

bad name in public health circles. After eight men had been officially approached and turned the job down, according to one source who was active in the search, the administration reached into its own health department and elevated Saylor from his post as assistant chief of the division of research.

Though Saylor is less well known in the public health world than Breslow, he is considered a strong administrator. He served 21 years in the U.S. Army Medical Corps, including a stint as chief medical officer of the Eighth Army in Korea. He is also a Democrat, which takes some of the sting out of charges that Reagan is playing politics with public health. And, perhaps most important, he seems to have the confidence of both sides in the controversy.

Confidence, in many ways, is at the root of the conflict. The task force report, for example, is subject to more than one interpretation. Some observers point out that it contains statements stressing the need for "continuity of service" when changes are made. Others regard such statements as mere "lip service" thrown in to make a downgrading of public health programs more palatable.

Saylor himself believes the fight over the task force report is a "tempest in a teapot." He believes there is "no substantive disagreement" between the public health community and the Reagan administration. "If we could get people to stop shouting they'd realize they're in agreement," he says. Saylor assured *Science* that "public health in California

is not going to revert to some antedeluvian era. We're going to get a bigger bang for our buck, but we're not going to make cuts from the standpoint of reducing services. If we cut personnel, it will be because we are utilizing our resources more effectively."

Saylor's ability to carry out his pledge, and his success in retaining the confidence of the disputants, will determine whether the controversy dies down forever or blazes up anew. At this point it's not completely clear whether California's public health programs really are in mortal danger, or whether a nervous public health profession has feared the worst from a conservative administration and conjured up a lot of imaginary threats.

—PHILIP M. BOFFEY

## Making of a President: Stanford Students Decry Lack of Voice

Last spring, several hundred students at the University of Oregon occupied an administration building in pressing their demand for equal representation on the university's committee to select a new president. The sit-in ended after students were promised, if not an equal voice on the committee, at least a larger one than they had previously been offered. The Oregon incident and similar incidents at other institutions indicate that, in their demands for participation in university affairs, students are not going to overlook the important business of selecting a president.

In recent weeks some student leaders at Columbia have criticized the selection of Andrew W. Cordier, dean of the School of International Affairs, as Columbia's acting president, and have charged the university trustees with failure to consult the student body on the appointment. And, at Stanford, the head of the student body and the editor of the *Stanford Daily* have attacked the recent action of the Stanford trustees in choosing a successor to President J. E. Wallace Sterling, who has retired, without giving students a part in the selection process. The new president is Kenneth S. Pitzer, a distinguished chemist, member of the

National Academy of Sciences, and member of the President's Science Advisory Committee. Although he now seems to have dropped the idea, Denis Hayes, president of the student body, reacted initially to the appointment by saying that a referendum would be held this fall in order that students and faculty might judge whether Pitzer was the man for the job.

The situation at Stanford is worth examining in greater detail, for it illustrates how, when a conflict develops between students and trustees over the process of presidential selection, a new president can be placed in an awkward position even before he takes office—and even though, from past performance, he might seem to merit student confidence. Pitzer, as president of Rice University at Houston, Texas, during the past 7 years, has built a record recently praised by two past presidents of the Rice student body. For example, he pushed through a charter change, over the opposition of some alumni, which allowed Rice to admit its first black students; he strengthened departments in the humanities and the social sciences; and he encouraged greater student participation in university affairs.

But when Pitzer's appointment to the

presidency of Stanford was announced on 19 August (he takes office 1 December), Hayes referred to him as an "unknown entity." "I am not impressed with his record at Rice on racial matters," Hayes said. "I am worried by his association with the Rand Corporation [Pitzer is a Rand trustee]; and I have doubts about his capacity to establish a much needed rapport with the student body." Daniel C. Snell, editor of the *Stanford Daily*, expressed similar doubts.

Following a recent meeting with Pitzer, Hayes spoke more sympathetically of the new president, praising him for candor and indicating that he had found Pitzer's views on university affairs closer to his own than he had expected. Nevertheless, Hayes says his feeling toward Pitzer remains "ambivalent." What may be more important, the fact that Pitzer was appointed without significant involvement by Hayes or other elected student leaders does nothing to strengthen the hand of responsible student government against those students who would get their way by disruptive tactics.

Hayes won election last May over Miss Vicky Drake, a topless dancer who ran on her measurements (38-22-36) and her appeal to those campus activists and others who think student government is not for real. In the same election, on referendum issues, students condemned campus sit-ins and other disruptive demonstrations, of which Stanford has had its share. Now, Hayes's failure to gain a significant voice for students in the selection of a new president may, in future elections, make the topless dancer (or her equivalent) look more attractive. And it

clearly means that, for much of the student body, Pitzer will be starting off in a defensive position and under pressure to prove himself.

Might it have been otherwise? President Sterling announced in March of last year that he planned to retire. Shortly thereafter, Stanford's board of trustees set up a five-member trustee search committee, chaired by Roger Lewis, head of the General Dynamics Corporation. The faculty—but not the student body—was invited to establish an advisory committee on presidential selection, and the faculty did so, electing seven persons to serve on the committee.

Over the next year this faculty group was to meet weekly on its own, and to meet at monthly intervals with the trustees' presidential search committee, with which it developed close relations. Though the faculty committee was labeled "advisory," it became clear after a time that whoever was chosen as the new president would be acceptable both to the trustees and to the faculty committee. But, under its mandate from the trustees, the faculty committee would not have felt at liberty to include students in its deliberations, even had it wished to.

In an interview with *Science*, W. Parmer Fuller, III, chairman of the board of trustees, observed that Stanford has many constituencies—faculty, alumni, students, parents, nonacademic employees, and the like—and that it would have been unwieldy to allow them all to take part in the selection process. Further, he indicated, the student constituency is transient, whereas the selection of a president is a matter of long-term consequences. Also, though he favors greater student participation in university affairs, Fuller questioned whether presidential selection is a matter in which students have much to contribute.

Another reason why the trustees felt students should be excluded from presidential selection was that they were concerned lest confidentiality be violated. Students contend, perhaps rightly, that they keep secrets as well as anyone, but more is involved than simply a fear of information leaks. There is also the fear that persons consulted about candidates may be less forthright if they know that students will be privy to their comments.

In the student view, all of these arguments are easily rebutted. Three of the 12 members of the University of Oregon presidential search committee are



Kenneth S. Pitzer

students, yet no problem of confidentiality has arisen, Hayes points out. And while Stanford has various constituencies, several of which had no part in the selection process, the student constituency is the one around which the university principally revolves—and students feel, understandably, that they are not a constituency to be left out. Though they may be transients, they feel they know the university and many of its problems as well as, or better than, trustees who visit the campus only periodically. And, says Hayes, in reviewing presidential candidates, "students would evidence a far greater concern than would faculty for the past relations of candidates to students: Is he authoritarian? Patronizing? Cognizant of the values of contemporary youth? Has he a strong record of 'grace under pressure'?"

Stanford students failed to press hard for a part in the presidential search while it was in its beginning stages, and this accounts partly for their later frustration. Although the student government president who was in office last fall took some interest in this problem, his efforts were not sustained; in fact, he resigned his office before mid-year. Hayes, on the other hand, took up the problem both with the trustees and with the faculty search committee immediately following his election in May.

In July, with the faculty committee's concurrence, Hayes set up a student committee on presidential selection. This group, which included two students who had been chosen as Stanford's most outstanding undergraduates, adopted a statement vowing to respect

the confidentiality of any information it received. Its first meeting with the faculty committee was on 14 August—5 days before the trustees announced Pitzer's selection. The students had in mind nearly a score of possible candidates, and included in this mixed bag were such names as those of Harvard economist John Kenneth Galbraith, Negro columnist Carl Rowan, John P. Miller (dean of the Yale Graduate School), and Harold Taylor (former president of Sarah Lawrence College). However, after learning that negotiations were on the point of being successfully concluded with a candidate whose identity was being withheld from them, the student committee dissolved itself.

Fuller, chairman of the trustees, now feels that, at the outset of the presidential search, his board should have encouraged the students to organize themselves for a systematic effort to suggest candidates. Had the students taken even this modest step at an early stage, a more meaningful student participation might later have evolved. If substantial student participation in the review of candidates had been allowed, this would have been unusual but not without precedent on the higher education scene. There is the example recently set by the University of California when a new chancellor for UCLA was to be selected. President Charles Hitch submitted a list of six candidates—prepared by a faculty committee—to a student committee, which ranked the candidates in order of preference. The Board of Regents later announced the selection of Charles Young, who, as vice chancellor, was well known to students and highly popular.

If, however, student advice is solicited in this manner but is then ignored, the possibility of trouble might be very real. In Hayes's view, the best solution is for trustees, faculty, and students all to sit on the same search committee. Under such circumstances, he says, there would be little chance of the student members, as a group, splitting with others on the committee. Better yet, Hayes says, the membership of the board of trustees itself should be drawn in part from the Stanford faculty and the student body.

As it stands, the board members, with few exceptions (such as John Gardner, former Secretary of Health, Education, and Welfare), come from that relatively narrow segment of American society comprised of leading industrialists, businessmen, and corporation law-

yers. Fuller, who is himself a prominent San Francisco businessman, is not unsympathetic to Hayes's views. "I think the time will come when the board will include members of the Stanford faculty and student body, preferably with the students serving in an ex-officio (and nonvoting) capacity," he says.

Traditionally, the appointment of a university president has been virtually the exclusive prerogative of the trustees, though they might entertain polite suggestions from the faculty. In recent years the faculty at some institutions has been given, or has demanded, a major voice in this matter. Now, in this era of campus activism and turbulence, the "legitimacy" of a presidential selection may, in the student view, depend on its having been made with student participation and agreement.

—LUTHER J. CARTER

## RECENT DEATHS

**Catherine G. Duncan**, 60; pathologist for the U.S. Forest Products Laboratory, Forest Service of the Department of Agriculture; 24 August.

**Jack C. Gilchrist**, 50; professor of psychology at the University of Wisconsin; 12 August.

**William V. Houston**, 68; honorary chancellor and former president of Rice University; 22 August.

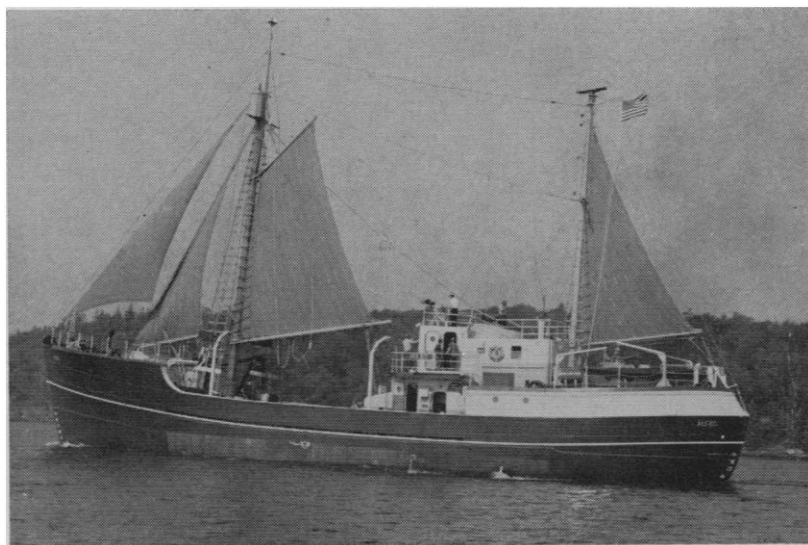
**Franc A. Landee**, 57; a research scientist for Dow Chemical Company and former chairman of the department of chemical engineering at the University of Southern California; 23 August.

**Frank D. Fackenthal**, 85; former provost and one-time acting president of Columbia University; 5 September.

## APPOINTMENTS

**Donald R. Chadwick**, director of the National Center for Chronic Diseases Control, to deputy director of the Division of Regional Medical Programs, HEW. . . . **Robert G. Sachs**, professor of physics at the University of Chicago, to director of the Enrico Fermi Institute at the university. . . . **Baruj Benacerraf**, professor of pathology at New York University School of Medicine, to chief of the laboratory of immunology at the National Institute of Allergy and Infectious Diseases, NIH. . . . **Robert A. Huggins**, director of Materials Sciences Center at Stanford University, to director of materials sciences office of the Advanced Research Project Agency of the Department of Defense. . . . **John R. Coash**, associate program director with the National Science Foundation, to dean of natural sciences at the new California State College. . . . **John P. Kempf**, clinical director of the Children's Psychiatric Hospital at the University of Michigan, to professor of psychiatry at Downstate Medical Center of the State University of New York, and director of the division of child and adolescent psychiatry at Kings County Hospital Center. . . . **William J. Rutter**, professor of biochemistry and genetics at the University of Washington, to chairman of the department of biochemistry at the University of California San Francisco Medical Center. . . . **Lloyd D. MacLean**, professor of surgery at McGill University, to chairman of the department of surgery at the university. . . . **Howard Green**, professor of pathology at New York University, to chairman of the new department of cell biology at the university. . . . **Evangelos T. Angelakos**, professor of physiology at Boston University School of Medicine, to chairman of the department of physiology and biophysics at Hahnemann Medical College and Hospital. . . . **Peter Oesper**, professor of biological chemistry at Hahnemann Medical College, to head of the chemistry department at St. Lawrence University. . . . **F. Marion Miller**, head of the department of pharmaceutical chemistry at the University of Maryland, to head of the department of chemistry, Northern Illinois University.

### NSF's Hero Is Antarctic Bound



The National Science Foundation's new wooden-hulled Antarctic-based research vessel, the *Hero*, soon will begin her first scientific cruise, which ultimately will take her to Antarctic waters in December.

The \$1-million 125-foot ship is named after the New England sealing vessel in which Nathaniel Palmer first sighted the Antarctic continent in 1820. The NSF boat, the first scientific research ship to be based in the Antarctic, will operate as part of the U.S. Antarctic Research Program from Palmer Station, a U.S. scientific outpost on Anvers Island off the Antarctic Peninsula.

Expected to sail some of the stormiest waters of the world, the *Hero* has timbers and a hull of white oak to give it strength and resiliency in Antarctic pack ice that can break steel hulls. Diesel engines supply the main power. Sails provide an auxiliary power supply and are also used to reduce roll and to permit silent ship operations when scientific research is being carried out.—M.M.

*Erratum:* The title on the cover of the 13 September 1968 issue should have read "Pacific Mackerel."

*Erratum:* In "Sakharov: Soviet physicist appeals for bold initiatives" (9 Aug. 1968) sentence 4, paragraph 3, page 558, "up to 100 Bev" should read "up to 1000 Bev."