

The sale apparently caught Ohio State officials by surprise and a hue and cry ensued when the new owners said they wanted the telescope dismantled and removed to expand a golf course (*Science*, 18 February 1983, p. 821). A committee, headed by local businessman George Foster, was organized to help preserve the telescope and gained a reprieve by negotiating short-term leases.

According to Larry Thompson, an assistant to Ohio State president Edward Jennings, the university decided to step in with an offer to buy the land when Foster's committee failed to reach agreement with the new owners on a more permanent solution. The university is offering to buy 24 acres—about 10 percent of the total tract sold by Ohio Wesleyan—that includes the telescope and a buffer zone around it. The university is willing to let the new owners use 14 of those acres to expand their golf course.

Thompson says he anticipates that the offer will be accepted.

—COLIN NORMAN

Leadership Suffering on Many College Campuses

"If any man wishes to be humbled and mortified, let him become President of Harvard College." The death-bed sentiment of Edward Holyoke, eleventh president of Harvard, is shared by all too many college presidents today, according to a new report directed by former University of California president Clark Kerr.

Over the past 20 years the groves of academe have turned into thickets for college and university presidents, who have to deal with increasing bureaucratization, government intrusion, faculty unionization, student participation in decision-making, and constant fund raising. Presidents no longer preside over relatively homogeneous and autonomous communities but fractionated ones where their power and prestige have sharply declined.

"Our colleges and universities are in desperate need of leadership," says the report, entitled *Presidents make a Difference*, which was sponsored by the Association of Governing Boards of Universities and Colleges.

But the job has been getting less

attractive as presidents devote ever more time to politics and money matters at the expense of substantive academic questions and long-term planning. The demands of the job put stress on family life, particularly on spouses who resist traditional presidential spouse roles. The job is a lonely one. "Many presidents are, and even must be, stoics," says the report.

The Commission on Strengthening Presidential Leadership interviewed almost 900 persons, mostly current and former presidents and spouses, for the study. Generally, the happiest with their jobs were the presidents of 4-year (as opposed to 2-year) institutions; private ones, religiously oriented ones, and ones that were academically elite.

About half were satisfied with their jobs, and one-fourth were dissatisfied—"some even in despair." Up to one-third were contemplating leaving during any given 2-year period, which matches the annual 15 percent turnover rate.

Search boards are reporting discouraging numbers of refusals of presidencies by competent people, many of whom are electing to deploy their skills in private industry. Few of the available presidential candidates are fully qualified.

The commission claims, however, that these unfortunate circumstances can be turned around, and most of the report is given over to advice to schools on procedures and organizational changes to make the job more attractive and effective. For example, it says the president should be a member of the board and should be chief academic officer in fact as well as name. The president should not have primary responsibility for functions outside his or her expertise, such as negotiating with the faculty union.

The commission warns that the practice of formal presidential reviews, which became common in the late 1960's, should be used sparingly as they may inhibit flexibility of action, be invasive, and unnecessarily catalyze political opposition.

If the report is any evidence, the treatment of presidents has gotten increasingly uncivilized. Colleges and universities "must demonstrate that they can treat their leaders humanely and respectfully," it says. It offers guidance on how to be tactful in a presidential search and supportive in

the facilitation of presidential arrivals and exits.

The report also has advice for state and local governments, which have authority over half the country's campuses. It says, among other things, that they should allow the schools more control over their money by abandoning line-item budgeting, and should eliminate sunshine laws which make it difficult to get and keep good presidents.

The final chapter of the report contains some guidelines for picking a president—is this an individual, for example, "willing to live in the midst of ambiguity and conflict?" And, a "very basic rule: Individuals who believe they absolutely must be university presidents probably should not hold that position. . . ."

—CONSTANCE HOLDEN

Comings and Goings

Edward N. Brandt, the top health official in the Department of Health and Human Services, has resigned, effective 31 December, to become chancellor of the University of Maryland at Baltimore. As assistant secretary for health, Brandt oversees the National Institutes of Health, the Food and Drug Administration, and the Centers for Disease Control.

Stanford University has a new dean of its school of medicine. He is **David Korn**, chairman of the Department of Pathology since 1968 and recently named chairman of the National Cancer Advisory Board. He succeeds Dominick Purpura, who resigned in June and subsequently became dean of the Albert Einstein College of Medicine.

Three more vacancies on the National Science Board have been filled by the Reagan Administration. The new members are **Simon Ramo**, co-founder and director of TRW, Inc., and a veteran of numerous government advisory committees; **June Lindstedt-Siva**, manager for environmental sciences at Atlantic Richfield Company; and **Annelise G. Anderson**, an economist and senior research fellow at the Hoover Institution, Stanford University. Both Ramo and Anderson worked on the Reagan-Bush transition team. There are five vacancies left on the board.