82. R. Luft, S. Efendic, T. Hökfelt, O. Johansson, A. Arimura, *Med. Biol.* **52**, 428 (1974).
83. M. Dubois, *Proc. Natl. Acad. Sci. U.S.A.* **72**, 1340 (1975).
84. F. P. Alford, S. R. Bloom, J. D. N. Nabarro, R. Hall, G. M. Besser, D. H. Coy, A. J. Kastin, A. V. Schally, *Lancet* **1974-II**, 974 (1974); C. H. Mortimer *et al.*, *ibid.* **1974-I**, 697 (1974).
85. J. E. Gerich, M. Lorenzi, V. Schneider, J. Karam, J. Rivier, R. Guillemin, *N. Engl. J. Med.* **291**, 544 (1974).
86. R. Guillemin and J. Gerich, *Annu. Rev. Med.* **27**, 379 (1976).
87. D. Sarantakis, W. A. McKinley, I. Jaunakais, D. Clark, N. Grant, *Clin. Endocrinol.* **5**, 275s (1976).
88. M. Brown, J. Rivier, W. Vale, *Metabolism* **25**, 1501 (1976).
89. A recent international symposium was devoted entirely to somatostatin and its analogs: K. Raptis, Ed., *Somatostatin, Sereno Foundation Symposium* (Plenum, New York, 1978).
90. F. Bloom, E. Battenberg, J. Rossier, N. Ling, J. Leppaluoto, T. Vargo, R. Guillemin, *Life Sci.* **20**, 43 (1977).
91. R. Mains, B. Eipper, N. Ling, *Proc. Natl. Acad. Sci. U.S.A.* **74**, 3014 (1977).
92. M. Chrétien, N. G. Seidah, S. Benjannet, N. Dragon, R. Routhier, T. Motomatsu, P. Crine, M. Lis, *Ann. N.Y. Acad. Sci.* **297**, 84 (1977).
93. R. Guillemin, T. Vargo, J. Rossier, S. Minick, N. Ling, C. Rivier, W. Vale, F. Bloom, *Science* **197**, 1367 (1977).
94. C. B. Pert, A. Pert, J. K. Chang, B. T. W. Fong, *ibid.* **194**, 330 (1976).
95. N. Ling, S. Minick, R. Guillemin, *Biochem. Biophys. Res. Commun.* **83**, 565 (1978).
96. R. Guillemin, N. Ling, L. Lazarus, R. Burgus, S. Minick, F. Bloom, R. Nicoll, G. Siggins, D. Segal, *Ann. N.Y. Acad. Sci.* **297**, 131 (1977).
97. F. Bloom *et al.*, *Proc. Natl. Acad. Sci. U.S.A.* **75**, 1591 (1978).
98. J. Rossier, T. Vargo, S. Minick, N. Ling. F. Bloom, R. Guillemin, *ibid.* **74**, 5162 (1977).
99. C. Rivier, W. Vale, N. Ling, M. Brown, R. Guillemin, *Endocrinology* **100**, 238 (1977).
100. R. Weitzman, D. Fisher, S. Minick, N. Ling, R. Guillemin, *ibid.* **101**, 1643 (1977).
101. R. C. A. Frederickson and F. H. Norris, *Science* **194**, 440 (1976).
102. R. G. Hill, C. M. Pepper, F. J. Mitchell, *Nature (London)* **262**, 604 (1976).
103. W. Zieglgansberger, J. P. Fry, A. Herz, L. Moroder, E. Wunsch, *Brain Res.* **115**, 160 (1976).
104. J. Davies and A. Dray, *Nature (London)* **262**, 603 (1976).
105. R. Nicoll, G. Siggins, N. Ling, F. Bloom, R. Guillemin, *Proc. Natl. Acad. Sci. U.S.A.* **74**, 2584 (1977).
106. F. Bloom, D. Segal, N. Ling, R. Guillemin, *Science* **194**, 630 (1976).
107. J. D. Belluzzi, N. Grant, V. Garsky, D. Sarantakis, C. C. Wise, L. Stein, *Nature (London)* **260**, 625 (1976).
108. H. H. Buscher, R. C. Hill, D. Romer, F. Cardinaux, A. Closse, D. Hauser, J. Pless, *ibid.* **261**, 423 (1976).
109. H. H. Loh, L. F. Tseng, E. Wei, C. H. Li, *Proc. Natl. Acad. Sci. U.S.A.* **73**, 2895 (1976).
110. M. Ross, T-P. Su, B. M. Cox, A. Goldstein, in *Opiates and Endogenous Opioid Peptides* (Elsevier, Amsterdam, 1976).
111. R. Guillemin, N. Ling, R. Burgus, L. Lazarus, *Psychoneuroendocrinology* **2**, 59 (1976).
112. T. Hökfelt, L. G. Elfvin, R. Elde, M. Schultzberg, M. Goldstein, R. Luft, *Proc. Natl. Acad. Sci. U.S.A.* **74**, 3587 (1977).
113. N. T. Nakaji *et al.*, *Gastroenterology* **70**, 131 (1976).
114. A. G. E. Pearse and T. Takor, *Clin. Endocrinol.* **5** (Suppl.), 229 (1976).
115. S. I. Said and R. N. Rosenberg, *Science* **192**, 907 (1976).
116. A. G. E. Pearse, *Proc. R. Soc.* **B170**, 71 (1968).
117. E. H. Starling, *Lancet* (5 August 1905), p. 339.
118. B. Scharrer, *Gen. Comp. Endocrinol.* **34**, 50 (1978).
119. P. Petrusz, M. Sar, G. H. Grossman, J. S. Kizer, *Brain Res.* **137**, 181 (1977).

NEWS AND COMMENT

Harvard Public Health Dean Hiatt Meets His Runnymede

The departmental barons of Harvard's School of Public Health rose up last summer and tried to depose their dean.

For 56 years the school has been run as a federation of departments under a lax administrative rule. That system is being challenged now by an aggressive dean—Howard Hiatt—appointed in 1972 by the then new president of Harvard, Derek Bok.

When Bok came into office, he decided that the School of Public Health needed radical improvement. He chose Hiatt to do that job, despite the objections of the public health professors, because Hiatt had already done a job of institutional renovation at Beth Israel Hospital in Boston, where he was chief of medicine from 1963 to 1972. Hiatt was trained at Harvard Medical School, whose faculty and students have always been disdainful of their counterparts at the School of Public Health. The latter reciprocate by insisting that only people with a "public health background" can understand public health. The feeling at Harvard is that Hiatt made little effort to conceal his low opinion of the school he was chosen to overhaul, an insult that has never been forgotten. The story is colored also by the belief, passed along by one professor, that some of Hiatt's severest critics are pretenders to the deanship.

In the last few years, Hiatt has been gathering up the reins that control funds, appointments, promotions, and curriculum and centralizing authority in the dean's office. This "meddling" in departmental affairs and Hiatt's alleged "intemperate behavior" have deeply embittered the older faculty.

While Hiatt was on vacation last June, 17 of the 34 tenured professors wrote to Bok demanding that Hiatt be fired for "administrative ineptitude." Hiatt's integrity was attacked as well. This confidential indictment (five pages, single-spaced) somehow fell into a reporter's hands, stirring up the kind of publicity Harvard most dearly wishes to avoid. It looked as though the dean really had lost his grip, the best evidence being the faculty revolt itself.

Hiatt came home and appealed to Bok for help. Briefs for and against were filed. Hiatt's friends argued that he was being undermined by a faculty that had never accepted his ideas, never made an effort to cooperate, and was desperately trying to stop Hiatt just as he was gaining the upper hand. According to these younger faculty members, Hiatt is trying to redefine the public health profession in ways that are alarming to the people who have made it their life's work. In Hiatt's vision, his friends say, a public health school should be a place where one studies health problems that confront a whole society and where one learns how to resolve government dilemmas on issues that are not clear-cut. For example, according to this view, a public health school should not simply do research to identify toxic substances in water; it should also help society decide whether or not it makes economic sense to remove those substances. Hiatt has brought economists, sociologists, businessmen, lawyers, and government officials to teach new courses in policy-making and management. The anti-Hiatt faction regards much of this as flimsy stuff, but insists that this is not the issue. The real problem, they say, is that Hiatt is not fit to do his job.

Bok Steps In

Bok listened to all of this for weeks, then decided firmly in the dean's favor. Just before the fall term, on 24 August, he delivered a stern lecture to the public health faculty, telling them he was not persuaded by the five-page indictment or by the unwritten complaints he had heard since June. He conceded that Hiatt was not a lovable dean, but said that "Those who are willing to take on the lonely, painful task of carrying out reform are rarely perfect diplomats nor can they be expected to have unswerving patience in dealing with their critics." He reminded the audience that although

0036-8075/78/1027-0402$00.75/0

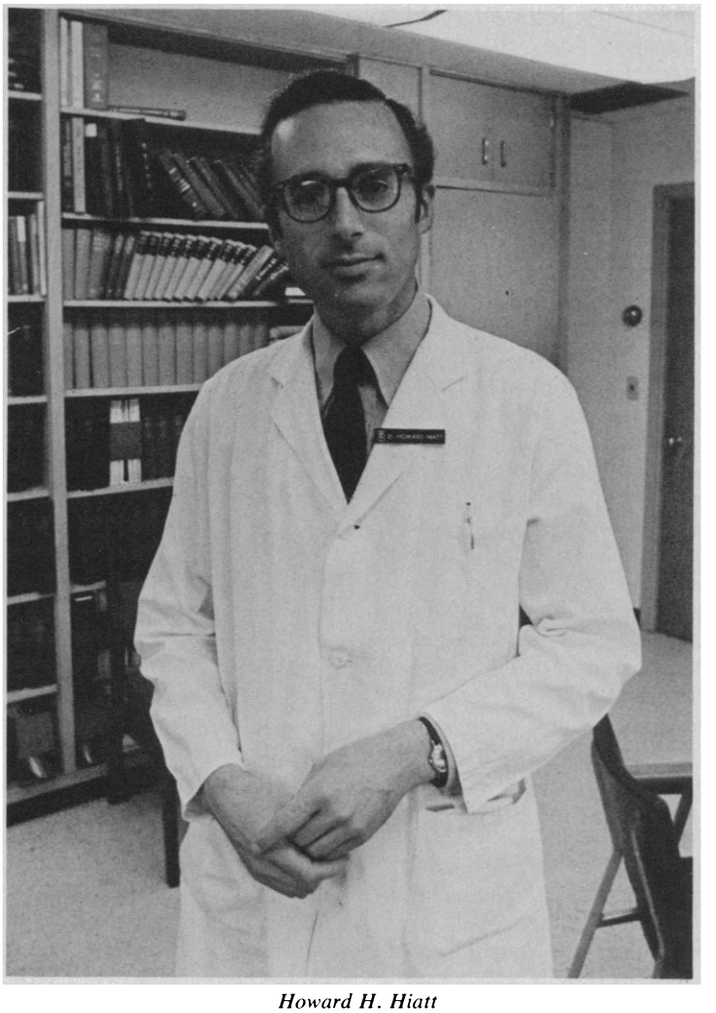
the school may be among the best of its kind in the country, its kind is not well regarded. Many people had advised him 7 years ago, he said, to merge the school and its faculty with the medical school. Bok said he decided against that option because he thought the school had a unique mission. He agreed with Hiatt that special emphasis should be put on policy analysis—a subject not studied at medical school, and one that should not be left exclusively to schools of business or political science. The study of health policy, Bok argued, becomes "sterile" when removed from places where the quantitative and biological sciences are studied. In short, he told the faculty it must learn to live with its dean.

Bok's intervention quieted the revolt, *Science* learned on a recent visit to Harvard, but did not end it. Why does it linger on?

Hiatt declined to give his analysis of the situation. His position, he said, required him to say soothing things. He said that the faculty is working and cooperating in the most constructive mood he has seen since his appointment. The school is "back on track."

This is not so, according to George Hutchison, a senior faculty member with 13 years of service at the school. An epidemiologist, Hutchison was one of the 17 who signed the letter calling for Hiatt's head and one of the few willing to speak for attribution. He said the malaise will end "only with the departure of the dean or the majority of the disaffected faculty." Another faculty member, highly respected by partisans of both sides and known internationally for his work, said that if Hiatt stays on, "that will be the end of the school, and if the school goes down, it will be Bok's fault." He was upset because Bok made no concessions. He said, "The faculty is outraged; it doesn't know what to do. It's certainly not going to collaborate with Hiatt beyond trying to keep the place running from day to day." Hiatt is "like a Nero," he said, "messing around with silly little details" instead of raising money as a dean ought to do. Hiatt's singular defect, according to this critic, is that he refuses to delegate authority.

The dean's spokesman, Jay Winsten, responded, "The authority was already delegated before we came here," meaning that faculty committees had been given the power to set academic and professional standards. Winsten also read from a letter dated 13 October, written to Hiatt at Hiatt's request by James Whittenberger, who recently resigned as associate dean of the faculty. Whittenberger assured his dean that "You have in fact been working closely with key faculty members and major committees. . . . In doing these things you have done all one could reasonably do to heal the divisions that were obvious last spring and early summer."



Howard H. Hiatt

The dissidents (as they are called these days) rest the case against Hiatt chiefly on the evidence in the letter they sent Bok last June. This is a point-by-point listing of sins, stressing the school's financial troubles, Hiatt's inability to work with faculty, and the alleged failure of the school to meet the accreditation standards. The last point has been downplayed ever since the dean's office made a persuasive rebuttal.

The faculty letter charged that the school had been given only "conditional" accreditation in 1976 by the Council on Education for Public Health (CEPH). One of the conditions, it was said, was that annual progress reports be filed on such defects as the school's "organizational malaise." When this charge appeared in the newspapers, the president of CEPH, Lee Stauffer, issued a public statement calling it "inaccurate." Stauffer pointed out that Harvard had been approved through 1980, and that "a request for progress reports in its notice of accreditation was in no way exceptional." He added that "almost all" schools are asked for such reports.

The financial problem is a real one, however. And the best way to illustrate the administrative problem is to relate some of the events that led to the senior faculty's break with Hiatt.

Hiatt's original 5-year appointment had run out in 1977, and Bok had asked him to stay on for another indefinite term. Hiatt was under pressure to make lasting changes in the school and to explain to Bok where, how, and for what purposes he planned to raise capital in the fall of 1978.

Bok wrote Hiatt in November 1977 asking for an account of his plans, and again in March 1978 asking for more detail. Hiatt and his three associate deans labored over a response for months, unable to reach agreement. One of the three, Brian McMahon, associate dean for academic affairs, chairman of the de-

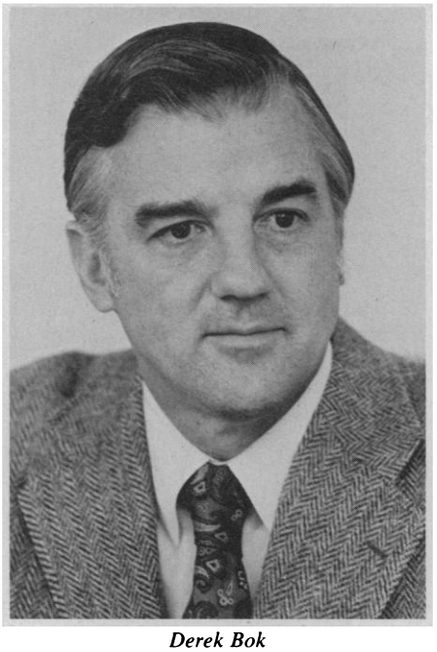
partment of epidemiology, and influential leader of the faculty, could not or would not agree with Hiatt on a plan to be given to the faculty for review, and then sent to Bok. The reply to Bok was due on 1 July. Late in the spring of 1978, Hiatt took the initiative, a decision that exploded in his hands.

On 30 May he met with Thomas Weller, chairman of the department of tropical public health. Hiatt told Weller he was thinking of merging Weller's department with the department of microbiology to save space and money. The dean wanted to hire a distinguished researcher in infectious diseases, Robert Chanock of the National Institutes of Health. Chanock had been proposed as chairman of the microbiology department by a committee headed by Weller. But Chanock would come only if he were allowed to bring two tenured professors into the department with him and to add junior faculty later on. Because money was scarce, Hiatt suggested that the best way to accommodate Chanock would be to combine tropical public health and microbiology and put Chanock in charge of both. This would give him endowed funds and space that he could not have obtained quickly by any other means.

Weller was offered a distinguished professorship in tropical public health and a suitable salary if he would surrender his department. He would not cooperate. He felt that Hiatt was trying to bribe him, and said so. According to one witness, the meeting ended in a blaze of epithets, shouting, and table-pounding.

The Farmer Paper

Meanwhile, the associate deans were still working on the proposal for reorganizing the school. Hiatt asked his associate dean for administration, Michael Farmer, to write up a paper and prepare to give it to the faculty, with or without the blessing of the other deans. It was scheduled to be discussed at a retreat on 7 June. Farmer wrote the paper, but McMahon refused to endorse it, arguing that it was slick, superficial, and unduly harsh on the school and on the people whom it proposed to reorganize. For the second time in a week Hiatt forced the issue, distributing the paper over McMahon's protest. McMahon then quit his administrative post, having served only 1 year. His resignation was announced at the faculty retreat on 7 June. In his letter of resignation, McMahon cited the decision to pass out the paper as one reason for leaving and the rough handling of Weller as another. "Good God," one professor said the other day, "Weller is our only Nobel winner!"



Derek Bok

The retreat served not to win faculty support, but to fire up gossip and intrigue. Farmer and his document were much ridiculed, and the faculty produced no plan of its own. The dean left for vacation, and while he was gone, half the faculty wrote to Bok asking that he be fired. On his return, Hiatt made peace with Weller's department by promising not to merge it with microbiology—at least not before 1981, when Weller is expected to retire as chairman. Since the summer, all plans for reorganization have been put in abeyance.

The story seems to contradict the charge that Hiatt is obsessed with policy and management courses and that he is not trying to bring first-class research scientists to the school. Chanock is one of several examples. Another is the recent appointment of Armen Tashjian, formerly a professor of pharmacology at Harvard School of Dental Medicine, now in charge of toxicology at the public health school. A third is Elkan Blout, professor of biological chemistry at the Harvard Medical School, who reportedly has agreed to serve as dean for academic affairs under Hiatt.

Yet the story confirms that Hiatt has trouble managing academic politics, which—after all—is a large part of his job. "He's an intellectual snob," said a colleague not involved in the fight. "He knows who's smart and who isn't, and worst of all, he lets people know how he has judged them." So far he has been unable to raise the support in his own community that he needs to bring about the painful changes he has in mind.

Apart from politics, the underlying problem that haunts the Hiatt administration is lack of money. Since 1955, according to Michael Farmer, the school has known that its finances were weak. It has the lowest share of income from endowment of any school at the university, about 9 percent. Although the budget has increased more than tenfold since 1956, nearly all the growth has been financed by government grants. It is the most government-dependent faculty at Harvard, making it particularly vulnerable to changes in political winds.

Hiatt and Farmer decided that they could not add any new tenured positions without first increasing the endowment. Yet at the same time, they wanted to install some new professors and new courses with sound financial support. Because Hiatt has not brought in new endowment funds, the school has been operating under a no-growth constraint. It is a situation in which every department's gain is another's loss, provoking the sort of quarrels the school has experienced in the last year. The situation is made worse by the fact that several departments have large, independent endowments which the dean cannot touch. Half the school's teaching budget comes from these faculty-controlled funds, which helps explain why the faculty engages in such hard politics. As one department head put it, "All of Hiatt's innovations have been tacked onto the outside of the school." Hiatt's answer is that he will soon secure the funds to establish some of his programs on a permanent basis.

Hiatt and Farmer are just now trying to grapple with the problem of fund raising. They are wondering, for example, how to approach corporations for gifts when it is plain that one of the chief activities of the school Hiatt envisions would be to identify poisons in the environment. Nevertheless, Hiatt must begin to raise capital soon, not just to put his own projects on a firm footing, but to keep the school afloat.

The tragic element is that unless Hiatt and the faculty set aside their quarrel—and there are some who clearly will not—they will make it very hard to attract donors. Already Hiatt is in trouble with the alumni. The president of the alumni association, Paul Torrens, wrote to Bok on 27 September to protest the decision to keep Hiatt. More ominously, he warned that a movement is afoot among the alumni to resist and even break any endowment drive with Hiatt at its head. Meanwhile, Hiatt is off on a compaign to meet with alumni and overcome his organized detractors. His future may depend on the outcome.—ELIOT MARSHALL