

dorsements are purely advisory. Whether this central fact has been obscured intentionally or accidentally is not clear; nonetheless, the plain truth is that few people on the campus—including those closest to the reform processes—understand it. When it is understood, it is unlikely to be very popular. The Trustees, representatives of New York and national financial and business interests, do not rule Columbia in the preemptory fashion of the University of California's Regents, but they gained little from their sudden visibility during the crisis or from the radicals' well-publicized charges that they were manipulating the university on behalf of their own personal or class interests. Executive Committee chairman Michael Sovern believes that the Trustees have been responsive to campus needs and that they will go along with any reforms endorsed by a critical mass of the faculty. The underlying question—whether the Trustees will be viewed by the university community as having the legitimacy to legislate on its behalf—will not so easily be resolved.

As a consequence of the widespread uncertainty about what procedures will be followed, across a broad spectrum of campus opinion the hearings, referenda, elections, and other paraphernalia of reform seem little more than bread and circuses. Because they are sponsored by the Executive Committee, the committee has the aura of helping to perpetuate an illusion.

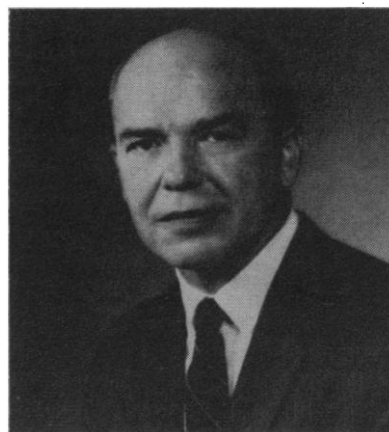
Outside the Executive Committee there are two groups of faculty deeply dissatisfied with what is going on. One faction is largely inchoate, but its feeling may be widely shared, particularly by older faculty. Its position rests on a fear of seeing political issues take root and divide the university. One spokesman for this position is Eugene Galanter, a professor of psychology whose research is supported by military agencies and who has been a particular target of student attacks. Galanter believes that the intellectual values of the university tradition are threatened by "politicization" and by the absorption of the faculty in the task of running things. He himself participated in one restructuring effort over the summer but believes the effort is essentially trivial, consisting of "providing checks and balances on the assumption no one trusts each other." The faculty "should be doing its own work," he commented to *Science* recently, "teaching and scholarship and research to the best of its

Hornig Will Join Eastman Kodak

Donald F. Hornig, President Johnson's special assistant for science and technology, will join Eastman Kodak Company in an "executive capacity" in early January and will also become a professor of chemistry at the University of Rochester.

At Kodak, according to Louis K. Eilers, company president, Hornig will have "broad responsibilities" for advising management on scientific developments, suggesting new areas for research, maintaining liaison with university and government groups, advising members of the various Kodak research laboratories, and working with the marketing and manufacturing divisions on long-term developments as they proceed from the laboratory to production stage. Hornig's salary or other compensation was not disclosed.

At the university, according to W. Allen Wallis, president, Hornig will conduct courses and seminars for graduate students in chemistry, will supervise doctoral dissertations, and will conduct independent research in physical chemistry.



Hornig, who comes from a primarily academic background, told *Science* that he has always been interested in industrial and technological development and that the opportunity in Rochester provides "as nice a fence-straddling [between industry and academe] as I could devise." He called his assignment at Kodak "rather broad-gauged and freewheeling."

Hornig has been a member of the President's Science Advisory Committee since 1960 and has been special assistant for science and technology since 1964.—P.M.B.

ability. We don't carry trash to the dump; we hire sanitation men. We don't carry guns; we hire cops. It should be the same with a university. If the government of a university isn't a trivial part of it, something is seriously wrong."

On the other side of the fence is a faculty faction somewhat more organized but about equally powerless, a collection of left-liberals (old and young) known as the Independent Faculty Group. The IFG is said to have about 200 adherents, though by no means that many activists. It includes such distinguished professors as Cyrus Levinthal (recently arrived from M.I.T. to head the biology department), F. W. Dupee (the critic), and Sidney Morgenbesser (philosophy), to name just a few. This group believes, in the words of one member, that "the university is already politicized but it is on a right-wing political course that should be altered." While the IFG has had little success as a group—it is too far to the left for the administration, too conserv-

ative for the students, and too unsure of itself internally—some of its members have been individually influential. Levinthal and arms-race critic Seymour Melman, for example, are members of a newly appointed committee whose function it is to supervise (and ultimately to end) secret research. Other members intervened during the summer when the administration began harassing SDS for its occupancy of a fraternity house to run a "Liberation School." Concerning the IFG, radical students are generally contemptuous, but its existence seems to be a comfort to the less disaffected students who still look to faculty for moral support.

The faculty as a whole is not particularly concerned about restructuring as an end in itself. Despite objective signs of decline in Columbia's institutional viability (as measured by the American Council on Education's 1966 ranking of graduate programs, by a relative decline in salary levels, and by some important resignations), the faculty who have stayed tend to regard Colum-