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moved with manifest determination to condemn his views on race and intelligence, and to set up an alternative philosophy course, so that students could avoid exposure to the one that he taught (although Levin apparently never advanced his racial arguments in the classroom). Levin, too, went to court. The judge ordered the college not to attempt to discipline the professor, not to create any "parallel" classes to his, and to protect his classes from disruption.

The "key difference" between the cases, Glazer contends, is that Levin was "a legitimate scholar" engaged in "legitimate academic activities," including research and teaching, while Jeffries had done no published research and was engaging in "outrageous" classroom teaching. Levin's "objectionable views," published in the form of a coherent argument with supporting data and sources, can be judged and criticized by other scholars, and modified. Jeffries, on the other hand, "cannot play a role in the research and discussion process and in settling such matters as his claim about the Jewish role in slavery because he does not write and does not publish." Instead, he makes demagogic speeches.

The CCNY administration, Glazer argues, should simply have left Levin to his academic work and, if necessary, prevented his classes from being disrupted. But it should have stripped Jeffries of his chairmanship and perhaps his tenure. Instead, CCNY "censured Levin but refused to act against Jeffries until forced to do so by a political uproar." If the academy cannot uphold academic ideals, Glazer fears, the courts and the law, "with all their limitations," may be the only recourse.

## *An Invisible Hand Up*

"From Underclass to Working Class" by James L. Payne, in *The American Enterprise* (Sept.-Oct. 1995), 1150 17th St. N.W., Washington, D.C. 20036.

*Exploitation* is the word that journalists tend to use when a corporation takes men who are down and out and puts them to work in

low-wage jobs. They shouldn't, argues Payne, director of Lytton Research and Analysis in Sandpoint, Idaho, after a close look at the operations of one such firm, Industrial Labor Service Corporation (ILS).

The firm's Dallas branch (one of 20 it has in different cities) is the largest employer of temporary manual laborers in the city, offering 650 jobs on a typical day. It pays workers an average of \$4.70 an hour and charges employers \$7.50 for their labor. Out of the difference, ILS pays dispatchers, van drivers, salespeople, rent, taxes, and other overhead—and makes a profit of 17 cents per hour of labor contracted. ILS also operates a one-room shelter called the Bunkhaus, which charges lodgers \$5 a night and can accommodate up to 180 men.

Most of the men staying in the Bunkhaus, Payne found, had done time in prison. But keeping good order among them required only one manager and one security guard; they screened out the worst troublemakers, kept drugs out, and cooled off tempers when violence threatened. "The steadying, motivating influence on this little community," Payne says, "is work. The real jobs to be had and money to be earned provide an order and camaraderie to the shelter. The discipline of work sends the men to bed early, with lights out at 10 P.M., and propels them to rise when the lights pop back on at 4 A.M."

Instead of government "make-work" jobs that stress "self-esteem" but involve the kind of work that no one really wants done, Payne contends, the ILS workers get meaningful jobs "where an employer 'selfishly' demands productive labor in exchange for money." The men "can hardly escape gaining a sense of accomplishment. . . . When you've dug a ditch or unloaded a 60-foot trailer truck, you know you've accomplished something that sets you apart from, and somewhat above, the soft and unproductive sectors of society."

Government job-training programs have difficulty inculcating good work habits because the programs are funded according to how many people are served. Administrators tend to tolerate disruptive workers. "In the

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profit-making world, the incentives are reversed," Payne notes. Men who fail to develop good work habits are fired.

Yet at the same time, no one bugs the workers about reforming their lives, he points out. An ILS job is not ordinarily a steppingstone to bigger and better things, but it is a giant step above underclass existence.

Social reformers, who are inclined to think

"that unconditioned giving is the way to help people in need," have something to learn from commercial firms such as ILS, Payne concludes. That is "the idea of *exchange*, the notion that the assisted person should give something in return for what he receives. Helping arrangements based on exchange avoid dependency, enhance self-esteem, foster social learning, and promote tolerance."

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## PRESS & MEDIA

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### *The Forgotten Gray Audience*

"Why Won't Television Grow Up?" by Vicki Thomas and David B. Wolfe, in *American Demographics* (May 1994), 127 State St., Ithaca, N.Y., 14850.

TV advertisers and broadcast network executives are obsessed with the youth audi-

ence. A 30-second spot on NBC's "Sea Quest," which appeals to twenty- and thirty-somethings, costs \$101,000, while a half-minute on CBS's "Murder, She Wrote," which is popular with over-50s and has a much larger audience, goes for \$26,000 less. In their intense competition for harder-to-reach younger viewers, argue Thomas and



Star Trek: The Next Generation was near the height of its popularity last year when it was canceled and replaced by another Star Trek series designed to have more appeal to younger viewers.