

MSU Faculty News

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Report says E.L. income tax inequitable

A study by the East Lansing city manager's office has shown that an income tax in East Lansing would be undesirable because it would not be equitable.

The study, conducted by former assistant city manager William Costick, was scheduled to be presented to the East Lansing City Council at its meeting last night (Monday).

For more than a year, the City Council has been considering adopting a 1 percent income tax, with a five mill reduction in the property tax. But

Mayor Gordon L. Thomas, a professor of communication, has said that if the income tax wouldn't be a more equitable form of taxation than the property tax, the council wouldn't be interested.

THE COSTICK study shows that the tax change would be beneficial to apartment owners, fraternities and sororities and commercial businesses, with the tax burden going to homeowners.

For example, 12 apartment

complexes which were studied would save some \$107,000 with the property tax reduction, but would pay only \$5,000 in income tax.

Business properties would pay the city income tax on the basis of their net profits. Because apartment owners can claim accelerated depreciation, five of the 12 complexes studied would show a negative taxable income, thus paying no tax. But they would still get a reduction in the property tax.

Renters in these dwellings would not necessarily benefit, since rent is determined on a supply and demand basis. So while renters would not benefit from a reduced property tax, they would be bearing about 19 percent of the income tax burden, or \$148,000.

Fraternities and sororities in East Lansing have a combined equalized property value of about \$4 million. The property tax reduction would mean a \$20,000 savings for them, but since they have no real income, they would pay no income tax.

Commercial establishments would also get a tax break, according to the city manager's study. Their total taxable

real estate valuation is about \$16 million, or 16.8 per cent of the city's taxable real estate. With a property tax reduction, these establishments would save \$84,970. But their income tax would be only about \$19,775, based on a projected 1970 income of \$77,549 in gross sales.

The burden, then, would fall on the residential property owners. Residential property accounts for 58 percent of the total taxable property in the city. A reduction in the property tax would mean about \$292,000 in savings for homeowners; but the income tax would add a \$533,000 obligation.

THE IDEA of an income tax in East Lansing is unique because it has been considered for equity, not because the city faces a financial crisis, which is the reason all other Michigan cities have adopted an income tax.

Milton Taylor, professor of economics and a public finance expert, says he generally favors an income tax, to ease the burden on the property tax,

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An 'aerial view' of MSU

MSU's program of Presidential Fellowships is believed to be the first of its kind in the nation. Patterned after the White House Fellows program and funded by a \$60,000 Rockefeller Foundation grant, the program is designed "to expand the nucleus of persons from MSU who have had practical experience with the administrative side of the University, while enabling Fellows to contribute their fresh perspectives during their period of service."

Fellowships are awarded for six - month periods, beginning last September and running to September 1972. The first group of Fellows, who will complete their work in March, are: Faculty member Ronald W. Richards, graduate student Dale Work, and undergraduates Terry Sullivan and Carl Taylor.

Their activities have been varied, from attending meetings and answering some of President Wharton's mail to individual projects relating to their interest areas.

Some say the program enables them to get an "aerial view" of the University; others express mixed reactions over the meetings and "busy work." And most reflect a new awareness of the president's role in a large university.

Some views and observations of the four Presidential Fellows are presented today on page 4.

Tenure change is suggested

A report from the International Projects Committee and a proposed change in tenure rules will be discussed by the Academic Council at 3:15 p.m. today in the Con Con Room of the International Center.

The proposed change in tenure rules, to be presented by the University Tenure Committee, would change the

probationary period of an associate professor's initial appointment from two to three years.

Rationale for the proposed change is to give departments more time to evaluate the performance of the professor.

An associate professor reappointed after the probationary period is granted tenure.

Committee suggests study of A-P classification system

A special committee of the MSU Administrative Professional Association has recommended that a study be made of the University's A - P classification system.

The recommendation came from the association's classification committee, which was formed several months ago to examine the feasibility of such a study. The committee also conducted a recent survey of A - P employees.

The committee recommended that a study of the classification system be done jointly by the A - P Association and the personnel office. And the

committee suggested that its own members be reappointed to work with the personnel office if a study is undertaken.

All recommendations will be considered by the A - P Association's executive board at its Feb. 10 meeting.

THE COMMITTEE'S chairman, J. Henry Backus, reported that more than 350 persons (out of some 520 A - P employees) responded to the recent questionnaire.

Backus, an employment specialist in the Personnel Center, gave these results of the survey:

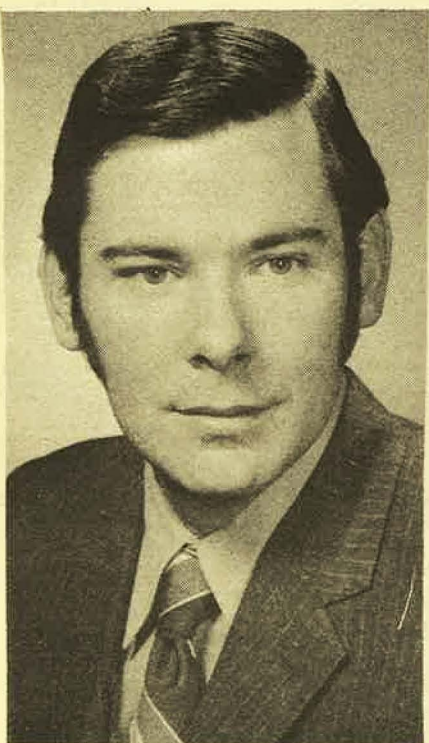
* Respondents in the lower A - P classifications (A - P 1 through 5) outnumbered those in the higher levels (A - P 6 through 10) by a more than 2 to 1 margin.

* A large number of respondents said they were satisfied with their present position titles. The greatest number (255 - 67) reported satisfaction in comparison with others in their department, and most (199 - 96) reported satisfaction in comparison with others in the University.

* By 2,1, the respondents said they felt their classification levels were adequate when compared with others in their departments. But when asked if their levels were adequate compared with others in the University, 132 said "yes," 145 said "no."

* A large majority (240 - 97) said their jobs had "accurate, up - to - date" descriptions, and about the same number (244 - 97) said they played a part in determining those descriptions.

(Continued on page 3)



DAVID BUTTERFIELD

Butterfield will become Faculty Club manager

The new manager of the MSU Faculty Club is David L. Butterfield, currently director of food services at Kellogg Center.

Butterfield, 31, will assume his new duties March 8.

He will succeed the club's first manager, Loyal J. H. Milligan, who has resigned to take a similar position with the Covenant Club in Chicago.

Butterfield is the fourth member of his family to serve the University. His grandfather, Kenyon L. Butterfield, was president of MSU from 1924 to 1928.

A 1962 graduate of the School of Hotel, Restaurant and Institutional Management, Butterfield was assistant manager of Win Schuler's Restaurants,

Inc., from 1963 to 1965 in Jackson and from 1962 to 1963 in Marshall.

He also worked summers and vacations at the Lake Placid (N.Y.) Club while he was a student.

He joined MSU in 1965 as a food supervisor in dormitories and food services, was named a food service manager in 1967 and became director of food services at Kellogg Center in 1969.

Rudman to speak

Herbert C. Rudman, professor of administration and higher education, will speak on "Urban Education" at today's noon luncheon at the Faculty Club.

Report details future of home economics

In 1902, Ellen H. Richards, a chemistry teacher from the Massachusetts Institute of Technology, led the movement to create a new field called "home economics." At the same time there was increasing interest in the American household, its economy, and home production of goods and services.

Since then, of course, societal and family concerns have changed. And so has the field of home economics.

Just what that field is today and where it is going are spelled out in a 100-page report just published at Michigan State. Titled "National Goals and Guidelines for Research in Home Economics," the publication sets forth the results of a year-long study sponsored by the Association of Administrators of Home Economics (AAHE).

THE REPORT is based on a 50-state effort involving more than 100 people and directed by MSU's Jean Schlater, professor of family ecology in the College of Human Ecology. Represented were 39 home economics schools, business and industry, social services, the federal government and the American Home Economics Association.

Mrs. Schlater said the report "represents the first time since the

founding of the field almost three-quarters of a century ago that the profession has undertaken a study of this scope and magnitude."

For years, she said, people outside the field have been asking: "What is home economics all about?" "What does it do?"

And within the field itself, administrators have been asking, "How can we make research in home economics more relevant to the present and future needs of people?"

Those questions are answered in the report, which also outlines five major research goals and future research needs, recommends foundations for achieving a dynamic research enterprise, and retraces the development and present status of research in home economics.

DURING ITS discussions, the national study group agreed that "the ultimate goal of research in home economics is to maximize the satisfaction and well-being of individuals and families through increasing knowledge and understanding of man and his immediate environment -- his physical, cultural and social milieu."

But the field continues to focus on the family, the report says, because: "Of all man's social institutions, the

family is the most enduring and sustaining."

BOTH CURRENT and future concerns are organized into 36 research problem areas relating to the five goals for research in home economics.

For example, listed under Goal 1 (improve the conditions contributing to man's psychological and social development) are eight research problem areas, each with a list of specific research questions.

"The influence of dietary intake on social and emotional behavior" is such a question area. Others include "the effects of role conflict on mental and physical health," and the "development of indices for evaluation and prediction of marital success."

These and other sample research questions suggest the extent to which home economics has changed in 75 years. Research needs embrace such areas as "the effects of esthetic deprivation upon man," "influence of clothing on the developing self-concept," and "the relationship between overcrowding in housing and physical and mental health."

MRS. SCHLATER pointed out that the number of scientist man-years

invested in home economics research is low in contrast to the total full-time staff involved in teaching and continuing education.

"Most administrators believe that they must assign a new and higher priority to research," she quoted.

"We have many million-dollar research problems in our field and many multimillion-dollar problems. There is death from malnutrition -- a killer that claims 10,000 lives every day, and these are not all in India.

"What is it worth to us and to society to make the kind of significant contribution we can make to improving man's quality of living, given the information research can provide?"

"If a high quality research program and a companion training program for future scientists seem expensive," said Mrs. Schlater, "all the cost can be repaid by just one major breakthrough."

— GAIL MORRIS



Tuesday, Feb. 2 — 8:30 p.m. (FM): The Boston Symphony performs "Festival Overture," Bach's Suite No. 2, Haydn's Trumpet Concerto, Vaughn Williams' Tuba Concerto, Stravinsky's "Le Sacre du Printemps."

Wednesday, Feb. 3 — 10:30 a.m. (AM): Artist-cartoonist Thomas Nast is the topic on "Radio Smithsonian." 11:30 p.m. (AM): "Bookbeat" features Lady Bird Johnson's "A White House Diary." 1 p.m. (AM): Film critic Pauline Kael talks with Bob Altman, director of "Brewster McCloud."

Thursday, Feb. 4 — 1 p.m. (AM): "Student Activism 'Around the World'" is a lecture by Darrell Holmes, president of the University of Northern Colorado.

Saturday, Feb. 6 — 1:30 p.m. (FM): "Carmen" by Bizet is performed on the Metropolitan Opera.



Friday, Feb. 5 — 7 p.m.: The problem of drug use in mid-Michigan is explored on "Assignment 10."

Saturday, Feb. 6 — 12 noon: Julia Child demonstrates the art of making a meat filling in a free-form pastry crust on "The French Chef." 12:30 p.m.: Comedian Socey Mitchell is host to The Sweet Inspirations and The Moments on "Soul!"

Sunday, Feb. 7 — 11:30 a.m.: "Plot Counterplot" is this week's episode on "The First Churchills." 1:30 p.m.: "The Great American Dream Machine." 4 p.m.: Clues to man's evolution are sought in a tropical Panamanian rain forest on "The World We Live In." 10 p.m.: Russian composer Dimitri Shostakovich is profiled on "Fanfare." 11 p.m.: "Joseph and Josephine" is a WMSB-produced drama starring Miriam Duckwall, Michael Oberfield and Bill Montgomery.

MISU Faculty News

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— Photo by Dick Wesley

Letter

The Senate is thanked

To the Editor:

The Coordinating Committee for Students in Academic Government wishes to express its appreciation to the faculty for the passage of the Taylor Report by the Academic Senate. We are certain that the passage of the report will lead to a new era of faculty-student cooperation in improving the academic community.

Frank Lerman
Coordinating Committee
for Students in Academic Government.

Names asked for dean search

The search and selection committee for dean of the College of Communication Arts is soliciting nominations for the position of dean from the University at large.

Nominations may be made to any member of the committee: Thomas Baldwin, television and radio department; Gordon Miracle, advertising department; John Murray, journalism school; William Rintelmann, audiology and speech sciences department; Patricia Walsh, audiology and speech sciences; Robert H. Davis, provost's office; Roger Tremblay, graduate student; Donald Ciliac, graduate student; Timothy Racine, junior; and Ilene Weinberger, sophomore.

Archaeology talk

Joe D. Seger, archaeological director of the Hebrew Union College Biblical and Archaeological School in Jerusalem, will give an illustrated lecture on "Cave 10A and Aegean Influences at Gezer" Thursday at 8 p.m. in the main gallery of Kresge Art Center. He will describe a rich late Bronze Age Tomb in Israel.

The prof: Time, toil and midnight oil

(Editor's Note: What are college professors made of? Bill Stokes, a staff writer for the Milwaukee Journal, tried to answer that question by examining faculty at the University of Wisconsin. The result is the following story reprinted from the Jan. 19 issue of the Milwaukee Journal. It is one in a series of "memos" he has directed toward John C. Weaver, the new president of Wisconsin.)

MADISON, Wis. — Memo No. 3 to University of Wisconsin President John C. Weaver:

Everyone knows that little girls are made of sugar and spice and everything nice. And little boys are made of snips and snails and puppydogs' tails. And now it can be added that a college professor is made of time and toil and midnight oil.

THE COLLECTION of several thousand professors on the University of Wisconsin campus is made up of members as varied as mothers-in-law — and we all know how different they can be. There are good ones and great ones and a few that are slightly daft.

You and your chancellors will need great patience and wisdom in dealing with them. But you know all of this, having been a professor yourself. We review them for our own benefit.

The academic staff of the university is divided into six main categories:

Tenure Academic — All professors and associate professors (plus any assistant professors and instructors with tenure at rank) qualify. Tenure is an appointment for an indefinite period. It is, according to the university, "the keystone of academic freedom." It provides for freedom of teaching and research and of extramural activities, and gives enough economic security to make the profession attractive.

A tenured professor, it is said, cannot be fired, but then it also says in the university bylaws that a tenure appointment can be terminated "only for adequate cause and after due notice and hearing."

In determining whether adequate cause for dismissal exists, the bylaws state, "The university's policy is that a member of the academic staff is entitled to enjoy and exercise all the rights of an American citizen as well as academic freedom as it is generally understood in the teaching profession."

So, trying to define tenure is like trying to pick up mercury, but if you are trying to build a thermometer, mercury is important. Tenure is likewise important in building a university. It is given to an individual after extensive review and evaluation by other faculty members who make a recommendation to the Board of Regents. And once earned, it protects the recipients from social lynch mobs and snipers who are sometimes offended by what professors do and say and write.

The Probationary Academic Staff — This includes all nontenured, full-time assistant professors and instructors. Appointments are made for a specific time during which faculty peers evaluate the performance and achievements of the individual. The probationary period cannot last more than seven years since university rules require that decision on whether to recommend tenure must be made prior to that time.

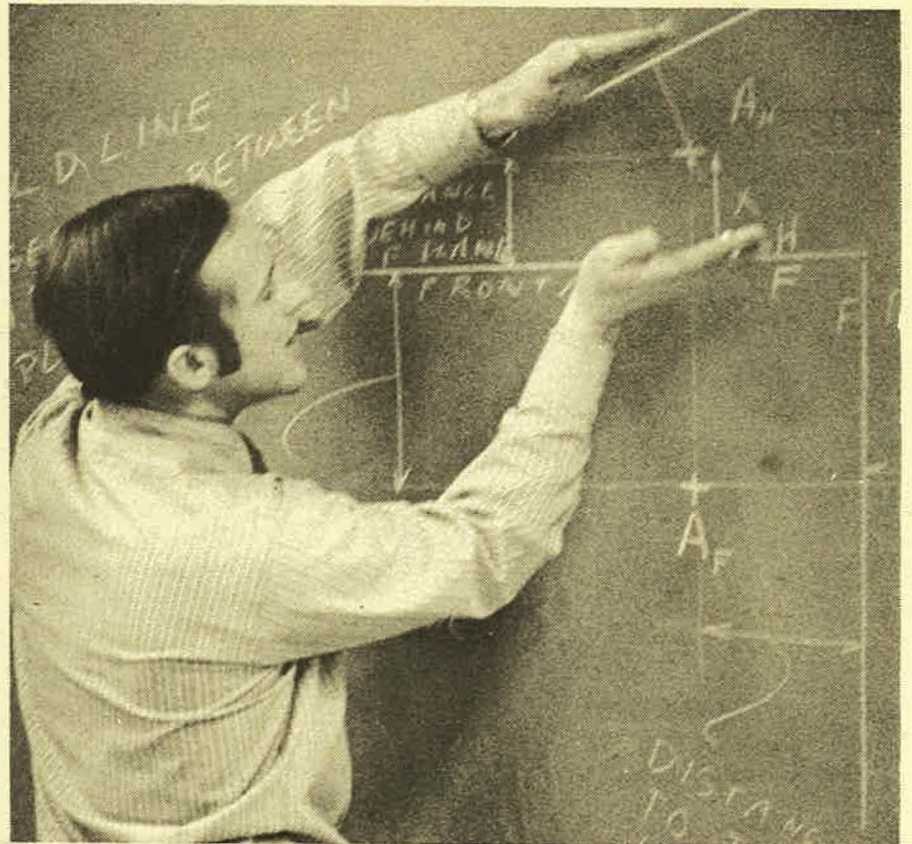
The Visiting and Clinical Academic Staff — This consists of visiting faculty from other institutions and clinical faculty in medicine and social welfare.

The Professional, Scientific and Specialist Academic Staff — This is a conglomeration of lecturers, part-time instructors, specialists, scientists, coordinators, counselors, consultants, interns, residents and postdoctoral people, among others.

The Administrative Academic Staff — This, of course, is your personal crew, President Weaver, all the vice presidents, associate and assistant vice presidents, chancellors, deans and their staffs.

The Graduate Student Academic Staff — This consists of teaching, project, program and research assistants.

SO THERE you have it: The academic staff, an incredibly heterogeneous assembly of people.



"A professor is a wonderful thing."

Under the current UW system, a professor in the middle of the pay scale receives \$18,927 for a nine-month academic year, an associate professor gets \$13,925, an assistant professor receives \$11,500, and an instructor is paid \$9,504.

UW, compared to other universities, particularly in the Big Ten, has been losing ground in the area of faculty pay, and now ranks near the bottom. The new university budget asks for a pay raise and fringe benefit package amounting to 8 percent in the coming fiscal year, and 7 percent the following year.

Every time the legislators ride into town to play the big poker game with the university and other state agencies at budget time, they point their purse-protecting pistols at the professors and say things like, "But surely, sir, you can't be serious about wanting this kind of money when you teach only six hours of classes each week."

The professors and the university budget people sigh, then break out the studies which show that a typical faculty member spends his time thus:

Teaching, advising students and preparation time — 24 hours.

Attending faculty meetings, preparing budgets, reviewing new programs, etc. — 7 hours.

Research and other scholarly activities — 18 hours.

Adult education and public service — 5 hours.

That's a total of 54 hours.

An administrator said:

"To say that a professor should be paid only for the time he spends before a class is like saying that a surgeon should be paid only according to the amount of time that he has a scalpel in his hand."

Or perhaps that a reporter should be paid only for his typing time, which as far as this memo is concerned, has been too long.

— BILL STOKES

(Reprinted with permission from the Milwaukee Journal)

City income tax not equitable . . .

(Concluded from page 1)

but in East Lansing, three necessary conditions for this do not exist.

Those three conditions are:

1 — A high rate of nonresidents deriving their income from the city. But in East Lansing, Taylor says, the nonresidents are primarily MSU students, faculty and staff, who for the most part derive their incomes from and utilize the services of the University rather than the city.

2 — An unequal distribution of incomes — the greater the disparity of income, the greater the redistributive effect of an income tax. But East

Lansing is a homogeneous community, Taylor says, with no "poor" sector.

3 — A large and profitable business tax base. But one of East Lansing's major businesses is apartment ownership, which would benefit from

the property tax reduction while picking up little of the income tax burden because of accelerated depreciation.

ABOUT 37.5 per cent of MSU's employees are residents of East Lansing,

according to a February, 1970 University payroll. These 3,434 persons would have been taxed 1 percent of their income for East Lansing; all other employees would have been taxed ½ of 1 percent.

A-P classification system . . .

(Concluded from page 1)

(The Personnel Center conducted a job description up-dating in November.)

* The respondents favored (by a 232 - 92 vote) a review of the A - P classification system. A total of 152 preferred to have the A - P Association and personnel office together make the review, 56 preferred to have an independent outside organization, 30 preferred the personnel office only, and 20 preferred the association only.

* Salary ranges were reported to be evenly distributed from the bottom to the top of A - P levels. The tally showed 102 salaries "near or at the bottom," 128 "near or at the middle," and 91 "near or at the top."

* Most respondents have been in their present classifications less than four years, and 124 reported they have been at their current level for a year or less.

* The respondents were divided on whether to expand the association's membership. A total of 180 favored accepting "non - A - P, highly skilled technical employees" into the A - P Association, and 139 opposed the idea. The vote was closer on accepting "non - A - P supervisory employees" into the association: 174 said "yes," 145 "no."

* A majority (173) rejected the idea of a single classification system, and 128 favored it.

* Most of the respondents (229) said they are members of the A - P Association.

William D. Kenney, president of the association and an assistant director of financial aids, said that the survey data will be put on punched cards to allow for further analysis.

English lecture

Prof. Phillip Harth of the University of Wisconsin will discuss his approach to the study of 18th century English literature in a lecture Thursday at 8 p.m. in the Green Room of the Union Building. He is the author of "Swift and Anglican Rationalism" and "Contexts of Dryden's Thought."

Keypunch offers good turnaround

The Computer Laboratory Keypunching Service (Room 504, Computer Center) is currently able to provide excellent turnaround on keypunching and/or verifying jobs. Information is available by calling 355-5005.

Presidential Fellows evaluate their roles

Carl Taylor

Carl Taylor, a senior in multidisciplinary social science, will say that his experience as a Presidential Fellow has been a good one: He has learned about the procedures behind the budget, why it gets cut; he has "been digging how they (people 'at the top') think;" he's seen "the real task of a university president . . . which is a lot tougher than people think," and working with a faculty Presidential Fellow has erased his "stereotype of Ph.d's and students."

But he will also say that he is "down on the program" in some ways.

Part of that is the problem of being in the first group of Presidential Fellows in a new program, he says. But it is partly



his own perspectives, from his own background.

Why become a Presidential Fellow? Taylor says that the central administration is viewed as a sort of Mount Olympus, and he thought the Fellowship program was "a channel for changing it," and he still thinks so.

"Whenever I get the opportunity to speak my piece, I will," he says, but he is also aware that "if you don't dance to the music, you're not going to be around."

"I can relate to it as a healthy experience," Taylor says, "or I can really question everything I look at."

He has been assigned to presidential assistant Nolen Ellison because of his interest in working with minority students.

He says he runs into black freshmen who don't know what to do, so he talks with them, with their instructors. "I see myself again, and I don't wish that on anyone — the problems I had when I first got here."

He hopes to get into developmental programs in the future. He says he likes the flexibility of the Fellowship program — "of being able to roam or rove" — so that he can fulfill certain tasks (answering correspondence, working with the Presidential Forum television program and still pursue his interest in minority students.)

"I've learned a lot on my own," he says, such as "how the administration is affected by or related to all branches of University life, the need for interlinking a line of understanding. If you have a complex—I'm up here on Mount Olympus, greater than thou—it's quite defeating to the goal of the University. I get the feeling that some do lean on the crutch of their titles."

But he says he did find some people in the central administration who "dropped all the titles . . . and said let's just rap."

"It'll be interesting to see if I change..."



Ron Richards

Ronald W. Richards, assistant professor of medical education research and development, says he applied for the Presidential Fellowship program for three reasons.

* He brought with him some administrative experience from his department and he thought the Fellowship program would provide the kind of information ("on who does what") that would be particularly valuable to him.

* Professional interest in developing instructional programs and improving teaching could be enhanced, he thought, through knowledge about University resources.

* And he is interested in opportunities for curricular change and in the president's impact on education.

Richard's major involvement as a Fellow has been with the provost, he says, where he is working on the problem of organizing instructional development to assist health science programs.

But he has also worked with presidential assistant Elliott G. Ballard in "looking at the politics of a budget."

Some time is also spent in drafting correspondence for the president — which has been valuable, Richards says, because of the variety of problems and because of the contact with people. He is "getting a perspective on their administrative style."

And he has been "pulling together ideas" for experiments in undergraduate programs.

Richards says that while he has been selective in his contacts with those in the central administration (because of his interests), he has found people there to be supportive. The president, he says, has been responsive, open and willing to share ideas.

Richards views an administrator's function as leading and maintaining the organization — to gather, organize, prod, stimulate the people responsible to him.

"There are many ways to do that — some more effective than others."

The differences in approach interest him, he says.

To improve instruction, for instance, faculty could look at what teaching is all about, but they are trained in their disciplines and spend little time on skills, Richards says.

The administrative style, however, would be a "question of bringing together resources."

Because of the disciplinary training of faculty, they are neither ready nor equipped to look at the broader issue of undergraduate education, Richards says.

Dale Work

Dale Work, a doctoral candidate in chemistry, says he has been engaged in pure research with no classes and little

supervision, so the flexibility in the Fellowship program is not entirely new to him.

He views the program as a transition between his scientific discipline to the administrative area, since he may become a central administrator.

Work is informally assigned to the provost, and has been working on a study of graduate assistant promotion procedures.

Though he has a project, as all the Presidential Fellows do, Work considers it a "low priority activity." What is important, he says, is to get maximum exposure to the people and the functioning at the central administration level.

The value in the program, Work says, is "just being here, taking to people about anything I can learn from them."

So he has tried to make appointments with various administrators — the budget director, the provost, the admission commission staff director, the dean of graduate studies — to ask them what they do and what they think they should be doing.

Work critically evaluates his experiences as a Presidential Fellow, and has even drawn up his own list of the program's strong and weak points.

The strengths, he says, include: The location (the Fellows share an office in the Hannah Administration Building, just down the hall from all of the central administrators); the opportunity to attend meetings; access to confidential information (from some of the persons he's dealt with, he says); the close view of the scope of responsibility of central administration (seeing how many facets of the University operations are treated, from legal matters to correspondence); and an opportunity to view things so he can decide which techniques he "will be certain to include and not include" as a future administrator.

The weaknesses (not complaints about the program, he says, but things that have kept him from learning as much as he wanted to) include: Physical isolation from the source of most action; the "failure of others to actively solicit our ideas;" the "ease with which the Fellows are informationally isolated" — that is, Work says, the Fellows are not informed when problems arise so they don't know what they might want to get involved with; and the problem of being in the first group of Fellows when organizational matters have to be ironed out.

Even though the experience was at times frustrating, Work says, it has also been beneficial, since he started from "zero base" of knowledge about administrative functions. He says he's learned a lot, but thinks the administration is capable of teaching more.



Terry Sullivan

Terry Sullivan says her evaluation of the Presidential Fellows program will have to wait — "I'm learning more about my own response to a job like this."

The other participants see the program as a fellowship, but she views her position as a job "with aspects of an educational experience."

She cites the "free rein," the unstructured nature of the Fellowship, a need for "a great deal of self-discipline and self-actualizing."

Miss Sullivan has been assigned to Robert Perrin, vice president for university relations, and has been concerned with internal communication. Her main project has been to draft a 50-page booklet aimed at students which discusses "partly organization, partly decision-making, and clever ways of getting around red tape."

But she has also worked with the Campus Opinion Poll Committee, doing staff work, and doing research on student housing options, drafting proposals relating to the admissions commission, and doing staff work regarding a new speakers policy.

The Fellowship has a reflective component as well as an active one, she says. Fellows' office debates are "of a more philosophical nature."

She cites a "general knowledge function" — the need to know what is going on at the University in order to function. "I'm distressed at how much administrators rely on the State News for information," she says.

She also mentions the opportunity to view how different faculty personalities react, how blocks or groups interact, and the "educational theories being bantered about."

While she sees understanding influences and committee workings as an important part of the Fellowship's reflective function, Miss Sullivan says that the "only pressure group I've not had a chance to learn about is the faculty," which is, she says, a politically sensitive area, as she learned as a student representative to the Academic Council.

When her Fellowship ends in March, Miss Sullivan plans to attend graduate school at the University of Chicago, aiming for a doctorate in sociology. She says she wants to teach: "I think a good teacher almost has to be a good administrator," to teach what one wants, to understand financing, to know the relations of research.

"I see no point in working for an institution I don't understand."

"There's so much you can do if you are a good administrator — and that doesn't mean status quo, maintaining an efficient bureaucracy . . ."

— BEVERLY TWITCHELL