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IN YOUR WORDS

Unblinking eyes track employees
Let all be monitored by all! The C.E.O., chairman of the board, the board, major stockholders, should all be monitored in the execution of their duties. Equity demands that everyone is monitored or no one. Successes and failures should be evaluated and published using transparent observations and a capacity to review all activities equally. Management meetings should also be monitored and shared with all workers.

JOSEPH HUBEN, UPSTATE N.Y.

Let's not kid ourselves. We all know what this is about: controlling bodies and inducing a sense of insecurity and fear in the worker. Ironically but not surprisingly, these "Panopticon" techniques have been first developed in prisons and now are entering the workplace. We are trying to squeeze every pound of meat from the call center employees in the story, just like we do with those poor hogs in the industrial farms. Oh, but it's so efficient!

ANDREA VIDALI, N.Y.

Funeral poses mimic life
Interesting story, a throwback to the 19th century, when the dead, usually children and babies, were posed and photographed to create mementos for the bereaved.

JOSEPH, BOSTON

Perhaps if we spend more quality time with our loved ones while they are living, we won't find a need to prop them up after they die.

RICHARD KENYADA, ATLANTA

Not too long ago, according to the tales from my now-dead relatives, at an Irish wake there was singing, drinking, dancing, and it was fairly common to sit the corpse up in a chair and to place a drink in their hand. After all, why not have them celebrate their transition to the Heavens Above.

MARY, CHICAGO

See what readers are talking about and leave your own comments at [inyt.com](#)

IN OUR PAGES

International Herald Tribune

1914 U.S. Sells Warships to Greece
NEW YORK It is believed among high officials of the Government that the battleships Idaho and Mississippi have been sold to Greece. That war between Turkey and Greece may be averted is said to be the motive actuating President Wilson in using his influence to have Congress assent to the sale of these old warships. The Idaho, which, together with the Mississippi, is expected to be transferred to the Hellenic flag, is coming to Europe in company with the Missouri and the Illinois.

1964 More Buses Sold to Cubans
LONDON Britain's Leyland Motors today [June 22] sold 500 more buses to Cuba. The company sold 450 buses to Premier Fidel Castro last January to the displeasure of the U.S. State Department. Today's transaction brings the total value of the order to £9 million (about \$25 million). "There is no political or any other influence," said Donald G. Stokes, managing director of Leyland's. "This is a straightforward trade between Cuba and ourselves." The position of the British Foreign Office remains the same — buses are not on the strategic list and Leyland is therefore free to sell as many as it wishes to Cuba.

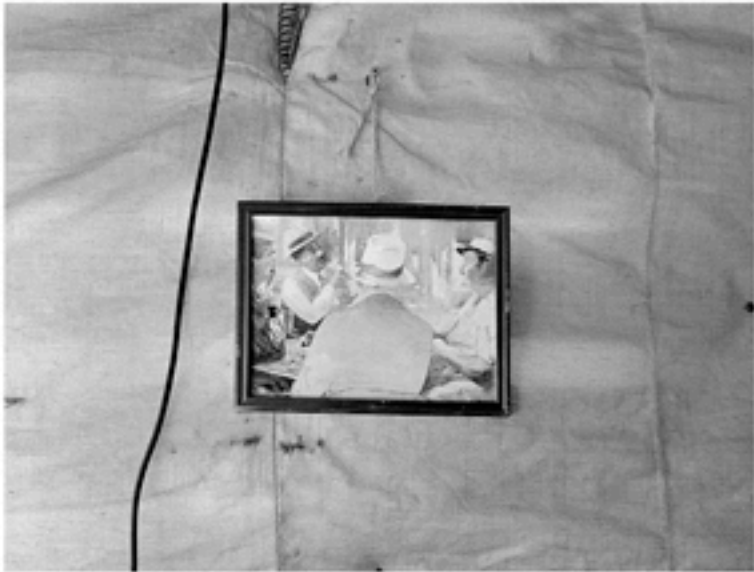
Find a retrospective of news from 1887 to 2013 at [iht-retrospective.blogs.nytimes.com](#)

Castles in the sand



PHOTOGRAPHS BY VASANTHA YOGANANTHAN

SEASONAL RITUAL
At Piémanson, a beach in southern France, summer season starts on May 1, with families building makeshift houses on the same shoreline spot year after year. Vasantha Yogananthan, a Paris photographer, has spent the past five years visiting a settlement of several thousand people in the area. "They come to unwind, to escape their daily routine and to create something akin to utopia," he said. "They not only build pleasant summer homes, they found a society where norms and customs form organically. There's no ideology or discourse, just natural pragmatism."



SIMPLE LIFE There is no running water or electricity at Piémanson, but some campers stay for months. Clockwise from above, near the mouth of the Rhône; a decoration in a campsite; watching a

sunset; an evening campfire; and installing a tarp as an awning. "Like Robinson Crusoe, they constantly try to improve their hut," Mr. Yogananthan said. [lens.blogs.nytimes.com](#)



Stephanie L. Kwolek, chemist behind Kevlar fiber, dies at 90

BY JEREMY PEARCE

Stephanie L. Kwolek, a DuPont chemist who invented the technology behind Kevlar, a virtually bulletproof fiber that has saved thousands of lives, died on Wednesday in Wilmington, Del. She was 90.

OBITUARY

The chief executive of DuPont, Ellen Kullman, announced the death, calling Ms. Kwolek, who spent 15 years in the laboratory without a promotion before her breakthrough, "a true pioneer for women in science."

Kevlar is probably best known for its use in body armor, particularly bullet-proof vests. A DuPont spokeswoman estimated that since the 1970s, 3,000 police officers have been saved from bullet wounds through the use of equipment reinforced with Kevlar, which is far stronger and lighter than steel.

The product has found its way into all corners of the modern world. It has been used in car tires, boots for firefighters, hockey sticks, cut-resistant gloves, fiber-optic cables, fire-resistant mattresses, armored limousines and

even canoes. It is used in building materials, making them bomb-resistant. Safe rooms have been built with Kevlar to protect a building's occupants during hurricanes. Kevlar has been used to reinforce overtaxed bridges.

Its popularity has proved a windfall for DuPont. Kevlar has generated several billion dollars in revenue for the company. Ms. Kwolek did not directly benefit from it financially, however; she signed over patent royalties to the company.

The research that led to Kevlar began in the early 1960s, when women were a rarity in industrial chemistry. Ms. Kwolek was part of a team at DuPont's research laboratory in Wilmington that was trying to develop a lightweight fiber that would be strong enough to replace the steel used in radial tires.

The work involved manipulating strings of carbon-based molecules to produce larger molecules known as polymers. At one point, in 1964, Ms. Kwolek was struggling to convert a solid polymer into liquid form and finding the results to be a murky disappointment. Instead of the clear, syrupy mixture she expected, the liquid was thin and opaque.

Ms. Kwolek's peers suggested that the polymer she had concocted would prob-

ably not work as a fiber. But Ms. Kwolek persisted. She persuaded another scientist to "spin" the liquid in the laboratory spinneret, a machine used to remove liquid solvent and leave behind fibers.

In "a case of serendipity," as she put it, she discovered that polyamide molecules in the solution, a form of liquid crystal, lined up in parallel and that when the liquid was "cold spun," it produced a fiber of unusual stiffness.

When the fibers were tested in 1965, they were found to be five times as strong as steel of equal weight and resistant to fire. Herbert Blades, Joseph Rivers and others at DuPont soon recognized the market potential for a tough, lightweight fabric and began to consider potential uses for the innovation. They have been credited with making it a mass market product.

DuPont says it spent \$500 million to develop Kevlar, what Fortune magazine once called "a miracle in search of a market." The company initially began developing it for use in tires under the working name "Fiber B" at a pilot plant in Richmond, Va.

Ms. Kwolek later spoke of her uncertainty when testing and retesting the experiment's findings. "It wasn't exactly a



Stephanie L. Kwolek in 2007 wearing a pair of household gloves made with Kevlar.

"Eureka!" moment," she recalled in 2007. She added: "I didn't want to be embarrassed. When I did tell management, they didn't fool around. They immediately assigned a whole group to work on different aspects" of the fiber's development.

In 1996, Ms. Kwolek was awarded the National Medal of Technology for her work on synthetic fibers. On Wednesday, the day she died, DuPont announced that the millionth vest made with Kevlar technology had been sold.

Democrats chart plan to keep Senate



Albert R. Hunt

LETTER FROM WASHINGTON

The United States Congress is widely criticized as being dysfunctional, yet there are interesting, thoughtful members — Republicans and Democrats.

In the top tier is Colorado's Democratic junior senator, Michael Bennet. He is an expectations-buster. With no background in the field, he became a successful financial executive. He won high praise as the head of the Denver school system, even though he had little experience in education, and after being appointed to fill a vacant seat in the United States Senate in 2009, he won election in 2010, a dreadful year for most Democrats.

Mr. Bennet, 49, will be on short lists for vice president in 2016, especially if his strategy as chairman of the Democratic Senatorial Campaign Committee thwarts Republican plans to take control of the chamber this November.

Mr. Bennet thinks a lot about ideas such as innovation and competing in the global marketplace. He worries that the United States will risk its competitive advantage if the government

remains paralyzed over immigration reform, infrastructure investments and creating a more efficient tax code.

Generally a progressive Democrat, he often circumvents the partisan divide.

This year, however, his main focus has been to keep the Senate in Democratic hands; a Republican takeover would be a nightmare for President Obama.

Along with his savvy campaign executive director, Guy Cecil, he is recalibrating traditional strategy to stave off this challenge. The focus is less on big television advertising and more on old-fashioned voter mobilization with cutting-edge new technologies.

"It's precinct politics with 21st-century technology," Mr. Bennet said.

In part this is driven by necessity. "We can't compete dollar for dollar with the outside conservative groups" that are spending hundreds of millions in the most competitive Senate races, he said.

Moreover, with all of this spending, there is clutter on the airwaves, diluting any message. And in today's polarized politics, persuasion through ads is less effective.

Losing campaigns — think Barry Goldwater or George McGovern — have long deluded themselves that their special appeal would enlarge the voting universe. That isn't the Bennet and Cecil theory. They note that the drop-off in voters for presidential elections disproportionately involves Democrats: younger people, lower incomes and minorities. The means to identify, take aim at and reach more passive voters have become much more sophisticated, starting with Mr. Obama's presidential runs and the increasing use of social media.

Nothing will stem a national tide. But short of that, Sasha Issenberg, who has written extensively on the new techniques of mobilization, argues that the Democrats have the capacity, if they have the resources, to increase marginal turnout to affect a number of close contests.

The central components of success are raising enough money and then recruiting a sizable volunteer force — volunteers are more effective than paid canvassers — to work their own neighborhoods and precincts to register voters and get them to vote.

They have databases to identify prospects with all of their demographic essentials and possess the techniques to contact and influence them.

Thus, the Democratic Senatorial Campaign Committee and affiliates plan to spend about \$60 million on these mobilization efforts, or about one-third of the budget, almost 10 times what the D.S.C.C. spent in 2010.

Republicans dismiss this as pie in the sky, arguing that Mr. Obama's sinking approval ratings, along with dissatisfaction with the economy and the health care law, will depress Democratic turnout and bring more Republicans to the polls this fall.

Mr. Bennet, who unlike most other Democrats in 2010 relied heavily on field operations in his Senate race, acknowledges this isn't an easy environment but suggested that the climate and candidates are better than they were four years ago.

"If I could survive in 2010, the notion that with the candidates we have this year we can't win is just wrong," he said. (BLOOMBERG VIEW)

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