Martinez; U.T. student William B. Hungerford; Frank Harvey, president of Maas Brothers; Dr. Peter Brust, assistant professor of economics, U.T.; and Harry Costello, business editor of the *Tampa Tribune*.

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*“The moral conflicts between loyalty to the institution and loyalty to friends who are colleagues can be immense.”*

—William F. May



# I Can Individual Freedom and Dignity Survive in Organizational Bureaucracy?

When he first became a partner in the lumber and hardware business his father had begun in the early 1900's, Lenard Steinke sometimes walked to work. He worked five and a half days each week and came home for lunch each day. Every two or three weeks he drove a truck to a large city over one hundred miles away to pick up a supply of lumber, sometimes taking a family member along for company. To go to work was his habit and his pleasure for nearly forty years.

Through the years the business grew to include three lumber yards in neighboring towns. The company generally prospered. When the name of the company was changed a number of years ago to reflect a modern and more complete line of services and supplies, Lenard Steinke was justifiably proud of the progress it symbolized.

Today, although past retirement age, he still spends a part of each day at his office in the attractive building enlarged and remodeled several times over the years. But a recent company change, one he recognizes as inevitable, has deprived him of the pleasure he once took in watching his company grow. Significantly missing from the large sign at the front of the building is the phrase "Locally owned and operated." Today the Steinke-Seidl Building Center is affiliated with a national hardware chain. The present company manager doesn't even live in the town in which he works. And for the first time in his

life, Lenard Steinke feels frustratingly out of control.

What he feels is symptomatic of the complex age in which he lives. American lives are increasingly dominated by the powers of organizational bureaucracy. Not many people would deny that their material lives are better for it, but in the process of bureaucratic growth have individual freedom and dignity inherent in America's heritage been sacrificed? Can individual freedom and dignity survive in organizational bureaucracy?

Dr. William F. May of the Kennedy Institute of Ethics believes that for thirty years Americans have despaired of fulfillment in the context of the large-scale institution. This despair was characterized in the 50's as the age of conformity, in the 60's as the age of protest, and in the 70's as the age of withdrawal. Americans live now in what Dr. May dubs "the age of the organization."

The bureaucratic impact on the work force is impressive. A 1973 survey showed that only 12,169 organizations employed 500 or more people, but those employees accounted for 26.1 percent of the work force. When organizations with 100 or more employees were considered, 50 percent of the work force was represented. By contrast, 1.7 million businesses had only one to three people work-





Dr. William F. May

ing for them, just 5.4 percent of the total work force. Government, which in 1870 employed only two percent, now claims 17 percent of the work force. In 1978 there were 15,785,000 people at work in the 500 largest industrial corporations.

Does the impersonal bureaucracy, with its emphasis on function rather than on the person, conflict with the personal and professional well being of its employees? Dr. May explores the issue from the philosophical and moral standpoint. "A bureaucracy specializes function," he says, "and like a machine, it relies on substitutable parts." For the professional manager, this presents conflicts at three points: His relationship to clients or customers may be at odds with his duties to the company, his devotion to the company may result in the stifling of his own personal development, and his divided loyalties between company and colleagues may burden him with guilt.

The manager bears the brunt of criticism from customers or clients dissatisfied with the impersonal treatment they receive from companies. Dr. May believes some of this criticism may be justified. "A kind of impoverishment of the human can occur when managing and controlling others, for even good ends, no longer serves ways of being with them," he maintains. But not all human encounters can or should be dealt with on a one-to-one basis. Dr. May does not believe personal relationships should be developed at the expense of institutional discipline.

A second moral danger lurks within the impersonal bureaucracy. That is while managing

others, the manager may victimize himself, subordinating himself totally to his career. Dr. May cites broken marriages, alienated children, and health problems as some of the symptoms attributed to careerism.

Dr. Herman Saatkamp, Dana professor of philosophy at U.T., counters that in order for individual freedom and dignity to survive for most people, it may be necessary for some people to totally submerge themselves in the company. To a certain extent economic prosperity is protected by those who organize company functions, who strive for increased productivity, who devote their lives to bettering corporate activity. Should those people not shoulder such responsibility, the economy would suffer, contends Dr. Saatkamp.

He advises seeking life values outside the framework of the bureaucratic structure. He feels that bureaucracy, in emphasizing profitability, has lost sight of its primary goal, that of serving human needs.

Dr. May, however, does not believe the bureaucratic structure should assume total responsibility for providing self-realization. Nor does he think official roles necessarily hinder freedom to enjoy personal life. In fact, official roles provide the opportunity to develop a style which provides the freedom to be oneself in the roles one assumes, maintains Dr. May.

The third, and probably the most difficult problem area with which the professional manager must cope is in his relationships with colleagues. Americans receive conflicting signals from the social structure, Dr. May says. On the one hand, the work environment encourages professionalism and competition, rewarding superior performance with promotion. On the other hand, the American social atmosphere places great emphasis on friendliness. "The resultant moral conflicts between loyalty to the institution and loyalty to friends who are colleagues can be immense," states Dr. May.

This is a peculiarly American problem, he believes, one that is non-existent in Europe. Only in America are people encouraged to have as friends the same people with whom they may be competing in the work force or whose career destinies they may control.

Conceivably, in American institutions one can move up or down the corporate ladder. Under such circumstances, says Dr. May, "the prevailing social style remains outwardly friendly and direct; but inwardly, wariness takes possession of the soul and corrodes the



workplace with distrust."

Although seldom addressed, these personal moral problems should not be ignored, contends Dr. May. Reforms may not be possible; still, he believes that diagnosis serves a purpose. Perhaps nothing can be done to obliterate the problems; but viewed from a new perspective, they may inspire individuals to seek new ways in which to cope with their situations.

One way to cope, counsels Jo Waters, a senior vice president of Freedom Savings and Loan in Tampa, is to depend on oneself. She asserts that allegiance to self allows freedom from becoming a pawn in the corporate game and makes possible growth and survival within the bureaucratic structure. The individual who depends on himself and who performs to the best of his ability will create for himself a worthwhile life. Within the organization his goal should be to become a leader and train others to do their jobs as well or better than he does his, Miss Waters believes. From this self-direction will spring the individual's self-esteem.

What of the organizations? Do they not owe to their employees the right to a dignified work environment? In view of declining productivity, is it not in their best interests to encourage the freedom to explore and initiate new ideas in all of their employees?

Dr. Calvin B. T. Lee, vice president of Prudential Insurance Company, maintains that with careful planning and involvement of people in the corporate mission, individual dignity and freedom will exist in organizational bureaucracy.

Dr. Lee suggests that the strongly individualistic ideology of the founding fathers, formulated in simpler times and without the foresight to envision the complex world in which Americans live today, is becoming more and more irrelevant in the bureaucratic society. "The American community has been transformed," he says, "from the atomistic idea of individualism into a new organic, collective idea which George Lodge has called 'communitarianism.'"

A look at the American food chain, from today's gigantic farms to the supermarkets serves to illustrate Dr. Lee's point.

In 1850, 80 percent of the country's workers were farmers. Each farmer produced enough food for himself and three other people. Today less than four percent live on farms, but each worker feeds 58 others. The number of farms dwindled from 6.5 million in 1920 to 2.8

million today. But production of wheat and beef tripled and corn production increased 75 percent in the same time period.

At the same time that farms were being consolidated and technology was making it possible to feed more and more people, independently owned grocery stores, what the industry calls the Mom and Pop operations, were giving way to the modern supermarkets of today. Thirty years ago there were 446,350 independently operated groceries; by 1978 that number had declined to 169,500.

Humans are all dependent, in some manner, upon each other and upon the large-scale institutions, maintains Dr. Lee, and for just that reason must question the old values placed on self-reliance.

Dr. Lee admits that many workers do feel a sense of alienation, and he thinks corporate managers are responsible for dealing with it.

Alienation, says Dr. John Lachs, professor of philosophy at Vanderbilt University, results because there is no unity of action within the corporate structure. One group of people defines the purpose for doing something, another group carries out the function, while still another group enjoys the consequences or the results. From the chairman of the board to the lowest level laborer, nobody knows the entire picture.

The primary purpose of the corporation, says Dr. Lachs, is to manipulate people in



Dr. Calvin B.T. Lee

order to get things done. But the employee, who doesn't formulate the purpose, feels at odds with the company because he has no power, and he doesn't realize how he contributes to the total picture. Therefore, he feels no consequences for his actions. His goals and the goals of the corporation are not in tune.



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Stresses Dr. Lachs, people need to know how they fit into the total picture.

But the traditional pyramidal structure of bureaucracies may be tumbling, suggests Dr. Donald Jones, associate professor of religion and social ethics at Drew University. This is especially true in areas of high technology where the middle management people are most likely to have access to important information. In this case the flow of information is upward, unlike the more traditional hierarchical order.

The traditional way of appeasing disgruntled employees, one which unions continue to use, has been through bigger paychecks.

But because of limited resources, reduced productivity, and the fact that not all workers are satisfied with just monetary reward, the paycheck approach has limitations, Dr. Lee acknowledges. Something more inclusive is needed.

Dr. Lee suggests adopting an updated ideological framework. "Those who are fulfilled today," he says, "are so because they are part of a whole in which they can make full use of their competencies and capabilities." Workers who feel they are contributing their abilities toward a collective goal work hard and have a sense of dignity, Dr. Lee feels. He refers to more than one hundred studies over the past twenty years which support the idea that workers most want to feel that they and their work are important.

For organizations, the challenge seems clear. The need exists to reorganize the work place in terms of the communitarian concept. A built-in sense of participation in the decision-making process should be a prime consideration. But how is this accomplished?

In recent years some companies, Prudential among them, have experimented with various ways of developing individual job fulfillment. A typical approach engages the workers in job design where such things as division of labor, inter-departmental communication, and client relationships are redesigned. Where work is routine and simple, such as on assembly lines, the work environment can be made more enjoyable through such means as flexible hours, recreational areas, and special accommodations to employees. Some jobs, of course, by their very nature assure a sense of dignity through recognition, status, and the like.

Dr. Lee, in citing Prudential's approach to job enrichment as an example of improving individual job fulfillment, explains that the lower-level clerical workers now have a greater sense of team work since they themselves designed their work to be less fragmented and to allow

for greater client contact. And just as importantly, this has been accomplished with no reduction in efficiency or effectiveness.

When lower-level management becomes involved in the decision-making process, Dr. Lee points out, the issues are somewhat different than at the worker level where the object is simply to make work as tolerable as possible. While ideally, bureaucracies would not need to rely on an individual's personal discretion, realistically, individual judgments rather than impersonal procedures frequently must be trusted.

From the corporation standpoint there is a need to minimize uncertainty and develop a strong degree of trust. When this trust does exist and individual managers are allowed the freedom to make human judgments, it follows that they will develop a sense of purpose and a sharing in the corporate mission.

Dr. Lee does not believe that bureaucracies are evil or dehumanizing. Rather, they are structural organizations in which people work, interact, and are rewarded by the system. But the key to finding fulfillment within the organizational structure is to feel a part of it by sharing in the importance of the corporate mission.

Currently there is great concern in America about declining productivity. Some organizations and business leaders are studying Japanese methods of management in an effort to learn which of the Japanese practices would be practical in American institutions.

Dr. Lee feels that America's background of individualism makes it unlikely that American institutions can emulate the Japanese system for developing corporate loyalty and teamwork. But he does believe that recognition of more limited resources and increased competition from foreign countries will force needed changes in organizational structure, bringing about a greater sense of participation and contribution for the employee. He envisions greater individual freedom and dignity as a direct result.

Says Dr. Lee, "Corporate goals cannot be separated from the personal goals of employees." When personal goals are ignored, corporate goals frequently fall short. Only through the interaction of individuals meeting their own needs through their share of corporate responsibility will the corporation succeed. The corporation, by providing opportunity on an equal basis for all qualified people, by providing decision-making power in areas that directly affect the worker, and by distributing the structure of power so that not all decisions are made at the top, can create an atmosphere in which individuals will be fulfilled. □





## II Freedom and Dignity in Society: Public vs Individual Responsibility

No man is an island unto himself—how can he be in a country of more than 220 million people? But in many ways a vast number of Americans are trying to exist on islands they have purposely created for themselves. Internationally acclaimed sociologist Dr. Amatai Etzioni suggests that as many people have abdicated responsibility, their lives have become increasingly less satisfying and, more importantly, social institutions have been threatened.

Dr. Etzioni agrees with the many Americans today who say that government is far too big and powerful. But he doesn't see the American Individual as Hero cast in *A Play of Life with Big Government* in the role of the antagonist. There is a twin problem to big government, he declares—the problem of Meism. Unless focus is placed on rebuilding community, there will be a return to even bigger government control before 1984. Almost with a sense of inevitable doom he says, "If we only rely on replacing big government with big greed, that may rebuild our economy but may destroy our society."

In the last 30 years government public programs more and more removed individual responsibilities from every aspect of life—from the family, the school, the community. During the same period, the vast majority of Americans turned more and more to self as the ultimate foundation and basis for their purpose

in life. In the process, says Dr. Etzioni, they took away as individuals what the government hadn't already taken away, and in their wake left a very shaky set of social institutions. The very essence of existence has been threatened by the lack of stable relationships.

How did this threat to social existence begin? Quite simply by not attending to basic human needs, says Dr. Etzioni, or more correctly, by attending to them in the wrong order and in the wrong balance. In taking a shortcut to the top of the mountain, people now find the foundation crumbling beneath their feet.

Most of society agrees with the theory that human needs fall into two categories—lower and higher. Preoccupied with satisfying baser creature comforts, most people grabbed at the idea that the time had come to move on to nobler, higher self-realization. Stop serving the god of object and start serving self, they said.

This violation of psychologist Abraham Maslow's theory on basic human needs not only did him an injustice but also disregarded human nature about which he wrote. What Maslow really said, according to Dr. Etzioni, was that there are four basic human needs arranged in a definite hierarchy. In the basement are the creature comforts, the most basic of needs. The main part of the human structure houses the two most essential needs for affection and self-esteem. And at the top lies the



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***“The quickest way to lose self-enjoyment is to make self-enjoyment your number one purpose.”***

**—Amatai Etzioni**

need for self-actualization.

What happens when people try to circumvent the main structure? Says Dr. Etzioni, “If either affection or self-esteem is neglected, the bonds which make for a cohesive society or community are neglected. Affection and self-esteem are the ultimate foundations upon which any stable relationship is built, a definite distinction from celebration of self.”

Equally important is the need for approval from others. The significance of things in life is determined not by intrinsic value but by how others value those things. Take, for example, the man who unexpectedly wins a beautiful diamond in a prize drawing. In his elation his first desire is to share his good fortune with someone who will rejoice with him. But what happens if that person simply shrugs and says, “So what!” Somewhat deflated, the man may try someone else, only to be shunned again. How long will it be before his beautiful diamond seems just another piece of carbon in his eyes, as well?

People are not complete unto themselves; they cannot exist as isolated individuals. Meism attacks stable relationships; and as a result, says Dr. Etzioni, there is a growing generation of neurotics who are in varying degrees deeply unhappy because they are lacking positive, meaningful relationships with other human beings.

Only when the first three needs are sufficiently met is there room for self-actualization. And then there must always be a balance. “The quickest way to lose self-enjoyment is to make self-enjoyment your number one purpose. That’s simply social science insight,” says Dr. Etzioni.

Concerned with our quality of life, Dr. Norma Winston, associate professor of sociology, at U.T., suggests that inflexibility in the work system may be a factor in creating individual unhappiness.

Dr. Etzioni feels a flexible employee benefit program may be one possible solution to that problem, especially in an economic environment which makes countless benefits impossible even though human needs continue to grow. With such a system the employee is free

to juggle his benefit package within the total dollar value established by the employer. A young person may opt for less health insurance while an older employee may eliminate maternity benefits, as an example.

If man cannot exist as an island, then what applications are there in all of this to his existence in community?

Says Dr. Etzioni, “There is a deep linkage between less government and more mutual responsibility.” If a commitment is made to reducing big government, then individuals must accept more social obligations for themselves. Not contractual agreements, he emphasizes, but implicit obligations based on mutual commitment of affection, self-esteem, and respect. Those who don’t keep up their part of the social contracts receive no respect. That is what has been lost and that is what must be restored. “We must rebuild mutuality. I deliberately use the word mutuality because it’s mutual. It’s not for me or for you—it’s US.”

Equally important is the need to rebuild civility, not in terms of good manners, but in terms of a rededication to others. There are three distinct ways this can be done: It begins with caring for one another but it expands to the public arena. It cannot stop with one-to-one relationships.

First there must be a commitment to play by the rules. Although Americans consider themselves a people governed by law, the sad fact is that everyone, in varying degrees, from children to the governing body of this land, bends the rules to his own satisfaction. Rules are for others but not for me is the implication. This kind of mentality does not exhibit the respect for others upon which a civil community depends.

Secondly, human beings must do more for each other as a community. Quite simply, either they take greater responsibility for their neighbors, or more government will do it for them. Crime can be dealt with quite effectively by hiring more and more policemen (whose salaries are paid by more and more taxes) to stand on more and more street corners until people feel adequately protected. Or, man can take more responsibility upon himself—to help and care for family, friends, and unfortunates;



to develop the stable relationships which lead to trust and respect; to abide by the laws of the land. More community, less government.

Dr. William Winston, associate professor of sociology, at Eckerd College, feels that a highly mobile work force can interfere with the development of community responsibility. This can create pressures to meet demands made by associates throughout the United States, demands which may run counter to the local community needs.

In recognizing mobility as a serious problem, Dr. Etzioni cites statistics which show 20 percent of Americans move every year. However, since most don't move more than 25 miles away, not every move is necessarily destructive of community. He acknowledges, however, that corporate-wide commitments may conflict with community.

Jan Platt, a Hillsborough County Commissioner, is concerned about the problems which face local governments. "Anybody that deals in local government deserves our special appreciation, cheer, and respect because it's about all they're going to get from us," Dr. Etzioni says in predicting 1982 as a difficult year economically. If people don't want big government telling them what to do, then they really have only two options: Either the programs will not be put into effect or individuals will have to assume responsibility for them.

Does Dr. Etzioni hold any hope for the endangered societal species? He's beginning to read articles which basically say, "I tried every possible way and didn't find any happiness in any of them. I'm going to try something old fashioned, to return to meaningful relationships."

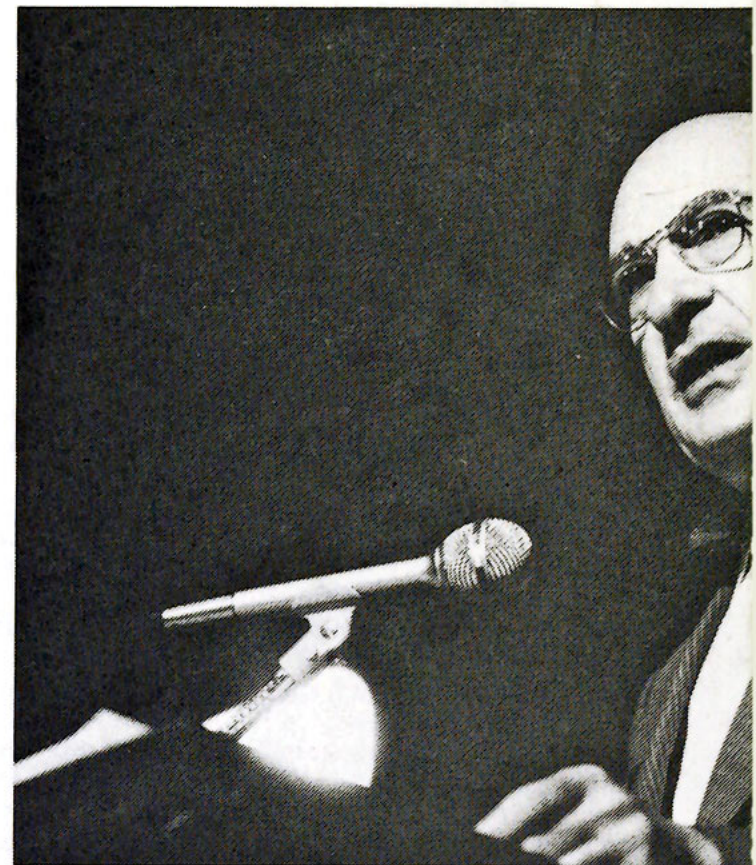
When the pain of the void becomes more apparent, when people are more able to return to their roots, then the capacity to reestablish meaningful relationships can be rebuilt. Man needs to turn himself around, just as the economy needs to be turned around, before he finds himself in a deep crisis. Families, schools, communities must be rebuilt. The ultimate satisfaction lies in stable, lasting, and meaningful associations with others. □



Dr. Amatai Etzioni



## 1981 Forum III: The Individual and the Economy



The jury is still out on the Forecast '82 economists' predictions for the year. But five experts who spoke at the December 11, 1981, Forecast '82 program in Falk Theatre were all in agreement: although the nation's economy will not show improvement until the latter part of 1982, the future does hold promise.

Allegheny International Chairman Robert J. Buckley believes the outlook for fundamental change in the business world is excellent and the future will be bright if the American people persevere in backing positive national programs for change. But he sees economic growth during the first half of the year as slow.

Exxon U.S.A. Coordinator of Economics John Boatwright believes there is ample supply of energy in all areas and that no real pressures should emerge. But with international politics being the uncertain factor that it is, the threat of disruption is always a very real concern.

Dean Witter Reynolds, Inc. Vice President Richard D. Rippe believes the tight money and credit conditions causing the recession will ease up in the latter part of the year. He predicts a volatile investment and economic climate which, although tremendously uncertain, will also create many investment opportunities.

In the field of consumer financial services Finn M. W. Caspersen, chairman of the board of Beneficial Corporation, paints a picture of incredible change. With new industries over-

Finn M.W. Caspersen (top left)  
Richard D. Rippe (center)  
Robert J. Buckley (bottom)  
Irving R. Levine (top right)





### III

## Economic Uncertainties Provide Challenge for '82

shadowing old almost on an annual basis, there are tremendous opportunities as well as tremendous pitfalls, he feels. The firms which will prosper are those that are the most efficient.

Irving R. Levine, economic affairs correspondent for NBC News, believes that as elections get closer, politics will play an ever increasing role in the economic decisions made in Washington. The economy presents the biggest problem to the administration; but the inflation rate, the most chronic and most damaging problem, is showing the effects of the recession.

A fear of all the economists is that politics as usual could hamper economic reform. Society never has and probably will not fail, says Buckley, but "after 40 years of the government's economic and social experimentation, sincere though it was, we created a massive bitter instead of better society." Buckley believes the American people want to change course to recapture the spirit of individual freedom and enterprise of their capitalistic background. He views Reagan as one of the great presidents and feels that corporate America will be derelect in duty if it fails to support all of the administration's programs for change.

Rippe, like Levine, believes the approaching elections will create pressures to generate economic growth. The fiscal policy, already in a stimulative mode, is the area where potentially the biggest adjustments will occur. Money supply will speed up in the late first and

early second quarter, creating an incentive for the Federal Reserve to raise interest rates. Because of political pressures, the Fed will probably make enough money available for recovery to proceed, he predicts.

A common theme that a fundamental economic change is necessary, indeed inevitable, and in some cases already underway runs through the economists' predictions. But the American public may not be willing to make the resultant sacrifices necessary for a turn-around.

Buckley, perhaps the most openly optimistic of the five panelists, refers to seven "fighting chance opportunities" which exist if the American public supports administrative changes. He says Americans have a fighting chance to 1) reduce inflation; 2) improve savings and capital formation; 3) reduce taxes, government spending, and federal deficits; 4) create a new financial industry; 5) further industrial and technological breakthroughs; 6) create large multi-national business organizations that will augment the wealth-producing capabilities of all nations; and 7) help the re-industrialization of America by such means as rebuilding older metropolitan areas.

A new breed of managers is rapidly assuming the leadership roles in business, he believes, and those managers are well prepared to deal with the coming inevitable changes. The major hurdle he foresees is reform in government spending. The Federal



Reserve was never intended to have the power it now exercises, he maintains. What is needed is a steady decline in the rate of growth of money supply to minimize recession. America cannot tolerate inflation at any rate.

In the area of consumer financial services change has been incredibly dramatic, says Caspersen. Traditionally this has been a stable market but that no longer is the case. "The cost



Dr. Peter Brust (L),  
respondent  
John Kercher (R),  
Chairman  
U.T. Board of  
Fellows

of handling consumer transactions has gone up almost in direct proportion to wage costs," Caspersen says, "and recent deregulations have allowed institutions to govern their own futures, to decide what is or is not profitable." At the same time, re-regulation in the bankruptcy consumer code has made it harder to get unsecured credit. The tremendous increases in interest rates since 1978 have had a significant effect, creating margin pressures on all lenders and causing a tremendous outflow of funds from institutions such as savings and loans.

Caspersen cites several things that have occurred as a result of these disruptions in consumer financial services. Institutions such as banks, savings and loans, and credit unions are aggressively competing for each other's markets. There has been growth of the deregulated player and growth of new players. Banks are no longer the major financial lending institutions.

The tendency is now to look first at the product and then decide who wants it. There are new depository functions like money market funds and growth of new products like second mortgages. While not precisely a new product, Caspersen explains, second mortgages have

come into their own as a more economical alternative for both borrower and lender. Still in the future but just over the horizon is a new joint communication effort between consumer financial services and telecommunications. Soon, via the telephone or cable television, the consumer will be able to transmit his own transactions.

Florida will be a prime market in the future, Caspersen believes. He predicts significant growth of what he refers to as "near-banks," firms such as Sears Roebuck and Company and Dean Witter Reynolds, Inc., two companies which, through their merging, are now able to offer services previously reserved to banks. There will be less unsecured loans until the bankruptcy law is changed and more second mortgages. He anticipates a significant flow of capital into Florida which eventually will trickle down into the entire economy.

Caspersen indicates that some of the smaller organizations will not survive the era of change. More automation and larger organizations will drive them out, he says. "The day of subsidizing the consumer borrower by the consumer saver is over," he believes. "Since World War II this has been the way because the saver could not get the market rate unless he had \$100,000 to invest. That day is over. The borrower will now have to pay market rates," he says.

Reagan's economic policy of tax cuts, non-defense budget cuts along with defense increases, a stabilized monetary policy, and reduced government regulatory burdens contains the key ingredients which underlie Rippe's economic forecast. He predicts a recession lasting about eight or nine months with a growth rate of about five percent in the latter half of 1982. He sees inflation based on price index at seven or eight percent with a slight decline in unemployment. Corporate profits should show a sharp increase in the last half of the year. He expects much volatility in interest rates with fluctuations in government financing and the growth of money supply. Overall, the economic policy will be stimulative, according to Rippe, but the federal deficits are a serious problem, and cutbacks will probably occur after 1982.

In terms of investments, Rippe sees these conditions as creating tremendous uncertainties but also good opportunities. The short term, low risk investments such as money market funds and six month certificates of deposit and the long term bond market will probably not yield any significant capital gains. Interest rates and timing will dictate actual returns.

Although there is greater risk, the stock



market may yield good returns, but the decline in corporate profits is a reason for concern. Historically, the market bottoms out three to five months before a recession ends. Lower inflation, lower interest rates, and general profit recovery are additional favorable factors which should develop. A Dow Jones target of 1,000 would produce significant capital gains and an upside target for the market in 1983 could be even more significant.

Rippe suggests interest sensitive companies such as banks or insurance companies, or consumer related companies such as food and beverage companies as good investments. Then, as the economy bottoms out, he suggests companies offering more operating leverage such as the basic commodity producers and technological companies.

Less traditional investments such as housing haven't been as lucrative as they were in the 70's, but over the long haul they should continue to be a good investment. According to Rippe, however, "The stock market may turn out to be the best on the list I've mentioned."

The energy field is yet another area where changes are rapidly occurring, says Boatwright, but he believes the United States will not suffer from the kind of oil shocks that the 1973 crisis created.

"An encouraging thing that has happened is that the free world has been able to significantly reduce its dependence on OPEC supplies of oil," he says. In 1973 OPEC supplied about 65 percent of the free world's oil. Today that has dropped to 50 percent. At the same time Saudi Arabia, which has moderate oil policies, has significantly increased its share of OPEC production.

But it is important to look at energy supply and demand on an international level, Boatwright believes. In Europe a 1981 recession should give way to more rapid growth in '82. Japan had no recession but did experience a growth slowdown which should pick up slightly in 1982. In the U.S. Boatwright expects a five percent growth after the first quarter which should improve even more as the year goes on.

Total world energy demand has fallen off as a result of the general economic decline. Energy demand in the industrialized countries was off by about 4.5 percent between 1979 and 1981. About half of that reduction occurred in the U.S. Boatwright expects demand to increase in Europe and Japan in response to their economic recovery. But U.S. demand will probably not increase even though there will be economic growth. He says the greatest demand for energy is largely concentrated in the OPEC countries.

Boatwright says the use of non-oil fuels has

increased dramatically because of oil price increases and supply disruptions. Nuclear energy is the fastest growing along with coal. However, the greatest nuclear growth has already occurred. The future for nuclear energy is not as rosy as it once was, reports Boatwright. "The important thing to keep in mind," he says, "is that conservation is very important, growth of non-oil fuels is very important, but what looks like a very comfortable reduction in oil demand today could turn around, and we expect in part will turn around, with the resumption of economic growth."

On the supply side of oil, OPEC ability to produce crude oil is not up to capacity, primarily because they've priced themselves out of the market. But non-OPEC countries are producing at capacity. Total inventories of oil throughout the world are large but most are not usable. The strategic usable inventories are all controlled by government and are being kept for emergencies. Very little of this



Dr. Bill Leonard (L), William B. Hungerford (C), Richard D. Rippe (R).

strategic usable inventory is in the United States. The oil companies control fairly large usable commercial inventories.

In the latter part of 1981, the normal oil inventory buildup didn't occur because of high interest rates and the high cost of storage and because of decreased profits which prevented refineries from being able to store large surpluses. The result of all this, says Boatwright, is that the oil glut has now disappeared and depressed oil prices will change. He summarizes by saying that while no pressures are being experienced at the present time, there continues to be a high rate of dependency on OPEC oil. "Conservation and an increase in new energy sources is a very real and necessary goal."

Levine sees the impact of politics on the



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***“The day of subsidizing the consumer borrower by the consumer saver is over.”***

**—Finn M.W. Casperson**

economy in relation to the administration's stamina and will to stick with its policies despite growing pressures from special interests.

Levine believes the President is sincere in his desire to maintain his economic position, but there are signs he is vulnerable to the pressures. He has reversed his commitment to reduce the budget, for example. While the administrative approach has been to seek new budget cuts, politicians see this as a deterrent in approaching elections. On the one hand, a growing budget deficit gives very real concern that improved inflation prospects may be thwarted, but on the other hand friends of the President are publicly saying that a balanced budget is really not a problem.

Many problems the President now faces are of his own making, Levine thinks. “The original concept of supply side economic tax cuts was that incentives should be given to producers of goods and services to enable greater investment, particularly in technological improvements, so that productivity could be increased with the result that wage increases could be paid for out of greater productivity at a lower cost per unit of production rather than out of price increases.”

The whole concept was distorted because the President gave tax concessions to each group whose support he sought. The result? A tax bill which provides losses to the Federal treasury over a three year period of \$284 billion while spending cuts total only some \$35 billion. The outcome, of course, is growing deficits.

All of that underscores a basic lesson, says Levine. Election years are poor times for proposing tax cuts, a fact which he uses to point out a chronic political problem in this country. “The time it takes for an economic cycle to run its course is longer than the political cycle (of two or four years) will tolerate.” Thus, an incumbent can make promises without regard for the inflationary consequences down the

road. One viable solution, an idea proposed in several bills before Congress, is to lengthen political cycles to six-year staggered terms with the President elected for a single six-year term.

What's in store for 1982? Can the Reagan economic program achieve some of what it has sought? Levine ends his otherwise “politics as usual” forecast on a more positive note: The Reagan administration, he says, has expressed a real commitment to give the private sector the latitude to work changes of which it is capable. “The program in the long run with patience, with the administration having the will to stick despite political pressures, may provide promise of better economic times ahead.”

What does the general public think? Following President Reagan's January 26, 1982, State of the Union address, 1,599 American adults were surveyed nationwide by telephone in a Associated Press-NBC News poll. According to the survey more than 75 percent believe Reaganomics has helped the rich but hurt the poor. However, most also think the President's program will eventually have a “trickle down” effect to help middle and lower income classes. The higher the respondents' income, the more likely they are to agree with the “trickle down” theory. The majority of those surveyed also believe that the economic program will reduce inflation further but will not reduce unemployment. And most are unwilling to see inflation drop if it results in higher unemployment.<sup>1</sup>

The Forecast '82 economists realize that many variables could affect the outcomes they predict. And, as Levine points out, economists have long had a record of being off target. Knowing that, perhaps the predictions of the general public are as good an indicator of what the future holds as the economists' educated views. □

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<sup>1</sup> As reported in the *St. Petersburg Times*, February 1, 1982.



# Class Notes

1935

**Albert C. Van Dusen** has been named Vice Chancellor Emeritus of the University of Pittsburgh, where since 1956 he has been a leader in the initiation and growth of many University programs. One of his greater accomplishments involved the establishment of the Graduate School of Public and International Affairs.



1937

**Dr. Paul B. Edwards**, who guided development over the past 15 years at the Johns Hopkins University Evening College Center in the Applied Physics Laboratory, retired this past June. Dr. Edwards, a native of Ridge Spring, South Carolina, lives with his wife, Sarah Dee in Clarksville, Maryland.

1949

**J. Albert McNab**, Administrator of Hampton General Hospital, Varnville, S.C., and commander of Post 108 of the American Legion, has received several awards for his efforts in membership as District II Commander. The "We Help America Work" Award was presented at the National American Legion Convention in Hawaii in August.



1950

**Claire M. Hobel**, founding partner of Jack Bowman and Associates, St. Petersburg was awarded the Residential Member designation and membership in the American Institute of Real Estate Appraisers in 1981. This designation is awarded only to those specialists who have demonstrated competence in the appraisal of residential properties by meeting the Institute's requirements. Claire formerly taught school in the Pinellas County System.

**Katherine Sibel** has retired from the Hillsborough County School System after teaching 30 years in various area high schools as an English instructor. She is busy with the visiting nurses association and has been elected chaplain of the Women's American Legion Post 138 and vice president of Sigma Sigma Sigma Alumnae of Tampa for 1981-82.

1960

**Dr. Wade G. Birch**, Director of the Texas A&M University Personal Counseling Service, was elected Chairperson of the Steering Committee of the National Association of University and College Counseling Center Directors at their 30th annual conference in Fontana, Wisconsin.

1964

**Barry D. Carleen**, an education and training officer for the U.S. Department of Defense, has been awarded a Master of Science degree in adult and continuing education from Johns Hopkins University, Baltimore, Md.

1965

**Commander John E. Batwinis** has been awarded the Navy Commendation Medal for outstanding performance of duty while serving as officer-in-charge of the Patrol Squadron 66, Naval Air Station, Willow Grove, Pa. He is currently serving on the staff of the Chief of Naval Reserve, New Orleans, La.



**John G. Hines** is the president of Indian River Plantation Resort on Hutchinson Island in Stuart, Florida. Hines is a former president of Jack Nicklaus Club Management, Inc., and is an active member of the Country Club Managers Association of America and the Florida Hotel and Motel Association. He and his wife have three children and live on Jupiter Island in Marion County.

1965

**Peter Meoli**, physical education instructor at Ellenville Central School in Kerhonkson, N.Y. is now varsity soccer coach and has been named executive secretary of the Mid-Hudson Athletic League. Meoli and wife, Patricia, have two sons and live in Kerhonkson.

1967

**William Pfeil** has been named a group manager for the Internal Revenue Service in Fort Lauderdale. He and his wife, Laura, are the proud parents of a daughter, Danielle, born July 29, and they have a 2½ year old daughter, Amber Lynn.

**Linda McLeod Summers** received a master of arts degree from the University of Northern Colorado in March 1981. She has worked at the Mescalero Apache Reservation (USPHS Indian Hospital). Summers and her husband have recently moved to the Washington, D.C. area.

1968

**Richard T. Getz** has joined the staff of the Convention and Visitors Bureau of the Greater Tampa Chamber of Commerce where he will serve as convention sales manager and will be responsible for development of state associations and local and national corporate business contacts in the promotion of conventions, sales meetings, trade shows and clinics. Getz and his wife, Nancy, make their home in Brandon.

1969

**Paul D. Conway** has recently joined the investment firm of Bache Halsey Stuart and Shields, Inc., as an account executive. Conway was formerly editor-in-chief of the Legal and Professional Division at Harcourt Brace and Jovanovich. He lives in Boston.

**Maurene Kearney**, a teacher of social studies at the Academy of Holy Names, is working on her masters in education at the University of Tampa.

**Robert and Pam Most** are the proud parents of a son, Eric Willetts. They have two other children, Craig 7 and Karen 3, and make their home in Tampa.

**Robert L. Smith** has been named Chief of Police for the city of Tampa.

1970

**Dave S. Cabiness** lives in Fort Myers where he has a CPA office, is a licensed real estate broker and a licensed pilot.

**William W. Casey**, and wife, LeAnn operate a CPA firm in Ruskin which handles mostly agricultural clients. The Caseys are active members of the Rotary District 696 where Bill serves as a district representative. They have been married 14 years and have one son.

1971

**Charles "Chip" Boes**, head coach at Pensacola Junior College has been named Division 1 "Coach of the Year" for the past two seasons. His team is nationally ranked and has won over 45 games in two seasons.

**LTC Robert B. Taylor**, HQ First Armored Division, Ansbach, Germany, has been assigned the position of assistant chief of staff, comptroller for the U.S. Army, after completing a command tour of a tank battalion in Erlanger, Germany. He received an MBA in comptroller-ship from Syracuse University in 1976.



1972

**Dr. Philip Castellana**, a school teacher, was elected president of the Kappa Delta Pi fraternity of the Tampa Bay Alumni Chapter for 1980-81.

**Joseph Hernandez** lives in Coral Gables and owns the Coral Gables Health Spa.

**Barbara Weinstein Scarpa** has been promoted to casualty consultant for the Prudential Property and Casualty Insurance Company's South Jersey Field Service Office. She also earned a casualty claim law associate designation from the American Educational Institute.

**Hugh Wilson, Jr.**, is living in Oceanside, California.

1973

**Bruce Dinkins** has been appointed director of instrumental music at Emory University in Atlanta. Formerly he was a member of the faculty at Florida Junior College and a member of the Jacksonville Symphony Orchestra. Dinkins received his doctor of music degree at Florida State University last August and was married the same month to Hildy Edelman in Miami. They will make their home at Atlanta.

1974

**Leon Charles Brown** has been awarded a master of arts degree by Ball State University. Brown majored in counseling and took his courses at the Air Force base in Zweibrücken, Germany.

**Roger R. McGrath, Jr.**, received a masters degree at Clark University, Worcester, Ma., and will be awarded his doctorate in April from Florida State University at Tallahassee. He is a professor of management at the University of South Florida. McGrath, his wife and two sons are making their home in Lutz.



**Edward G. Walker** has been assigned as deputy chief of program management for the systems technology program of the Army's Ballistic Missile Defense Systems Command. Major Walker joined the Huntsville-headquartered agency following graduation from the program managers course at the Defense System Management College at Fort Belvoir, Virginia. He has served two tours of duty in Vietnam and is a senior Army aviator rated in both fixed wing aircraft and helicopters.

1975

**Lee Brosius** has completed work for a master of arts degree with a major in counseling in the Ball State University/U.S. Air Force-sponsored graduate program in Europe. He completed his classwork at Wiesbaden Base, Germany.



**Robert C. Calafell** has been appointed vice president of planning and analysis for the telephone and network services of General Telephone Electronics in Stamford, Connecticut. Calafell and his wife live in Wilton.

**James E. Parker** received a master of education in traffic education from the University of Montevallo last August.

**M. R. Randels** was appointed postmaster of the Cape Canaveral, Florida postal office in May of 1981.

**Ester Maria Talledo** (Mrs. Norman Snook), a mezzo soprano, tied for first place in the Florida National Association of Teachers of Singing Artists' Awards auditions in Gainesville in November. At present she is studying voice at the graduate level at the University of South Florida.

1976

**Louis S. Bezich**, an assistant administrator of the Rutgers Camden Forum for policy research and public service, has been elected vice chairman of the citizen advisory committee of the Delaware Valley Regional Planning Commission.

**Robin Siegel** married Glenn Duncan, a graduate of North Carolina State University. She is a French teacher at a private school in Charlotte, N.C. and Glenn is a clerk-agent-operator for Southern Railway systems.

1976

**Thomas E. Feaster** was married to Janice A. Sullivan of Riverview, Florida in May of 1981. He is director of alumni affairs at U.T. and lives in Tampa.

**Robert F. Lee** is employed by the Coca-Cola Company Food Division as a safety and security coordinator and lives in Auburndale, Florida.

**Martha F. Wooten** is the chief accountant for Garden of Memories, Inc., in Tampa and is working toward an MBA at the University of South Florida.

1977

**John E. Bell** received a master of science degree in industrial relations from Western New England, Springfield, Massachusetts.

**Becky Burnett** is an account executive with Jennings & Epstein in Tampa.

**Captain Calvin B. Dennison** is a pilot for the U.S. Army stationed at Randolph AFB, Texas.

1977

**Linda Luizza** is the owner of "Blast and Glass"—the only glass engraving shop in Hillsborough County. Her contracts include Maas Brothers and Jordan Marsh.

1978

**Lieutenant John P. Compton** has been assigned for duty with the Marine Fighter Attack Squadron 122, Marine Corps Air Station in Beaufort, South Carolina.

**Navy Fireman Gail M. Spalding** has completed recruit training at the Naval Training Center in Orlando and will be assigned for further academic training in one of the Navy's 85 basic occupational fields.

**Charles E. Trainor** received a Juris Doctor degree from Franklin Pierce Law Center in Concord, New Hampshire.

1979

**Peter A. Cammick** has been promoted to marketing finance manager for consumer division GTE Sylvania in Danvers, Ms. he is currently pursuing a master's degree in economics at Northeastern University in Boston.

**Nancy Etter** married Michael Rand in January. She is a USDA citrus inspector and Michael is employed by Intersoll-Rand. They live in Houston, Texas.

**Victoria Collins** and Michael Evans were married in May. They live in Altamonte Springs.

**John Hunstiger** works as an operator for the Hillsborough County Information Line which provides reference to about 650 governmental, social, health and medical agencies.

**Michael Memet** and **Sharon White** ('80) were married in Sudbury, Massachusetts. They are at home in Bound Brook, New Jersey.

**Richard Michael Vidal** received a masters in music education from Northeast Louisiana University in December of 1980.

1980

**Peter R. Cannella, Jr.**, received a master of arts degree in political science from Drew University in May of 1980. He graduated first in his class, with a 4.00 gpa, and received Phi Beta Kappa honors. In August Peter married Elaine Clifford in Fort Myers.



**Wesley Champney** married Lisa Phillips ('82) in July 1980. He is employed by the Critikon Corporation in the Johnson and Johnson division as a sales order specialist. They live in Tampa.

**Sydney C. Comer** has been promoted to plant superintendent at the Fort Meade mine of the Mobil Chemical Company.

**Kathleen Davis** is a computer operator and systems assistant and lives in Fanwood, New Jersey.

**Robert M. Evanko** is a psychiatric counselor at Saint Joseph Hospital in Tampa.

**Mary H. Lynch** is a laboratory technician and lives in St. Louis, Missouri.

**Dean R. Nelson** is now stationed at Fort Knox, Kentucky and is chief of general subjects at the Armour School.

**Gail L. Tucker** is a cost and budget specialist for the data processing division of Canon, USA, Inc., at Lake Success, New York.

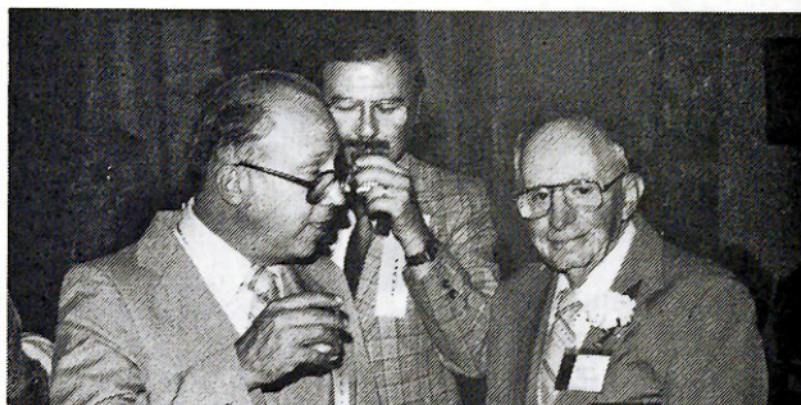
**Lieutenant Anthony R. Vanchieri** is an aviator in the U.S. Marine Corps and is completing his officers training at Quantico, Virginia. Following graduation he will be stationed at Pensacola for flight training.

#### IN MEMORIAM

Julia Burns	1966
Elizabeth S. MacDuff	1951
Marjorie Schimke Merservey	1951

## Alumni and Faculty, Past and Present, Celebrate U.T.'s 50th

What better occasion than a Golden Anniversary celebration to renew old acquaintances, share past experiences, and catch up on all the things currently going on! That's exactly what happened when U.T. faculty members entertained alumni and former faculty members at a wine and cheese reception last November. All known retired faculty in the Bay area had been invited and most came to what turned out to be a festive and memorable celebration of the University's Fiftieth Year.



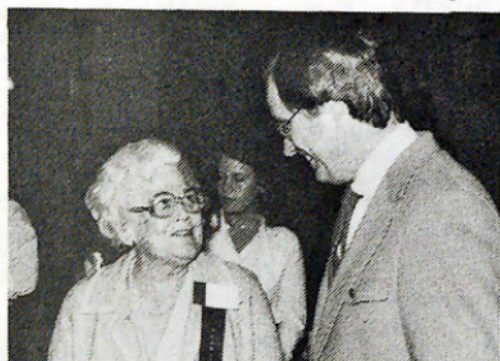
**Dr. Richard Gude**, biology; **Dr. David Ford**, assistant provost; **James Bignell**, retired, industrial arts



**Hugh Fellows**, retired, speech; **Dr. Frank Gillen**, Humanities Division chairman; **Dr. Jack Thompson**, retired, english



**Gene Cropsey**, registrar; **Frank Hutchins**, retired staff photographer



**Louise Cullen '54** alum, President **Richard D. Cheshire**



**Leah Hackney '38**, **Stephen Krist '40**, **Esther Krist**, **Patricia Benz '60**, **Allen Benz '64**



# 1981 Golden Anniversary Honor Roll

The Golden Anniversary Honor Roll of Donors consists of those friends of U.T. who have made contributions in support of the University during the 1981 Fiftieth Anniversary Year.

## *The Minaret Society*

### Minaret Society Chairmen

Founding Chairman:  
Fischer S. Black  
1972-1973 Robert Thomas,  
Charter Chairman  
1973-1974 Sam F. Davis  
1974-1975 Fred D. Learey  
1975-1976 J. Thomas Touchton  
1976-1977 H. Grady Lester, Jr.  
1977-1979 J. Ross Parker  
1980 Robert Thomas  
1981 Mrs. C. C. Milo Vega

### Gold Crescent Life

Mr. and Mrs. A. L. Ellis  
Mrs. David A. Falk  
Mr. and Mrs. Max H. Hollingsworth  
Mr. and Mrs. Israel Kessler  
Mr. and Mrs. Walter Kessler  
Col. and Mrs. John A. McNulty  
Mr. and Mrs. Fondren Mitchell  
Mr. and Mrs. Lee Scarfone  
Mr. and Mrs. Richard K. Wittcoff

### Silver Crescent Life

Mr. and Mrs. Lester Mallett  
Mr. and Mrs. Walter Mallett  
Mr. and Mrs. Reginald Sims

### Crescent Life

Mrs. D. E. Abbott  
Mr. and Mrs. Doyle E. Carlton, Jr.  
Mr. Doyle E. Carlton, III  
Mr. and Mrs. W. Hampton  
Copeland, Sr.  
Mr. and Mrs. J. W. Crews, Jr.  
Ms. Carol Ott Cutinha  
Mr. and Mrs. John V. D'Albora  
Mrs. Jane Carlton Durando  
Dr. and Mrs. Ralph Jensen  
Mr. and Mrs. Harry A. MacEwen  
Mr. and Mrs. Chester Mallett  
Dr. and Mrs. W. J. Ott  
Mr. Walter S. Pierce  
Mr. and Mrs. Paul C. Pinson  
Dr. and Mrs. Clyde Reed  
Mr. and Mrs. Victor Sellers  
Ms. Susan Carlton Smith  
Mr. and Mrs. Martin E. Stein  
Mr. and Mrs. Gilbert E. Turner  
Mr. and Mrs. David E. Ward, Jr.  
Mr. and Mrs. David E. Ward, Sr.  
Ms. Mary Nell Ward  
Mr. and Mrs. R. Carlton Ward  
Mr. and Mrs. Richard C. Williams

### Gold Crescent

Mr. and Mrs. Sidney Allen  
Mr. and Mrs. T. E. Bronson  
Mr. and Mrs. A. Darius Davis  
Mr. and Mrs. Peter O. Knight, Jr.  
Mr. and Mrs. William C. MacInnes  
Mr. and Mrs. J. Ross Parker  
Mr. and Mrs. Michael Thomas  
Mr. and Mrs. Robert Thomas  
Mr. and Mrs. James W. Walter

### Silver Crescent

Mr. George W. Jenkins  
Mr. and Mrs. Colin Lindsey  
Mr. and Mrs. Frank L. Morsani  
Mr. and Mrs. George M.  
Steinbrenner, III  
Mr. and Mrs. Richard Thomas  
Mr. and Mrs. J. Thomas Touchton

### Crescent

Mr. Thomas G. Abraham  
Mr. and Mrs. Sam Y. Allgood, Jr.  
Mr. and Mrs. John P. Annis  
Mr. and Mrs. Alfred S. Austin  
Mr. and Mrs. W. J. Barritt, Jr.  
Mr. and Mrs. G. Robert Blanchard  
Mr. and Mrs. Jacob Buchman  
Mr. and Mrs. Sam Bucklew  
\*\* Mrs. Byron Bushnell  
Mr. and Mrs. Edward T. Caldwell  
\*\* Mrs. Doyle E. Carlton  
Dr. and Mrs. Richard D. Cheshire  
Dr. and Mrs. Frank C. Coleman  
Mr. and Mrs. James J. Corral  
Mr. and Mrs. H. L. Crowder, Jr.  
Mr. and Mrs. George D. Curtis, Jr.  
Mr. and Mrs. Charles M. Davis  
Mr. and Mrs. Harold H. Davis  
Mr. and Mrs. Sam F. Davis  
Mr. and Mrs. Louis  
de la Parte, Jr.  
Mr. and Mrs. Miguel A. Diaz, Jr.  
Dr. and Mrs. Garth R. Drewry  
Mr. and Mrs. William F. Ebsary  
Mr. and Mrs. Jack Eckerd  
Mr. and Mrs. Cecil Edge, Jr.  
Mr. and Mrs. Robert F.  
Ensslin, Jr.  
Mr. and Mrs. Hilliard Eure, III  
Mr. and Mrs. Lawrence L. Falk  
Mr. and Mrs. James L. Ferman, Jr.  
Mr. and Mrs. James L. Ferman, Sr.  
Mrs. Samuel L. Flom  
Mr. and Mrs. Jerry E. Fogarty, Jr.  
Mr. William A. Freeman, III  
Mr. and Mrs. Herbert J. Friedman  
Mr. and Mrs. Michael H. Frost  
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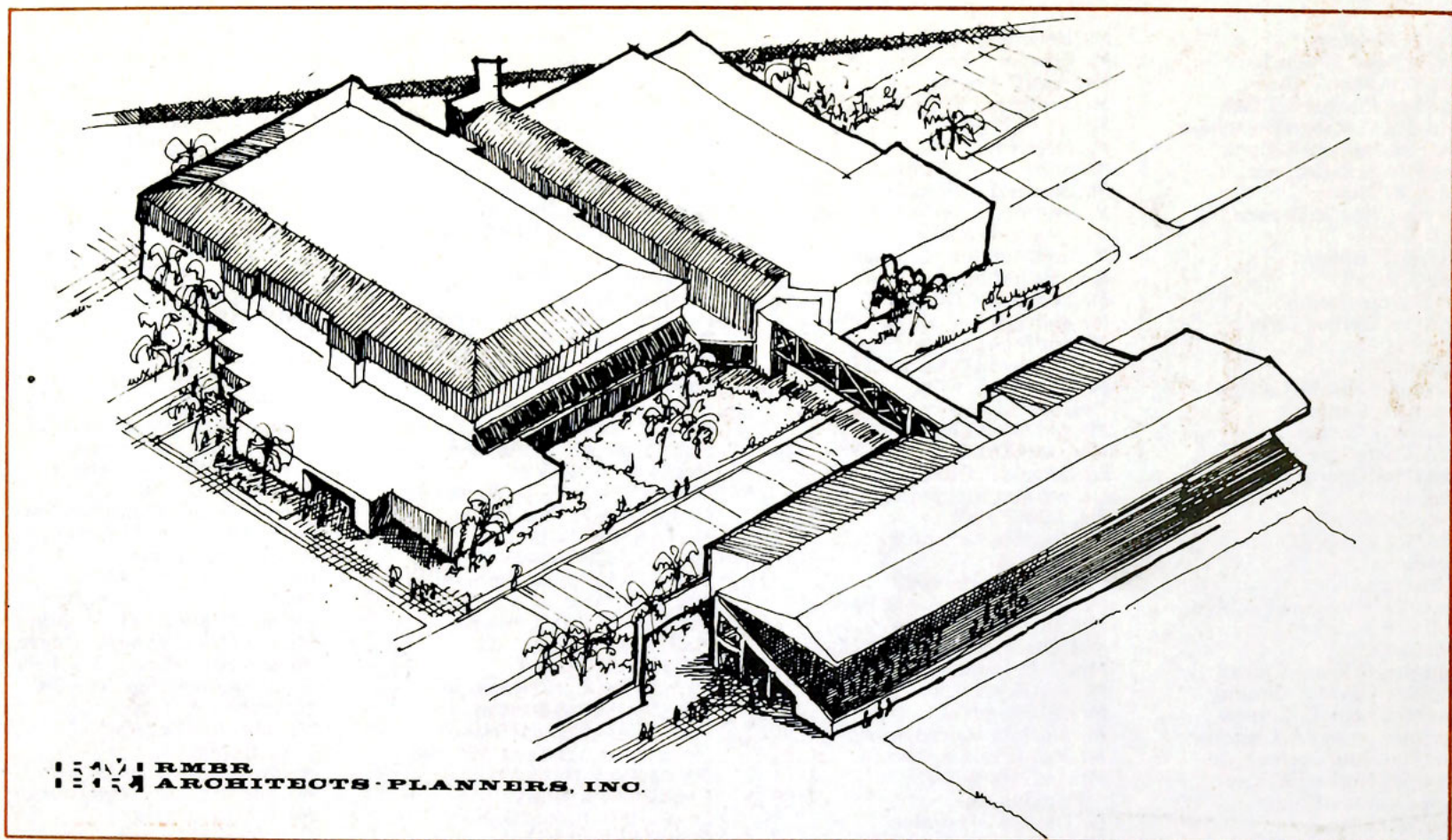
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Bibs West Bay Fashion, Inc.  
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Rev. and Mrs. George H.  
Cave, Jr.  
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Floral Impressions Incorporated

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Mrs. Eva C. Fowler  
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Mrs. H. M. Fripp  
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Drs. Mark and Luz Lono  
Mrs. Fanny Lou Lowry  
Dr. and Mrs. Joseph Lupo  
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Mrs. Eleanor M. Maurer  
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Mrs. Grace C. McClure  
Ms. Janet E. McGinn  
Mr. and Mrs. Herbert G. McKay  
Mr. and Mrs. Howell A. McKay  
Mrs. Juliette M. McKay  
Ms. Mary Matilda McKay  
Mr. and Mrs. John McKenna  
Mrs. Susan S. McLain  
Mr. and Mrs. R. Davidson McLean  
Ms. Margaret H. McMichael  
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Dr. and Mrs. Anthony M. Messina  
Mr. and Mrs. Arthur Miller  
Ms. JoAnn H. Mills  
Mrs. Emily W. Moody  
Moore McCormack Cement, Inc.  
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Ms. Alma Pratt  
Precision Motorcars  
Ms. Helen N. Preis  
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Mr. and Mrs. David R. Prosser  
Dr. Dennis F. Pupello  
RMBR Architects —  
Planners, Inc.  
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Reeves Import Motorcars  
Reeves-Southeastern Corporation  
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Ben H. Roberts Produce  
Ms. Pura R. Rodriguez  
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Mr. Cary R. Singletary  
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Mr. and Mrs. B. G. Smith  
Mrs. Benjamin T. Smith  
Mr. Paul H. Smith, Jr.  
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Foundation  
Spicola Hardware Company  
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& Chemical Company  
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Taliaferro  
Tampa Bay Cablevision, Inc.  
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Tampa Preparatory School  
Mrs. Jeanne F. Tapley  
The Tea Room In Old Hyde Park  
Dr. and Mrs. John D. Telfer  
Mrs. Dee M. Thaxton  
Mr. and Mrs. Rick Thomas  
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Mr. and Mrs. Russell L. Thompson  
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Women's Club  
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Mr. and Mrs. Parke Wright, III  
Mr. and Mrs. Neel S. Yent  
Dr. and Mrs. Gary A. Zamore  
Mrs. Carol C. Zielonka





An aerial view of the proposed U.T. Sports Complex. The gymnasium portion is expected to be opened for the first home date of the basketball season in the Fall 1983.