

AMERICAN ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE

Science serves its readers as a forum for the presentation and discussion of important issues related to the advancement of science, including the presentation of minority or conflicting points of view, rather than by publishing only material on which a consensus has been reached. Accordingly, all articles published in *Science*—including editorials, news and comment, and book reviews—are signed and reflect the individual views of the authors and not official points of view adopted by the AAAS or the institutions with which the authors are affiliated.

Editorial Board

1971

THOMAS EISNER	NEAL MILLER
AMITAI ETZIONI	BRUCE MURRAY
EMIL HAURY	JOHN R. PIERCE
DANIEL KOSHLAND, JR.	MAXINE SINGER

1972

ALFRED BROWN	FRANK PRESS
JAMES F. CROW	FRANK W. PUTNAM
THOMAS KUHN	WALTER O. ROBERTS
ELLIOTT W. MONTELL	

Editorial Staff

Editor

PHILIP H. ABELSON

<i>Publisher</i>	<i>Business Manager</i>
WILLIAM BEVAN	HANS NUSSBAUM

Managing Editor: ROBERT V. ORMES

Assistant Editors: ELLEN E. MURPHY, JOHN E. RINGLE

Assistant to the Editor: NANCY TEIMOURIAN

News and Comment: JOHN WALSH, PHILIP M. BOFFEY, ROBERT J. BAZELL, DEBORAH SHAPLEY, ROBERT GILLETTE, CONSTANCE HOLDEN, SCHERRAINE MACK

Research Topics: ALLEN L. HAMMOND

Book Reviews: SYLVIA EBERHART, KATHERINE LIVINGSTON, MARLENE GLASER

Cover Editor: GRAYCE FINGER

Editorial Assistants: MARGARET ALLEN, ISABELLA BOULDIN, BLAIR BURNS, ELEANORE BUTZ, RONNA CLINE, BARBARA GUARIN, CORRINE HARRIS, OLIVER HEATWOLE, ANNE HOLDSWORTH, ELEANOR JOHNSON, MARSHALL KATHAN, MARGARET LLOYD, DANIEL RABOVSKY, PATRICIA ROWE, LEAH RYAN, LOIS SCHMITT, BARBARA SHEFFER, RICHARD SOMMER, YA LI SWIGART, ALICE THEILE, MARIE WEBNER

Membership Recruitment: LEONARD WRAY; *Subscriptions*: BETT SEEMUND; *Addressing*: THOMAS BAZAN

Advertising Staff

<i>Director</i>	<i>Production Manager</i>
EARL J. SCHERAGO	BONNIE SEMEL

Advertising Sales Manager: RICHARD L. CHARLES

Sales: NEW YORK, N.Y. 10036: Herbert L. Burkland, 11 W. 42 St. (212-PE-6-1858); SCOTCH PLAINS, N.J. 07076: C. Richard Callis, 12 Unami Lane (201-889-4873); MEDFIELD, MASS. 02052: Richard M. Ezequille, 4 Rolling Lane (617-444-1439); CHICAGO, ILL. 60611: John P. Cahill, Room 2107, 919 N. Michigan Ave. (312-DE-7-4973); BEVERLY HILLS, CALIF. 90211: Winn Nance, 111 N. La Cienega Blvd. (213-657-2772)

EDITORIAL CORRESPONDENCE: 1515 Massachusetts Ave., NW, Washington, D.C. 20005. Phones: (Area code 202) Central office: 467-4350; Book Reviews: 467-4367; Business Office: 467-4411; Circulation: 467-4417; Guide to Scientific Instruments: 467-4480; News and Comment: 467-4430; Reprints and Permissions: 467-4483; Research Topics: 467-4455; Reviewing: 467-4440. Cable: Advancesci, Washington. Copies of "Instructions for Contributors" can be obtained from the editorial office. See also page xv, *Science*, 26 March 1971. ADVERTISING CORRESPONDENCE: Room 1740, 11 W. 42 St., New York, N.Y. 10036. Phone: 212-PE-6-1858.

On the Art of University Pruning

The present financial drought and the resulting need to cut back the activities of many universities *could* serve to saw off deadwood and to enhance the vitality, indeed quality, of the main plant in preparation, one would hope, for a new period of growth. As fond as one may be of rapid branching out and abundant blossoming, one must admit that the spring of the 1950's and 1960's fostered some rather wild, often unplanned offshoots, occasionally of poor quality. A pause in growth, if it does not last too long and does not cut too deep, could provide the needed time and incentive for review, for selective cutbacks, for consolidation, and for planning of future growth.

Unfortunately, most universities show little evidence of having mastered the difficult art of selective university pruning. Across-the-board cutbacks (for instance, budgets lower by 5 percent for all departments and schools), or a university-wide "freeze" on hiring or on raises, are the common pattern. Typically, a recent intrauniversity memo reads: "There has been considerable variability among the several schools of the University in increases in faculty salaries in relatively recent years. Obviously equity requires that those schools in which recent salary increases have been small be offered a larger option of increasing salaries than schools with the reverse history." Equity among divisions whose relevance to the university's main missions varies a great deal is the opposite of selective pruning.

Here and there half-hearted attempts at selective pruning are made; the budget of some divisions is not reduced, while everybody else is forced to give up 5 percent. However, only a few universities choose to *close* some divisions, which are not essential to their enterprise, and to *increase* the budget of others—or to rank their departments, promoting the fields in which the university may make a major contribution and achieve distinction, and neglecting the departments that seem unpromising or "hopeless."

Since pruning requires so much more leadership from university presidents, and an ability to mobilize consensus from the university community than across-the-board cuts, one ought not to be surprised that pruning is rarely practiced, but that it is practiced at all. Many universities now hit financially are just outgrowing a different sort of crisis, that of radical confrontations. The last crisis left in its wake a strong preference for "political" university presidents, who can deal with radical students, liberal faculties, and conservative trustees, with one goal in mind—to keep the university open without turning it into a garrison state. The president's highly "political" style seems to be particularly ill-suited for the strong leadership that pruning requires. In many universities, therefore, it is the faculties and the trustees who must find it in their hearts to demand that the pruning knife be wielded not with an eye to keeping everyone equally happy (or, more precisely, equally unhappy) but with an eye to the shaping of a greater university. —AMITAI ETZIONI, *Chairman, Department of Sociology at Columbia University, and Director, Center for Policy Research*