INDEX

A
AB Dick, 81, 87n
Accounting issues, 152, 162n, 263–266, 345
Acme Sales Company, 3
Adams & Peck, 154
Addressograph-Multigraph, 177–178, 198
Advertising, 248–250. See also Marketing; Publicity
African-American issues. See Race relations
Agfa, 23–24
Ally, Carl, 249
Alcoholism, employee, 174, 354
Aldridge, George W., 14
Alinsky, Sol, 294–295, 296n
Allen, Ebenezer, 1
Amalgamated (union), 26, 31, 168–172, 282, 296
American Bosch Arma, 217
American Photocopy, 124, 233
American Research & Development, 340
American Scholar, The (McLuhan), 255
AMF, 202–203
Anthony, Susan B., 2, 99
Arden House Conference, 320–322
Army Signal Corps, 84–85, 116–117
Arthur D. Little, Inc., 193–198, 234
Asher, Bill, 168–172, 188, 281, 295–297, 313, 326
AT&T, leasing concept, 196n
Austin & Dix, 41
Authors League, 255

B
Bardeen, John, 163
Barker, Al, 313
Basic Systems, 337–338
Battelle, John Gordon, 3
Battelle Memorial Institute:
as Carlson’s backer, 51–55
founding of, 3
as Haloid shareholder, 186–187
process development, 59–62, 114–116
sale of xerography patents, 153–154
teaming with Haloid, 62–65, 71–72, 82–85
Bausch & Lomb, 286, 294
Becker, Gloria, 211, 269
Becker, Horace:
    Fuji-Xerox venture, 269, 271–272
    job stress, 225–226, 228–229, 231
    on Kent Damon, 152
    labor relations, 282, 297–298
    as new hire, 209–211, 213–214
    and parts suppliers, 220–223
    as problem solver, 280, 286
    recognition for, 245
    on Wilson’s leadership, 218
Beidler, George, 3, 21–22
Bell & Howell, 147, 180, 207, 213
Bell Labs, 41, 157
Birkenstock, James, 144–145, 186n, 192, 194, 261
Bixby, William E., 63
Bliss, H.H., 41
Boody, Azariah, 104n
Books in Print, 339
Booz, Allen & Hamilton, 36–37
Boston University, 330
Bower, Phil, 364
Bowles, Chester, 69
Brooks, John, 311
Brower, Paul, 163, 349
Brown v. Board of Education, 289
Burns, Arthur, 321
Burrows, Lincoln V., 13, 37
Business Week, 239–240, 247–248
C
Cal Tech, 41, 236n
Cameron, George, 59
Capital. See Financing, corporate
Carlson, Chester, x, 3
    Battelle’s support of, 51–55
    connecting with Wilson, 59–65
    as consultant, 91–92, 123–124, 145
    death of, 346–347
    early years, 39–43
    “electrophotography” name, 86–87
    as innovator, 19–20, 43–48
    philanthropy of, 236–237
    process patents, 45, 48–49
    recognition for, 188, 245
Carlson, Dorris, 91, 236n
Carlson, Ellen, 40
Carlson, Elsa, 45–46, 53n
Carlson, Olaf, 39–40
Carlson, Oscar, 40
Catan, Paul, 209n
Century Camera, 5, 29
Chandler, Merritt, 212, 217–218, 227–228, 230, 231–232, 245
Chapman, Gloria, 164, 216
Chatman, Abraham D., 26, 164n, 168–171, 283, 296, 326, 336
Chermayeff & Geismar, 246–247
CIT Financial, 339–340
Citizenship. See Corporate citizenship; Social activism
Civil rights. See Race relations; Social activism
Clark, Donald, 166, 175, 229–230, 247, 249–250, 349
Clark, Harold, 54, 142, 145n, 146, 267
Clinton, William Jefferson, 313
Cohn, Herman, 31n
Colhoun, Howard P., 196–197n
Community service. See also Corporate citizenship; Philanthropy; Social activism
U.N. series sponsorship, 250–254
Wilson as university trustee, 97–108
Wilson’s commitment to, 32–34, 236–238
Consultants:
Chet Carlson as, 91–92, 123–124, 145
employee recruitment, 165
foreign marketing, 179
market research, 193–198
R&D, 163
Wilson’s use of, 36–37, 121
Copiers, Xerox. See 914 copier; 2400 copier
Copies in Seconds (Owens), 47n
Copyflo printers, 117, 119, 124–125, 210
Copyright issues, 81n, 87–88, 255–256
Cornell University, 69, 251, 328
Corporate citizenship. See also Community service
Eastman Kodak, 108
Wilson’s philosophy, xi–xii, 242–243, 315–324, 363
Corporate culture, Wilson’s legacy, ix–xiii, 359–369
Cravath, Swaine & Moore, 264
Crout, John, 51–52, 60, 83, 85
Crum & Forster, 346
Curran, Jack, 25
Curran, Peggy, 13–18. See also Wilson, Peggy
Curtin, David:
on company leadership, 173–175
on Joe Wilson, 132
marketing strategies, 246, 247
Curtin, David (Continued):
  public relations chief, 239–240, 253, 262n
  and Sol Linowitz, 308n, 309–311, 328n
  travel, 190

D
Damon, Kent:
  craps night, 175
  sales projections, 264–265
  as treasurer, 98, 108, 150–153
  as VP, finance, 262n, 348
Davis, John, 148n, 180–188, 266, 271–272
Dayton, Russell W., 51
deKiewiet, Cornelius, 99, 102, 105, 109
Depression years (1930s):
  effect on Chet Carlson, 41
  effect on Joe Wilson, 16, 148
  Haloid's growth during, 19–28
Derenberg, Walter, 74
Dessauer, John:
  background, 23–24
  and Chet Carlson, 92
  on Gilbert Mosher, 9
  on Haloid challenges, 122
  and Horace Becker, 209–210
  increasing responsibilities of, 163
  as negotiator, 82–85
  partnering issues, 142–143
  recognition for, 188, 240, 245
  technology guru, 38, 55, 57–60
  as VP, research, 262–263n
  on Wilson's leadership, 120–121
Dick, Alfred Black, 81
Dick, C. Matthews, Jr., 81
Digital Equipment Corp., 340
Donoho, Moore & Company, 23
Doriot, Georges, 340
Douglass, Frederick, 2
Dowler Co., 338–339

E
Eastman, George, 2, 8, 109
Eastman Kodak:
  as benchmark, 195, 332–333
  as competitor, 21, 34–38, 58
  history of, 2, 5
  race relations, 292–294, 298, 300
  union policy, 168, 292–293
  university gifts, 108
  wage comparisons, 169
Eastman School of Music, 2, 8, 100, 102, 109
Eden, Anthony, 189–190
Edison, Thomas Alva, 81
Electrical Optical Systems, 284
Electrophotography:
licensing of, 82–84
patent issues, 45, 48–49
renamed, 86–88

Ellis, Bob, 279

Employees, Xerox. See also
Labor relations
demoting/discharging, 159–162
executive-level, 172–175
hiring frenzy, 261, 262n
recruitment of, 157–167
retraining, 126–127
scholarships for children of, 102–103
stress issues, 162–164, 172–175, 226–230
union issues, 26–27, 89–90, 167–172
wage issues, 169, 188, 281–284, 331–333
Wilson’s regard for, xi–xii, 87–88, 132–133, 162

Ermanc, Joseph J., 43n
Ernst & Ernst, 194–195

Estate issues, Wilson. See
Financial issues, personal

Financial issues, personal, 161–162n
Financing, corporate:
capital, 234–235, 264–266, 277
government-sponsored, 135–138
investor relations, 240–242
and leasing issues, 206
914-related, 213, 233–234
partnering, 138–146, 177–179, 207
Rank-Xerox venture, 182–188
sources of, 90–91, 147–155

First Boston, 91
First National, 150
Florence, Franklin, 289–300
Folsom, Marion, 101, 108
Foran, Jack, 17
Forbes, 236n, 243–244, 248
Ford Motor Company, 116
Forrestall, James, 69
Fortune, 155, 174, 233, 247–248
Fuji Photo, 268, 286
Fuji-Xerox, 256, 267–273, 319n, 366
Funston, Keith, 265

Faulkner, Dawkins & Sullivan, 264n
Fenton, Allen, 38n
Feurst, Eugene, 115n
Fight On, 298–300

Galbraith, John Kenneth, 69
Garrett, Paul, 239
Gates, Tom, 180
Gavaert Photo, 29
General Aniline and Film, 29–30
General Electric, 142–143, 155, 230
General Motors, 146
Ginn & Co., 338
Glavin, Aline, 132
Glavin, Charles, 91
Glavin, John:
  on Joe Wilson, 127–128, 132, 199, 215
  market research, 197, 200–206, 234
  recognition for, 240, 245
  VP, product planning, 262n
Goldman, Jack, 341, 343–344, 351, 354
Goss Printing Co., 89n
Government contracts:
  Army Signal Corps, 84–85, 116–117
  R&D help, 135–138, 149
  as revenue producer, 334
Graphic design issues, 246–247
Greenwich Associates, 364, 368
Gundlach, Bob, 133

H
Halloran, Helen, 9
Haloid Corporation. See also Xerox
  1930s (growth), 19–28
  1940s (challenges), 29–32, 34–38, 79–85
  1950s (transition), 111–129
  1960s (transformation), 259–266
derivation of Xerox name, 86–88
developing xerography, 79–85
history of, x, 4–5, 8–10
labor relations, 26–27, 89–90, 167–175
marketing research studies, 195–198
name source, 4
overseas expansion, 177–188
parts suppliers, 220–223
product publicity, 88–95, 234
profitability, 259–266, 276–279, 286–287
purchase of xerography patents, 153–154
recruiting employees, 157–167
retirement plans, 90
strikes, worker, 171, 332
teaming up with Battelle, 62–65
Wilson as new hire, 16–17
Hamilton College, 68, 328
Hargroves, Tony, 271–272
Hartnett, Jack:
  appointed to board, 159–160
as employee recruiter, 165–167
on Haloid reorganization, 37
and marketing issues, 87–88, 205
on R&D, 120
recruitment by Wilson, 25
on Sol Linowitz, 308–309
as Wilson confidant, 7, 73
on Wilson’s leadership, 112–113, 215
Harvard University:
   Charles Ellis at, 363
   Donald Clark at, 166
   Horace Becker at, 226
   Joe Wilson and, 16, 147, 330
   John Rutledge at, 166
   Kent Damon at, 150n
   Peter McColough at, 166
Hazard, Leland, 321
Heinmann, Ben, 69
Heiskel, Andrew, 311
*History of Haloid, A (O’Toole)*, 4n
Hoffman, Paul, 251
Holmes, Oliver Wendell, quoted, 125
Hough, Jack, 246
Howard, Jane, 301–302, 304
Hurst, Homer, 159
Hutton, Alice, 3

**I**

IBM:
   as competitor, 157
design claims, 213
missed opportunities, 47–48, 95, 191–194
as potential partner, 137, 141–146, 179, 186n, 207–208, 213
as suitor, 261
as Xerox competitor, 334, 335
as Xerox model, 234
I.G. Farben, 29

Innovation:
   of Chet Carlson, 43–48
   importance of, 19–20
   on 914 project, 213–220
   in office copiers, 123–125
   at Polaroid, 196–197n
   at Xerox, x–xi, 278–281, 285–287
Insalaco, Mike, 219
Intellectual property laws, 81n
IRS, versus Wilson estate, 162n
Itek, 164
Ivins, Phillips & Barker, 90n

**J**

Javits, Jacob, 321
JC Wilson & Company, 3
Jensen, Michael, 106
Jobs, Steve, 95n, 343–344
John Birch Society, 251, 254
Johnson, Lyndon, 303, 309, 313, 324n
Jones, Robert, 87
Kearns, David, 281n
Keating, Kenneth, 26, 31–32
Kennedy, Edward, 321
Kennedy, Jackie, 303
Kennedy, John F., 301
Kennedy, Robert, 303
Keppel, Francis, 324n
Kinsella, Jack, 280
Klinger, Karl G., 355
Knesner, Hoag and Carlson, 53
Kobayashi, Setsu, 267–272
Kobayashi, Tony, 256, 257n, 269n, 271–272, 319n
Kodak. See Eastman Kodak
Kodak Bulletin, 55, 57
Korean War, 118, 138
Kornei, Otto, 45–47
Kuhn Company, 4
Kuhns, Harold:
  as controller, 120, 129, 205
  and Horace Becker, 152, 220
  and Kent Damon, 150n
  and 914 project, 213
  reassignment of, 160
  recruitment by Wilson, 25
Ku Klux Klan, 255

Lanaman, Buck, 329
Langer, Nicholas, 57
Law, Tom, 180–183, 186–187, 268, 272
Leach, Ronald G., 183–184
Leadership, Wilson's:
  communication, 112–113
  in electrophotography acquisition, 64–65
  in financing, 147–151
  international recognition, 188
  listening skills, 131–133
  negotiating skills, 171–172
  on 914 project, 213–218
  public service, 67–68, 236–238, 359–369
  public speaking, 32–33, 240–243
  in race relations, 295–300
  in recruitment, 157–158
  technology-related, 125–126
  as university trustee, 97–108
  visionary, 79–80, 86–88, 121, 127
Xerox legacy, ix–xiii, 359–369
Library Journal, 339
Licensing issues, 138–146, 149

Labor relations. See also
Employees, Xerox
  race-related issues, 295–300
  strikes, Haloid, 171, 332
Lichtenberg, George, 43
Lienen, Raymond, 31n
*LIFE* magazine, 88–89, 142, 301–313
Lincoln Alliance Bank, 30
Lindsay, John, 312
Linowitz, Sol:
  background of, 67–70
  bonding with Wilson, 7, 70–77
  as chairman of board, 263n
  Fuji-Xerox venture, 270–272
  licensing issues, 143n, 261
  as negotiator, 85, 154n, 178–179
  patent protection, 139–140
  as publicity hound, 301–313
  Rank-Xerox venture, 180–189
  recognition for, 240, 245
  resignation of, 327–329
  as university trustee, 100, 101
  on Wilson, 117, 121, 159, 215–216
Linowitz, Toni, 69, 189, 303
Lippincott, Gordon, 246
Lippincott & Margolies, 246
Lithmaster, 116, 120
Litton Industries, 334
Lundell, L. Walter, 339–340

M
*Making of a Public Man, The* (Linowitz), 302n
Mallory, P.R., 45
Mallory Company, 41–42, 45, 51, 53
Marketing. See also Publicity
  communications strategy, 239–241
  editorial coverage, 243–245
  innovation in, 245–249
  public speaking, 240–243
  television, 249–257
Massachusetts Mutual, 127n, 153
May Company, 36–37
Mayer, Martin, 302n
Mayo, Clyde, 145n, 212, 225–226
McCardle, Archie, 353
McColough, Peter:
  as CEO, 337–351
  as chairman, 353–354
  company communications, 112–113
  on competition, 34
  on corporate stress, 162–163
  craps night, 175
  expanding role of, 160
  on IBM archetype, 234
  pricing innovations, 205n
  recruitment of, 166–167
  social activism of, 255
  on Sol Linowitz, 312
  VP, operations, 262n
  on Wilson's leadership, 122–123, 151, 164, 215–216
McColough, Peter (Continued):
as Wilson's successor,
284–285, 325–326,
335–336
McKelvey, Blake, 4n, 10n, 16n,
188n, 223n, 245n, 255n,
285n
McKinsey & Co., 278
McLuhan, Marshall, 255
Meckling, Bill, 106
Mergenthaler Linotype, 209
Michaels, Jim, 243
Microtronics, Inc., 59, 82
Military contracts. See
Government contracts
Millikin, Rodger, 252
Mimeographs, 81, 87n
Mitchell, Harrick & Company,
23
Model A copier, 114–116
Morgan Guaranty Trust
Company, 150, 155
Mosher, Gilbert E.:
estrangement from Wilsons,
25–28
as general manager, 8–9,
16–17
as Haloid underwriter, 5
power struggle at Haloid,
29–32
and Rectigraph acquisition,
22–23
Mott, George, 145n
Moynihan, Patrick, 321
Mulcahy, Anne M., 172
Mulder, John G., 294
Mulhauser, Frederick, 67
Murphy, Dan, 276
My Years at Xerox (Dessauer), 9
N
Nakamura, Fred, 269
Newsweek, 47
New Yorker, 311, 320
New York Law School, 41
New York Stock Exchange, 265
New York Times:
on Carlson's patent, 48
on Copyflo printers, 119
on racial issues, 298–299n
on Sol Linowitz, 302
on welfare issues, 320–321
Wilson's obituary, 355–357
on Wilson's speaking abili-
ties, 241
Nicks, Eugene, 31
914 copier:
applications, 259–260
Arthur D. Little study,
193–195
demand for, 235–236,
259–266
design issues, 211–213,
218–224
as fire hazard, 229–230
market research, 193–195,
200–206
predecessors of, 209–211
price issues, 196–198,
201–206
production issues, 225–235
service issues, 201–206, 232–234
team leadership, 213–218
Nisner's 5 & 10¢ store, 225
Nixon, Richard, 324n
Northwestern University, 166
Notre Dame University, 330

O
Olsen, Ken, 340
Optical Society of America, 88–89, 94
O'Toole, William, 4n, 118n
Oviatt, Percival, 71n
Owens, David, 47n

P
Palevsky, Max, 341
Pallicheck, Francis, 262n, 325
Palo Alto Research Center. See PARC
Papert, Frederic, 251
Papert, Koenig & Lois, 243, 249, 251
PARC, 343–344, 351
Parkinson, C. Northcote, 242
Parkinson's Law (Parkinson), 242
Patents:
  competitive issues, 138–143
  electrophotography, 45, 48–49
  Haloid's purchase of, 153–154
Pell, Erik, 64n, 157–158
Pension plans, Haloid, 90
Percy, Charles, 180
Personnel. See Employees, Xerox
Phenomenon of Men, The, 127
Philanthropy. See also
  Community service;
  Corporate citizenship;
  Social activism
  of Chester Carlson, 236–237
  of Joe Wilson, 67–68, 236–238
  Rochester's tradition of, 2
    university-related, 97–110
Photostat, 21–22
Piper, Homer, 19–20, 30–31, 245
Polaroid, 196–197n, 334
Potovsky, Jacob, 282–283
Publicity. See also Marketing
demonstrations, 88–89, 94–95
marketing strategies, 239–243
timing of, 234
Public service. See Community
  service; Social activism
Publisher's Weekly, 339
Pusey, Nathan, 330

R
Race relations:
  rioting in Rochester, 289–300
Race relations (Continued):
  and welfare issues, 323–324
Wilson’s contribution to,
  xi–xii, 237, 359, 361
Racon Photocopy Corp.,
  275–276
Radio Electronic Engineering News,
  57, 58n
Rank-Xerox, 179–190, 266, 366
Raub, Dave, 161, 188
RCA, 138–143, 179
R&D. See also Technology
  expanding, 261, 262
  government-sponsored,
    135–138
  on 914 project, 218, 277
  partnering for, 138–146
Rectigraph Company, 3, 19–23
Reddington, Margaret, 204
Reichenbach, Homer H., 4
Remington Arms, 81n
Remington Rand, 34n
Rhees, Rush, 109
Riverside Junior College, 40–41
Rochester (NY). See also
  University of Rochester
  attributes of, 8
  history, 1–2
  race riots in, 289–300
  Rochester City Club, 67, 70
  Xerox move from, 347–351
Rochester, Nathaniel, 1
Rochester Institute of
  Technology, 98, 126
Rock, Arthur, 341–342
Rockefeller, Happy, 355
Rockefeller, John D., 2, 109
Rockefeller, Nelson, 101, 320,
  322, 347, 354–355
Rockefeller Brothers, Inc., 364
Roosevelt, Franklin D., 16, 320
Root, Elihu, 68
Rosenberg, Anna, 251
Rutkus, John, 210–212, 219,
  285
Rutledge, John W.:
  changing role of, 325
  Haloid career, 166, 173–174
  sales team, 261
  stock purchase, 231
  VP, marketing, 262n
S
Sales, explosive growth of,
  259–266
Salmon, W.H., 31n
Sarnoff, David (General), 140
Saturday Review, 322–323, 329
Schaeffert, Roland M., 52–53,
  61–62, 64
Schuman, Robert, 57–58
Schwertz, Fred, 145n
Scientific Data Systems,
  341–343
Scranton, Hamlet, 1
Seleny, Paul, 43
Seneca Indians, 1
Seymour, Whitney North, 261
Shankle, Herbert C., 299–300
Shepardson, Donald, 145n, 224, 278
Shono, Naebue, 269n
Shumway, F. Ritter, 31n
Simpson, Thatcher & Bartlett, 261
Sloan, Alfred, 146
Social activism. See also
Community service;
Corporate citizenship
of Chet Carlson, 236–237
as Rochester tradition, 2
Wilson-family endowments, 102–110
Xerox sponsorships, 250–257
Social Security Administration, 201
Sproull, Robert, 100–101, 106–107, 109, 110n
Standard Pressed Steel, 260
State University of New York, 101–102
Stebeck, Gus, 26
Steinhilper, Frank, 49n, 112
Stevenson, Adlai, 69, 253
Stewart, Dougall & Associates, 194
Stewart Brown & Associates, 36
Stich, Robert, 87
Stott, Wagner, 265
Stowell, Ernie, 264, 275–276
Stromberg-Carlson, 143n
Sugi, Ichiro, 267
Sullivan, John B., 18
Sutherland, Linowitz and Williams, 70, 75
Swett, Al, 74–75
T
Taubes, Ernest, 59, 82–83
Technology. See also Innovation
power of, x–xi, 125
in Rochester’s history, 2
Wilson’s regard for, 37–38, 236–237, 356
Television, 245–246, 249–257
Telsun Foundation, 251
Thant, U, 252, 346n
Thermofax, 38, 124
Time magazine, 236n, 340
Todd Equipment Company, 116n
Toshiba, 268
Tripp, Hulbert, 105n
Turek, Fenton, 179
2400 copier, 285–286
Typewriters, 81
U
Union issues. See Labor relations
United Auto Workers, 168–169
United Nations, 250–254
University Microfilms, 284
University of Rochester:
  Eastman School of Music, 2, 8, 100, 102, 109
  financial issues, 101–110
  founding of, 2
  1960s protests, 107–108
  portfolio issues, 154n, 155
  scholarships, 102–103, 109
  trustees, 97–108, 327
  Wilson as benefactor of, 108–110, 364
  Wilson as student at, 10–11
Upton, Katharine M., 3
Urban League, 299–300
U.S. Department of Labor, 297
U.S. News & World Report, 248
U.S. Steel, 260

V
Vail, Theodore, 196n
Van Doren, Knowland, Schloder, 36
Verifax, 38, 124
Vermilye, Peter, 155
Vietnam War, 256
Volunteerism. See Community service, Philanthropy, Social activism
von Mallen, Elsa, 45
Vyverberg, Bob, 145n

W
Wages. See Employees, Xerox
Walkrup, Lew, 84, 114–115
Walmsley, J. Millner, 5
Ward Howell Associates, 165
Watson, Thomas J., Jr., 95, 141, 143, 180, 194, 207–208
Weingarten, Victor, 322
Welfare issues, 320–324
Welton Beckett and Associates, 247
Weslyan University, 166, 229n
Western Electric, 143n
White, Theodore, 255
Williams, Clyde, 154n
Wilson, Ann, 2
Wilson, Chris, 328–329n
Wilson, Harry, 2
Wilson, Joe. See also Leadership, Wilson’s ancestry, 2–3
  birth of, 6
  career path, 16–17, 24–28, 32, 37–38
  college life, 10–11
  courtship, 13–18
  death of, 353–357
  early years, 1–11
  grandfather’s influence, 7–8
  health issues, 117–118, 351–352, 353
  integrity of, 90–91, 164–165, 183–184, 362
as intellectual, xii–xiii, 6–7, 10, 70, 241
dife's goals, ix, 236–238, 261–262
media coverage of, 243–245
as musician, 70
as parent, 93–94, 117, 132–133, 161–162
parents, relations with, 6–7, 37, 114, 128–129
people skills, 131–133
politics of, 16
public speaking skills, 32–34, 240–243
religious views of, 127–128
shyness of, 6–7, 33, 67–68, 131–132
Xerox succession plan, 325–327
Wilson, Joseph C. "JC," 2–4, 7–8, 14–15
Wilson, Joseph Robert "JR":
as board chairman, 114
decaying health, 128–129
ever years, 3–6
and G.E. Mosher, 9, 25–28, 29–32
Haloid growth, 22–23
and Joe Jr., 7, 10, 17, 37
Wilson, Katherine N. "Kate," 6, 109n
Wilson, Kathy, 93–94, 133–134
Wilson, Peggy:
bequests, 108–109, 110n
as corporate wife, 326
courtship, 13–18
as disciplinarian, 161
damily life, 73, 93, 118, 128
and Sol Linowitz, 301–309, 328n
tavel, 180, 185, 189, 334
at White House, 289n
Wilson, Richard (Dick), 6, 25, 108, 128
Wilson, William, 2
Wirtz, Willard, 298n, 299
Women's issues, 172, 359, 361
World War II, 29–32, 34–38

X
Xerography:
aplications, 52, 111–117, 141–143
Haloid's commitment to, 79–85
inventor of, 3, 19–20
name coinage, 86–88
unveiling of, 88–95
Xerox. See also Haloid Corporation
competition, 275–277, 333–334
culture of, ix–xiii
growth explosion, 259–266, 365–366
innovation, 278–281, 285–287
labor issues, 281–284
logo creation, 246
Xerox (Continued):
management restructuring, 325–336
move to Stamford, 347–351
naming of, 86–88
partnering with Rank, 179–190
post-Wilson era, 337–352
profitability, 259–266, 276–279, 286–287
race relations, 289–300
stock options, 277–278
Xerox Data Systems, 342–343
Xerox Square, 319

Z
Zarem, Abe, 263n, 341
Zen Buddhism, 236n
Zimmerman, Toni, 69
Zipser, Al, 246