

influence (after Becking, 1956), would have resulted in a better balance of vegetation units. This omission is particularly unfortunate because minor life form communities—such as rock-crevisse, trail, and lawn communities—are treated in the same breadth as broad, extensive, and more variable cover types, which therefore appear similarly inflexible and well defined.

Thus, the book can serve only on a general orientation level. A treatment of the variation within the more important larger types is essential for use on a working level, whether for management considerations, ecological studies, or both. Vegetation monographs intended for use on a working level would need to be much further restrict-

ed with respect to their geographic scope. *Vegetation of Scotland* (Oliver and Boyd, 1964) is a good example of a monograph on a working level.

Certainly Knapp's book was not intended to provide more than general orientation. This purpose he has admirably accomplished. The book will be extremely useful not only to non-specialists, but also to ecologists in obtaining orientation on areas outside their own particular region. The book, as an outstanding and significant work, should be present in all university libraries and is highly recommended for all persons interested in field botany.

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Salary with the Fringe on Top: The Ingraham Sampler

The Outer Fringe: Faculty Benefits Other Than Annuities and Insurance. Mark H. Ingraham. University of Wisconsin Press, Madison, 1965. xii + 304 pp. \$7.50.

This study of fringe benefits in academia was sponsored by the Commission on Faculty and Staff Benefits of the Association of American Colleges, with the cooperation of the American Association of University Professors and the Teachers Insurance and Annuity Association. Wisely, the author and the Commission chairman decided that this would be a report to the Commission, rather than its official findings and recommendations. As a result, the real Mark Ingraham shows through, and he is someone most readers would like to meet in the flesh. The book has a homey touch, spiced with reminiscences and humor, which illuminates the review of data collected by questionnaires and interviews involving nearly 750 colleges and universities. The Ingraham Sampler includes such quotes as the following: "Salary is a very good way to pay people." "What a horrendous questionnaire it would have been if it had been adequate!" The concentration of power and authority in the hands of the small college president "also makes it possible for a foolish man to foul up a situation in a manner that would be extremely difficult where authority is diffused and the administrative momentum great."

Pensions and insurance programs have been well treated in books such

as Greenough and King's *Retirement and Insurance Plans in American Colleges*; thus, Ingraham concentrates on assorted sweets that are not universal. And what a grab bag it is! Sixty percent of the institutions queried are landlords for faculty families, 15 percent are mortgage brokers, 93 percent of private colleges provide tax-free scholarships in the form of tuition waivers, 75 percent provide emergency medical treatment for faculty members and their families, one-fourth grant personal loans to employees, two-thirds pay moving expenses for appointees with tenure, one-third provide discount purchasing services on appliances, food, and similar items. Others, in varying number, provide family bonuses for children, free lunches and morning coffee, free babysitting services, two-thirds of foreign travel expenses, and run holiday camps for faculty families. More than half of the institutions have regular sabbatical leave policies, and others have informal leave-with-pay arrangements. Six hundred institutions provided a total of 164,000 faculty parking spaces! Some (for example, Princeton) house half their faculty in university-owned property or in houses for which the university has advanced all the money and requires no payments on principal.

Lest the unwary reader be misled, it should be pointed out that no institution provides *all* of these services, but a handy check-list in an appendix shows participation by every institution responding under 11 different major

fringe benefit programs. My preferred list of colleges begins with Amherst and Bard, and runs through Union College (Tennessee) and Williams—but each reader must decide for himself where he will send his job application. If a rough calculation is correct, such benefits may easily add up to six or seven thousand dollars a year (perhaps ten thousand before taxes) for the fortunate family at the right institution and with two children in college simultaneously. The Internal Revenue Service is already reconsidering the tax-free status of tuition waivers, and professors may someday rue the added publicity this book provides.

Ingraham gives a general description of fringe benefits under 11 major headings, gives some details of representative plans, and provides an evaluation and personal recommendation in each category. He personally favors higher salaries rather than tuition waivers for faculty children, feeling that free tuition makes faculty callous about the level of educational charges. He concludes, however, that a seven-to ten-man faculty committee (preferably appointed rather than elected), with minor representation from administration, should advise and counsel the president and board of control on fringe benefit policy. Certainly after reading *The Outer Fringe* many faculties will request additional benefits, some of which would never have occurred to them without such a compendium. Deans and presidents must read this book to be prepared for the onslaught, as faculty committees pore over it looking for new innovations.

The experience of collective bargaining in industry since 1940 suggests that fringe benefits are often easier to win than outright salary increases, and on occasion they may seem relatively costless to decision makers. Trade unionists might profit from reading this illuminating book, for they will discover many a tempting morsel, and employers may find themselves back in the business of running the company store, bank, health center, discount house, finance company, real estate agency, eating and drinking club, and summer resort. What were once the trademarks of paternalism have undergone an amazing transformation. One only wonders what would have happened if the income tax had never been enacted.

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