

# Harvard Faculty: How Can You Keep 'em after They've Seen California?

*"The day is past, if it ever existed, in which an invitation to Harvard was all that was required to bring a faculty member from another leading university."*

—DUNLOP COMMITTEE REPORT

Five tenured professors have indicated that they will leave Harvard at the end of this academic year for greener pastures at other universities.\* While the loss of five professors is hardly unusual for most major universities, this is the largest number of professors to leave Harvard at one time in many years. The university has lost, on the average, about two tenured faculty members annually.

As this minor "exodus" from Harvard became apparent, a timely report—the Report of the Committee on Recruitment and Retention of Faculty—was issued, on 22 May, after a year-long study of a committee chaired by economist John T. Dunlop.† The committee was appointed last spring after it had become clear that Harvard was not doing as well as it would like in faculty recruitment, particularly in two areas: (i) in enticing talented younger scholars to come to Harvard and to stay there, and (ii) in attracting established senior scholars to accept tenured positions. Harvard's difficulties are hardly unique; as the committee pointed out, its report "concerns issues which to a greater or a lesser degree also confront most of the colleges and universities of America." The committee expressed the hope that its definition of the issues involved "may be of some general interest"—a hope which will no doubt prove justified, since the thoughtful report contains more data about the actual range of faculty

salaries and about hiring practices than have been compiled and published at most universities.

The committee pointed out that difficulties in recruiting faculty were nationwide in scope, as university enrollments had greatly increased and as strong state university systems, such as those in California and New York, had been built to cope with this expanded enrollment. In the committee's view, "Harvard and other institutions like it already operate and are likely to continue to operate in an increasingly competitive environment. The pool of outstanding scholars and young Ph.D.'s giving promise of great distinction is relatively small and in great demand." The committee said that it was not possible to rely upon scholars from abroad for relief, as it had been doing in past decades. The report noted that Harvard had suffered dozens of failures in its attempt to attract distinguished European scholars; the Europeans had explained their rejection of Harvard by explaining that they "liked it where they were."

As might be expected, the general message of the committee was that Harvard must do more for its faculty—in salary, in promotion, and in enhancing "the quality of life" in Cambridge.

One of Harvard's most severe problems is attracting top-level junior faculty, especially among those who did their graduate work at other leading universities. At present, Harvard usually gives new Ph.D.'s a 3-year instructorship with a beginning salary of \$7800 annually. Those who are retained receive a 5-year assistant professorship, in the course of which they must prove their worthiness for one of the relatively few tenured positions which require filling each year.

The committee pointed out that Harvard was "almost alone" among universities in starting Ph.D.'s as instructors, and that Harvard's salary scale for younger faculty members was "sadly out of line" with that of other institutions. It proposed giving all new faculty members with Ph.D.'s either a

5-year or a 3-year (renewable) term as assistant professor, beginning at an annual salary of \$9000. The committee agreed that the present pay scale and policy of appointment to an instructorship "cuts Harvard off from access to the best scholars developed at other universities." Those assistant professors judged worthy of promotion would be given a 3-year appointment as associate professor without tenure.

Concerning the quest for senior faculty from other universities, the Dunlop committee has revealed that Harvard has a less advantageous situation than had been commonly recognized. The reports received by the committee indicate that, in the natural sciences, 50 scholars from other universities rejected formal or informal offers of tenure in the last decade, while only 27 accepted. The committee says the figure of 50 rejections in the natural sciences "is no doubt a lower limit, since it is unlikely that all informal contacts were reported." In the social sciences and humanities, Harvard did somewhat better; 86 of those approached refused offers of tenure while 117 accepted.

The committee concluded that it could confidently make one generalization: "once a man is settled, it is hard to move him either to or away from Harvard. The more senior and successful he is, the more sure is this conclusion." Although few professors have resigned so far, the committee said, "a number now state that they would be tempted by higher salaries." The committee identified the first decade of tenure, roughly from the ages of 35 to 45, as the period when faculty members were "most vulnerable" to outside offers. To retain current faculty members and to attract senior scholars from other institutions, the committee advocates more flexibility for raising salaries during this "vulnerable" period.

The committee also attempted to ascertain, by means of a questionnaire, how nonmonetary factors influenced faculty choices. Somewhat surprisingly, only 20.4 percent of the faculty questioned thought that Boston cultural opportunities were an "attractive" inducement to teaching at Harvard, and only 30.4 percent found Harvard's well-stocked libraries "attractive." Of those replying to the questionnaire, 27.4 percent found Harvard's geographical area "unattractive" (as opposed to 12.2 who thought it appealing) and 35.7 percent found the secretarial services which Harvard offered "unattractive," as op-

\* Three of the five professors who are leaving Harvard will go to institutions in California: Arthur E. Bryson, Jr., mechanical engineering, to Stanford; Antone Kimball Romney, social anthropology, to the University of California at Irvine; and Stanford J. Shaw, Middle Eastern history, to UCLA. Psychologist George A. Miller will go to Rockefeller University, and Kenneth S. Lynn, English, will teach at the new Federal City College which will serve the largely Negro student population of Washington, D.C.

† The other six professors on the Dunlop committee are George B. Kistiakowsky, chemistry; J. C. Street, physics; Oscar Handlin, history; Merle Fainsod, government; Edward S. Mason, economics; and Herschel C. Baker, English.

posed to 3.9 percent who responded favorably about the quality of secretarial support.

The committee concluded that, while salary is important to scholars, it is "apparently less important in recruiting and retaining senior personnel than some of us had thought. Housing and schooling are presumably of more concern to a man pondering a move to Cambridge." Noting that housing is difficult to find in Cambridge, the committee urged the university to undertake large-scale faculty housing programs. The committee dismissed the idea of having Harvard run a school for faculty children and of providing tuition assistance at the primary level, arguing that the case for tuition assistance in secondary schools for faculty children is "distinctly more persuasive."

The committee put great stress on the argument that improvement of the "quality of life" in Cambridge was of utmost importance in recruiting faculty, at both the junior and senior levels. Efforts to improve public services and housing, the committee said, would require that Harvard become much more involved with the Cambridge city government and "our sister institution M.I.T." than it has been in the past.

While the committee did an admirable job in portraying the problems that Harvard faces and will face in faculty recruitment, it stated that it was important to keep these problems in perspective: "The quality of the present students, the distinction and promise of the faculty, the traditions of free inquiry, the intellectual climate, the richness of libraries and other scholarly resources, and the large number of first-rank scholars in many fields in the Cambridge and Greater Boston area are among our principal assets in recruitment."

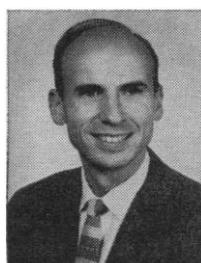
An aspect of the report that disturbs the outside observer (in this era of student revolt) is the absence of discussion of ways in which student-faculty relations might be improved so as to make the university more attractive to concerned faculty members and to students.

Of course, one could reply that it was not the Dunlop committee's job to examine relationships with students, that faculty-student relations are better at Harvard than at many other universities, and that the committee members are concerned about such relations even if they did not discuss them in the report.

Perhaps so, but faculty members

should be aware that the picture which increasingly emerges when professors discuss their condition is one of men who are interested in using the universities primarily as bases for their own activities, research, and well-being, and only secondarily as places to teach students. On the other hand, most people outside the university (as well as most students) believe that universities should be primarily teaching institutions. As universities become progressively more dependent on federal and state governments for support, the opinions of those on the outside will have to be considered more seriously. Those universities which are truly interested in encouraging their professors to teach students would do well to work harder at making that interest clear to those outside the university's walls.—BRYCE NELSON

## APPOINTMENTS



John W. Firor



Walter O. Roberts

**John W. Firor**, director of the High Altitude Observatory, National Center for Atmospheric Research, to director of NCAR; he succeeds **Walter O. Roberts** who will become president and chief executive officer of the University Corporation for Atmospheric Research. . . . **Alice M. Rivlin**, deputy assistant secretary for program coordination at the Department of Health, Education, and Welfare, to assistant secretary of Health, Education, and Welfare for planning and evaluation. . . . **Alan W. Donaldson**, associate director of the Bureau of Disease Prevention and Environmental Control, to associate administrator, Health Services and Mental Health Administration. . . . **John W. Gardner**, former U.S. Secretary of Health, Education, and Welfare and present head of the Urban Coalition, to the Board of Trustees of Rockefeller University and visiting Germeshausen professor, Massachusetts Institute of Technology. . . . **Virginia Apgar**, director of the basic research department,

the National Foundation—March of Dimes, to vice president for medical affairs at the foundation. . . . **John D. Chase**, director of the V.A. Hospital, Oklahoma City, to Veterans Administration's assistant chief medical director for professional services. . . . **James R. Wright**, acting chief of the building research division, National Bureau of Standards, to chief of the division. . . . **Lawrence C. Kolb**, chairman of the department of psychiatry, Columbia University, to president of the American Psychiatric Association. . . . **William T. Woodyard**, vice dean of the faculty, United States Air Force Academy, to dean of the faculty. . . . **W. Seavey Joyce**, vice president for community relations, Boston College, to president of the college. . . . **George L. Hall**, former president of Grays Harbor College and Casper College, to president of Arizona Western College; he succeeds **John B. Barnes** who will become president of Boise College. . . . **Neil D. Humphrey**, financial vice president and acting president of University of Nevada, to chancellor of the university. . . . **William G. Caples**, vice president of Inland Steel Company, to president of Kenyon College. . . . **James C. Olson**, vice chancellor for graduate studies and research, University of Nebraska, to chancellor, University of Missouri. . . . **Alfred B. Garrett**, vice president for research and professor of chemistry, Ohio State University, to president-elect of the National Science Teachers Association. . . . **Roland H. Alden**, dean of the College of Basic Medical Sciences, University of Tennessee Medical Units, to president-elect of the American Association of Anatomists. . . . **Gardner Lindzey**, chairman of the department of psychology, University of Texas, to vice president for academic affairs at the university. . . . **Thomas B. Shillito**, aerospace engineer, Lewis Research Center, NASA, to the newly established post of supersonic transport program coordinator, NASA. . . . **Kenneth R. Moore**, director of the naval objectives analysis group, Center for Naval Analyses, Arlington, Virginia, to science and engineering adviser to the director of the Bureau of Mines. . . . **William R. DeCesare**, acting branch chief, General Clinical Research Centers Branch, NIH, to chief of the branch.

*Erratum:* In the list of new members of the National Academy of Sciences (News and Comment, 3 May, p. 516), "Adrian Morris, Cornell University" should read "Adrian Morris Srb, Cornell University."