This May, for the first time, the University's graduates adjourned from Commencement on the Quadrangle to receive diplomas at ceremonies and receptions at their various schools. Above, Bernard Gerdelman receives his diploma from Law Dean Edward T. Foote. For more on law graduates, see p. 22.
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The pollution team strolls up the lane after a softball game. Left to right are Cliff Ridenour, animal technician; Chusak Tansuwan, research assistant, electrical engineering; Diane Foplowski, research secretary; Mary Donohue, animal technician; Sandy Vocelka, research assistant, pathology; John Hancock, animal technician; Hoshang Pestonji, engineering technician; Phyllis Hartroft; and Marie Greider.

In front of bunker and mobile instrument enclosure at the University's Tyson Research Center are left to right, front row, Wally, a friendly shepherd; Marie Greider, Duchess, another friend; Dorothy Feir, and Charles Kuhn, III; and, back row, Chusak Tansuwan, Sandy Vocelka, Phyllis Hartroft, Richard A. Gardner, and Robert O. Gregory.
Pastoral Pathologist

By DOROTHY BROCKHOFF

Dr. Phyllis Hartroft is an experimental pathologist at Washington University’s School of Medicine. During the past several decades, she has earned a distinguished reputation for her research on the relationship between the kidney and hypertension. Currently, she serves as the principal investigator at the University’s Tyson Research Center of a pollution study which is believed to be unique in this country.

Phyllis Hartroft is probably the only experimental pathologist in the country who spends the greater part of her time pursuing research in the middle of a rural, sylvan 2000-acre ecological preserve. Unlike some of the other scientists who use this vast, unspoiled retreat which is Washington University’s Tyson Research Center as one huge, out-of-doors laboratory, Dr. Hartroft, assisted by a team of able collaborators and assistants, carries out her investigative work in a complex of squat structures. These include two mobile trailers and a bunker, one of fifty-two tunneled into the steep hills of Tyson when it was a government ammunition storage depot during World War II.

Here, she directs a million-dollar project, funded by the National Institute of Environmental Health Sciences, which is believed to be the only one of its kind in the United States. Entitled “Environmental Quality: Effects on Disease and Processes,” this research program is focused on investigating and determining what happens to animals when they are exposed to continuous air pollution for extended periods of time. The primary objective is to investigate effects of air pollution on those suffering from respiratory and cardiovascular diseases, although any adverse effects on healthy animals are also being studied since normal controls are maintained for each animal model of disease.

The project is predicated on the rationale that while there is little available evidence that air pollution per se produces disease, there are many indications that air pollution can aggravate symptoms of pre-existing disease which sometimes then prove fatal. Human beings with cardiovascular or respiratory disease appear to be particularly vulnerable to air pollution. Many of them died during the air pollution disaster in Donora, Pennsylvania, in 1948 and in the smothering smog which shrouded London four years later. Hence, Dr. Hartroft proposed to develop and study experimental animal models for susceptible human populations. Previously, most observations of the effects of air pollution were made with individual pollutants and on healthy animals.

As principal investigator of this enormously complicated effort at Tyson, Dr. Hartroft, an associate professor of pathology at the Washington University School of Medicine, has come full circle. For ironically, her first job as a technician (a summer stint between semesters at the University of Michigan) involved making chemical analyses of fallout from air pollution samples collected by a Detroit utility, the Edison Company.

Returning in 1949 to the Ann Arbor institution to complete her senior year, Dr. Hartroft switched her attention to physiology and inspired by her mentor, Dr. David Bohr, became absorbed in the subject of hypertension. At the University of Toronto, where she enrolled the following year to study for her Ph.D. in physiology, Dr. Hartroft continued her studies under the tutelage of W. Stanley Hartroft, who later became her husband and for a period (1954-1961) chairman of the Department of Pathology at Washington University.

His specialty at the time that Phyllis Hartroft was a graduate student at Toronto was the kidney, one of several organs in the body which can, under certain conditions, cause hypertension. Through subsequent research, he became a respected authority on other cardiovascular diseases and on the development of cirrhosis in the liver. He and his wife published the first of numerous papers together in 1953, and Phyllis Hartroft credits him with having a profound influence on her career. The pair was later divorced, but Phyllis Hartroft con-
continued to pursue her investigations of the interrelationship between the kidney and what lay people call high blood pressure. This research has established her as one of the foremost experts on this subject.

Much of the work for which she is now acclaimed was done at Washington University between 1954-61 when she was a member of the medical school faculty for the first of two intervals. Subsequently, she was associated with the Research Institute of The Hospital for Sick Children in Toronto and then the Indiana University faculty. In 1966, she returned to continue her investigation.

Through this basic research, Dr. Phyllis Hartroft and her associates have contributed significantly to the medical profession's understanding of the structure and function of specific hormones in the kidney and adrenal glands. Knowledge derived from these investigations has had important clinical applications.

Since the early seventies, however, she has diverted her attention from this subject to the Tyson pollution project. In response to a suggestion from Dr. Paul E. Lacy, Mallinckrodt professor of pathology, that both postdoctoral students and faculty should become interested in the problems of environmental health, she came up with the idea for the Tyson pollution study. "To my knowledge what she proposed to do out there had never been done before anywhere. It sounds so simple, but enormous problems became apparent immediately," Dr. Lacy said with a wry smile.

One of the most formidable tasks of the project was to build an elaborate apparatus for simulating different levels of urban air pollution. Almost immediately, Dr. Hartroft enlisted the cooperation of the University's School of Engineering and Applied Science. Dr. Daniel K. Ai, professor of aerospace engineering at Washington University at the time and now scientific associate at the Alcoa Research Laboratories, became the first engineering coordinator of the project. When he resigned from the faculty in the summer of '72, Dr. Richard A. Gardner, associate professor of mechanical engineering, succeeded him.

"Our objective," Dr. Gardner explained recently, "was to design and fabricate a pollution generation system, and then to devise a monitoring system for the project." With these aims in mind, the engineering team set about to convert a semi-cylindrical bunker, about twenty-seven feet in diameter and eighty-one feet in length, into four chambers, each roughly the size of a living room—sixteen by seventeen and a half feet by seven feet tall.

The mixture of air pollutants in the first three chambers was the same, but the levels varied from emergency (Room One), to episodic (Room Two), to typical (Room Three). The fourth room contained clean air uncontaminated by any pollutants. The mix of pollutants was not easy to decide upon, but eventually six were selected. They are: sulfur dioxide, nitric oxide, nitrogen dioxide, carbon monoxide, hydrocarbons, and a particulate called ammonium sulfate. (A particulate is an extremely small solid or liquid particle in the air.) Little
is known about the health effects of particulate acid sulfates or about their control. It is believed, however, that a particulate, such as ammonium sulfate, not only has an adverse effect by itself, but becomes an even more potent irritant when it combines with other gas pollutants. (The latter action is called synergism). The system has been designed so that exhaust from the bunker chambers is relatively insignificant, and, therefore, does not contaminate the Tyson atmosphere.

It took some three years to set up this complicated system with its sophisticated equipment and maze of controls. Dr. Robert O. Gregory, professor of electrical engineering and now acting chairman of the Department of Electrical Engineering, together with some of his graduate students, fabricated the electronic instrumentation. Currently, the system, which operates seven days a week, twenty-four hours a day, is being improved with automated equipment designed by Chusak Tansuwan, a candidate for the doctoral degree in electrical engineering. Tansuwan, from Thailand, and a Pakistani colleague, Hoshang Pestonji, supervise all of the electrical controls at the Tyson project under the guidance of Professor Gregory.

During the long interval before the system became operable, Dr. Hartroft found herself enmeshed in a web of bureaucratic red tape that threatened to strangle the whole effort. Confronted with conflicting and confusing building codes, she somehow managed to resolve what seemed at the time like insuperable conflicts. Concluded Dr. Lacy admiringly: "If you had to think nationally or internationally of an individual who could do this job, I believe that Phyllis would come out as number one. She's a dedicated worker and a hard worker. Phyllis gets things done. If she can't find somebody to do it, she'll do it herself."

Marie Greider, another Washington University pathologist, who shares a rustic house south of Eureka and a menagerie of animals including three horses, three dogs, and a sociable goat with Dr. Hartroft, concurs. There are, by Dr. Greider's reckoning, four kinds of people—"lovers, dreamers, doers, and fools. Phyl's a doer, I'm a dreamer," Dr. Greider confided. She recalled that Dr. Hartroft installed a new pump after an hour's training at the local hardware store, and completely rewired their woodland hideaway. "Phyl can do anything with her hands," she observed.

"Anything" includes the delicate task of removing kidneys from dogs, a technique she learned from surgeons at the medical school. Dr. Hartroft, however, does not undertake such projects lightly. She is, and has long been, passionately concerned about the care and welfare of animals, particularly those involved in laboratory research. "In her deep heart, Phyl's a veterinarian," Dr. Greider emphasized. On several occasions, Dr. Hartroft considered enrolling in veterinary school, but was dissuaded.

Because, as Dr. Hartroft put it, she and Sandy (Sandra K. Vocelka), her research assistant and invaluable collaborator on the pollution project, share "a healthy respect for animals," they experience inner turmoil when their research "involves making animals sick." Currently, they are working with rats with cardiovascular disease (atherosclerosis, hypertension, and anemia), and hamsters with enzyme-induced emphysema, as well as with an equal number of normal animals. "When an experimental rat or hamster dies, we must also intentionally kill a healthy control animal in order to compare the remains of both animals," Dr. Hartroft explained. "This procedure bothers us a great deal," Dr. Hartroft stressed. "It has been an unresolved conflict throughout my career because I've worked with animals since the beginning."

Those who know Dr. Hartroft best are most aware of these deep-seated feelings. Says Dr. John M. Kissane, professor of pathology and her friend for some twenty years: "She's the best counter-argument I know to the antivivisectionist cult who characterize experimental scientists as butchers of animals who have no regard for living things. In point of fact, it is usually entirely the opposite."

Dr. Hartroft is most often characterized as "intense" and a "perfectionist." Carelessness and slipshod procedures arouse her wrath, particularly when they involve violations of safeguards designed to insure the validity of the experiments and the safety of team participants. At least two people are always on daytime duty, including weekends, so that a buddy system is
always operable. Those working on the project are also required to wear gas masks when they enter the chambers.

"After all," Dr. Hartroft observed, "you just never know what might go wrong. You have to remember that we are pumping bad gases in there."

The entire system is hooked up to an elaborate alarm apparatus designed by Tansuwann and other University engineers. When any of a variety of troubles, including power failure or low voltage occur, the mishap triggers a siren at Tyson, a signal at the company which monitors the system, and at night and on weekends an eerie-sounding alarm installed in Dr. Hartroft's bedroom.

In the early days of the experiment, both real and false alarms were frequent. Dr. Greider remembers scurrying out of bed when the alarm went off in the early hours of a spring morning, and rushing over to Tyson in Dr. Hartroft's four-wheel-drive truck to find an air conditioner frozen over. "Phyl managed to get it going again after working on it for two hours," Dr. Greider explained. The truck, like Levis and cowboy boots, are Hartroft trademarks at Tyson.

Some nineteen months ago, the first of the diseased rodents and their healthy counterparts were placed in the four chambers of the bunker, and observations about their reactions began to be recorded by sophisticated instrumentation. Painstaking analysis of the mass of data accumulated thus far seems to confirm what scientists have long suspected, but never before have been able to prove conclusively: normal animals can tolerate pollution, but diseased animals get sicker when exposed to continuous pollution. Results to date have confirmed that air pollution can cause premature death from complications of cardiovascular disease.

In hypertensive rats (eighteen weeks) and in rats fed a thrombogenic (high cholesterol, high fat) diet for sixteen weeks, mortality was directly related to the levels of air pollution. The statistics on the hypertensive rats were most impressive. Well over half the animals in Room One, where the pollution level is twenty-five times the typical level, died. Half of the rats in Room Two, where the pollution is five times that in the typical Room Three, expired. In Room Three itself, where the levels of pollution are considered low, almost half of the hypertensive rats died. Only one animal died in the clean room—an incidence to be expected since none of the animals were being treated for hypertensive disease. There was zero mortality among the healthy control rats.

The most startling result of this study is the sharp difference between the number of rats who died in Room Three (five out of twelve) as compared with Room Four (one out of eleven). Dr. Hartroft observed: "This disparity surprises me. If this trend continues, the results could be extremely important because the pollution level in Room Three is comparable to that found in a typical urban atmosphere and close to what the federal government's standards have equated as permissible."

Dr. Charles Kuhn III, associate professor of pathology and a co-principal investigator on the project, was quick to point out that these animals were all suffering from dangerous hypertension and not the type of high blood pressure that is readily brought under control by diet and mild medication. Continuing tests should provide answers to how rats with less severe hypertension and those on strong hypertension medication react to similar levels of pollution.

In the experiment on the rats fed the thrombogenic diet, death occurred earlier in the two most heavily polluted rooms. The statistics on mortality were: Room One, six out of ten; Room Two, six out of ten; Room Three, one out of ten, and Room Four, two out of ten.

"The significant observation here," Dr. Hartroft commented, "is the sharp difference between the high death rate in Room Two (the episodic level) as compared with the much lower rate in Room Three, the chamber with typical pollution levels.

The peculiar value of these pollution experiments is that unlike epidemiological studies, these can be meticulously controlled. Yet, even under these ideal experimental conditions, an unexpected variable can surface. The quality of the Tyson water has proved to be just such a factor. Early on in the experiment, many of the diseased animals began to develop kidney and bladder stones. Healthy rats experienced the same problem, but to a lesser degree. Analysis of the stones revealed a predominance of calcium, and analysis of the water at Tyson proved that it is extremely hard and high in calcium content. Future experiments contrasting animals on distilled water with those on Tyson water should reveal if the water is, indeed, responsible for the renal disease. Oddly enough, hard water may also be beneficial in the sense that it is associated with a lower incidence of cardiovascular mortality.

Surprisingly, air pollution has not affected mortality in rats with iron deficiency anemia, in hamsters with enzyme-induced emphysema, nor in normal control animals. But, other parameters (e.g. growth, hematology, organ weights, morphometry) indicate that air pollution causes more severe disease in those animals who have not yet developed fatal complications. Normal controls have been unaffected.
The anemic rats in the polluted chambers all grew much more slowly than their healthy neighbors in the same chambers. The iron-deficient rats in the most heavily polluted room had the worse growth rate. Measurements in this experiment showed that the controls, when exposed to pollution, all were able to respond by making more red blood cells to supply the extra oxygen they required. They apparently have an excellent compensatory mechanism. The iron-deficient rats on the other hand, during the period of most rapid growth experienced severe anemia. They became less anemic as they matured because they needed to make fewer red blood cells, and, consequently, could use their meager supply of iron to fight off the effects of anemia rather than expending nearly all of it on growth processes. There are other indications, however, that the anemic rats in the most heavily polluted rooms became the sickest. Additional experiments should provide more information about the relative severity of the anemia in the various groups of rats.

Histological measurements of the hamsters suffering from enzyme-induced emphysema will not be completed until later this summer by Dr. Kuhn, the specialist in this area, but preliminary results of the analyses of other data indicate tentatively that air pollution has an adverse effect on the development of emphysema. Calculations related to lung volume, hematocrits, growth, heart weight, and the ratio of right to left ventricle all seem to indicate that "under the influence of air pollution, emphysema can be induced with a lower dosage of the enzyme than when pollution is not present. We won't know until later," Dr. Hartroft added, "if the severity of the emphysema follows the same pattern, but we have reason to suspect it will."

There is no ready explanation of why the hamsters with severe emphysema did not die when exposed to heavy pollution. It may be because, the scientists reason, these hamsters suffer only from pure emphysema and not the aggravating complications of other diseases, such as chronic bronchitis, often associated with emphysema in humans.

As word of the Tyson pollution project spreads, it is expected that other researchers will want to use the system installed there. Dorothy Feir, professor of biology at St. Louis University, did precisely that last summer when she exposed milkweed bugs to the varying levels of pollution in the Tyson bunker. She found that a greater number of the insects died in the rooms with most pollution. Professor Feir observed that the bugs matured and died more quickly there. Recently, additional investigators from the University Medical Center have been studying the biochemical changes in the lungs of hamsters.

Dr. Hartroft has been invited to report on these first findings of the Tyson air pollution study project at an international conference on Environmental Sensing and Assessment in September. After that, with money provided by the National Institute of Environmental Health Sciences which recently funded the project for another three years, she plans to hire more personnel and gradually shift some of her administrative responsibilities to others. Then she expects to resume her kidney-hypertension research which ties in logically with her ongoing pollution studies.

Dr. Hartroft was the first to demonstrate that the enzyme renin, a key factor in regulating blood pressure and salt retention in the body, is produced in the granules of the juxtaglomerular or "JG" cells of the kidney. She and a gifted medical student, Robert Edelman, used a fluorescent antibody technique to prove this point. They produced antibodies to renin in Basenji dogs, and tagged them with a fluorescent dye. Then they looked at the antibodies under ultraviolet light through a microscope and noted that they hooked up specifically only with the renin in the granules of the "JG" cells. This interaction between the antibody and the antigen appeared as a yellow fluorescence in the microscopy studies.

Dr. Hartroft was also, according to her colleague, Dr. Kuhn, "among the first, if not the first, to realize that the "JG" cell is the principal control mechanism for that portion of the adrenal cortex which controls salt excretion." She based her conclusion on morphologic measurements rather than on direct measurements of the secretion rates of the hormones which immediately control salt. Consequently, according to Dr. Kuhn, "her terribly important observation was and is frequently overlooked."

Earlier, she and another co-worker, James A. Pitcock, M.D., who was then a resident in pathology, had been the first to demonstrate that there was a correlation between the number of granules in the "JG" cells and the amount of renin secreted there. A decrease in salt intake or an upsurge in salt loss can trigger an increase in renin. This action, in turn, can stimulate the adrenal cortex to secrete more of another hormone, aldosterone, which normally causes the kidney to retain salt. Under certain conditions, this delicate hormonal interrelationship in the kidneys and adrenal cortex can malfunction, causing an increase in blood pressure levels.

In helping to unravel the mysteries of this complicated interaction, Dr. Hartroft has made pioneering and significant contributions to medical science. More recently, she and another graduate student, Marshall Bischoff, investigated another hormone, renal erythropoietic factor (REF), which is also produced in the kidney, possibly in the same cells as renin. Its precise origins are still unknown, but it is recognized that this substance is responsible for stimulating new red blood cell production.

In analyzing Dr. Hartroft's success, Dr. Kissane observed, "Phyllis has curiosity, a necessary quality for an experimental pathologist. Perhaps Pasteur put it best when he said that a scientific investigator must have a 'prepared mind.' What he meant was that one must have a mind prepared to inquire why a given result is atypical. Instead of simply throwing away failures, the scientist should always inquire why something failed." Assessing her many accomplishments in this light, Dr. Hartroft, it would seem, is the personification of Pasteur's ideal.
Public Policy for A Free Economy

By DARRYL R. FRANCIS
President, Federal Reserve
Bank of St. Louis

Given below is the text of the address made by Trustee Darryl R. Francis to inaugurate the University's new Center for the Study of American Business. Director of the Center is Economist Murray L. Weidenbaum, Mallinckrodt Distinguished University Professor and former Assistant Secretary of the Treasury. Solution of the Center's primary research goals, according to Professor Weidenbaum, "is vital to the future of the private enterprise system, as well as the health of society."

It is a distinct privilege to be the first speaker to address the Center for the Study of American Business. I view the inauguration of this center as a timely event, and one that marks the beginning of a program that could have a profound impact on the future of economic freedom in America. While my discussion will be limited to economic freedom, the ideas that I will express have a bearing on all freedoms: economic, social, and political. In my view the three are interdependent, and no one of them can exist without the others.

Let me begin by stating the basic premises upon which the discussion will rest. I view economic freedom as the freedom to determine and to seek to satisfy one's own wants as he sees them. Aside from its desirability as an end in itself, I subscribe to the widely held doctrine that the promotion of economic freedom is consistent with the attainment of the maximum possible standard of living for society. According to this view, state regulation should be viewed with suspicion as a potential enemy of society's material well-being. On the other hand, maximum freedom for individuals to act in their own self interest should be viewed as a source of the variety and diversification of ideas, experiments, and innovations which lead to the discovery of new products and more efficient means of production. If one accepts these premises, then a free economy should be viewed not only as precious in itself, but also as the most promising means by which the standards of living of all members of a society can be raised.

If we accept the foregoing proposition, as I am sure most of us do, what then is the role of public policy in assuring a free economy? I see the role as follows. The maintenance of maximum economic freedom demands the organization of our economic life largely through individual participation in a game with definite rules. The necessity of rules arises because absolute economic freedom is impossible. One man's freedom can conflict with another's security and property rights. Hence, each person must give up some freedom in order to resolve individual conflicts. The major problem is determining those freedoms which the individual should give up in order to resolve conflicts with others.

Just as a good game requires acceptance by players both of the rules and of an umpire to interpret and enforce them, so a good society requires that its members agree on the general rules that will govern relations among themselves, and on some device for enforcing compliance with them. Unfortunately, we cannot rely on custom or consensus alone to interpret and to enforce the rules; we need an umpire. These then are the basic roles of government in a free economy: to provide a means whereby we can establish some set of general rules, and to enforce compliance with the rules on the part of those few who would otherwise not play the game.

The advocate of a laissez-faire policy today realizes that there is a constructive role for government in the economy; he is not an anarchist. He recognizes that a system which promotes maximum economic freedom may not be a godsend and that its existence depends in part upon affirmative government action. However, he also recognizes that each new governmentally enacted rule of the game involves a loss of some freedom. Herein lies the problem: where do we draw the line? At what point does affirmative government action begin to have a net negative impact on economic freedom?

I can offer you no hard and fast principles on how far it is appropriate to use government to maximize economic freedom. I would suggest, however, that in any particular case of proposed intervention that we should make up a balance sheet, listing separately the advantages and disadvantages of the proposed policy. In particular, we must always enter on the liability side of any proposed government intervention its effect in threatening freedom, and give this effect considerable weight. For it is an undisputable, yet frequently
overlooked, reality that by its nature every new rule has its costs in terms of a loss of some freedom.

We have witnessed abroad the culmination of movements from constitutional government to dictatorships, from freedom back to authority. This spectacle, for most of us, is revolting, and something to be avoided at all costs. Yet, faced with the same problems as these other nations, we too have often adopted measures which call for more government authority and less individual freedom. We have often been too eager to justify and rationalize policies which propel us in a direction which we overwhelmingly disapprove of. As an indicator of how far and how fast we have moved in this direction, consider for a moment just a few facts and figures which are indicative of the tremendous growth of the government’s influence on our economy.

1) It took 186 years for the Federal budget to reach the $100 billion mark, a line we crossed in 1962, but in only nine more years we reached the $200 billion mark, and in only four more years we broke the $300 billion barrier.

2) In 1930, prior to the New Deal, government spending at all levels accounted for just 12 percent of our gross national product. Today, government spending accounts for over 32 percent of our gross national product, and if present trends continue, government could account for as much as 60 percent of GNP by the year 2000.

3) As the role of government has increased, the bureaucracy has also grown, so that today one out of every six working men and women in this country works directly for either Federal, state, or local government.

Why is it, in light of the record, that the burden of proof still seems to rest on those of us who oppose new government programs which curtail our freedoms? Why is it that in spite of our high standards of living and economic freedom we seem so bent on curtailing the very freedoms that have netted us these results?

I submit to you that the reason for this drift is that there are natural biases in its favor. One of these biases has to do with what I will call the regulatory reflex that seems to have grown to almost epidemic proportions in our country. The other involves the same political realities which led Joseph Schumpeter to argue thirty years ago that there was an irreconcilable conflict between democracy and free enterprise.

The regulatory reflex operates in the following manner. Upon observation of what some individuals deem to be an undesirable result produced by the free enterprise system, government officials or the press suggest that this is an area in which the government should “do something.” This usually has meant the creation of a powerful new government agency, or an increase in the powers of an existing one. Such an agency is empowered to make decisions regarding the allocation of resources according to its own interpretations of what is best, rather than leaving the outcome to determination by the market process.
Implicit in this reflex is the assumption that the free market system produces undesirable results and that government planning is the more efficient means of achieving a more desirable end. Unfortunately, the desired end sought by a group of regulators is frequently not the same as that which the members of society would choose for themselves. The process often results in some group of zealots determining that others should not have what they want, but rather that which the regulators consider to be best for them. This type of thinking, combined with the power to implement it, poses a tremendous threat to freedom, and yet is is becoming increasingly common. For example, witness the proposed compulsory health insurance, social security, seat belt interlock mechanisms, and the issuance of food stamps instead of money to the poor, and the not so poor, to name just a few.

Another aspect of this regulatory reflex is that there are many people who still subscribe to the medieval notion that all business is a zero sum game. That is, many people believe that one person's profit is another person's loss. Such notions are behind the frequently heard demands that the government should intervene in the market to limit what some consider to be the "obscene" profits of entrepreneurs and "protect" the powerless consumer. This kind of thinking is based on a notion that is absolutely false. Its acceptance requires that we also accept the proposition that parties to all transactions are either irrational or victims of a fraud.

Free individuals will enter a transaction only if they can benefit their own interests as a result. Business transactions are never a zero sum game as long as the participants are free to choose for themselves and as long as they have alternative choices. There is no question that there are shoddy practices in every profession and that market economies produce goods that are often undesirable to some individuals or poorly made. However, the beauty of the free market system is that if the consumer doesn't want to buy them, he has alternatives and the businesses that produce them will either shift to accommodate consumer desires or they will fail. The fact is that the alternative to free markets, planning by government bureaucracies, also results in the production of shoddy and expensive products (the postal service and automobile modifications, for example). The crucial difference is, however, that the plans pursued by bureaucracies are not subject to the forces of market competition and therefore there is no way to test their relative efficiency or acceptability.

I believe that much of the blind faith in the efficacy of government intervention stems from impatience and shortsightedness on the part of many individuals, aided, of course, by the lobbying of those who stand to gain directly from a particular regulatory proposal. Most policies are formulated with an eye to the short run. In a familiar pattern we see a situation arise in which the short run outcome of the interaction of free market forces is considered by many to be less than socially optimal.

The key question is—what is the alternative? For example, we have experienced several years of inflation. Impatience leads many to clamor for the quickest solution to the problem. Certainly, in this case, many people believe that wage and price controls fit the bill. A rigid system of wage and price controls will in fact keep reported prices from rising in the short run. Unfortunately, such controls will also create shortages and distortions in the economy that result in severe bottlenecks in the production process. Reported prices are temporarily fixed, but the consumer is robbed of the right to purchase those items which are in short supply. However, everyone concentrates on the immediate impact of the controls on the movement of reported price indices and says, "You see how simple that was?"

So it is with most cases of state intervention. The seemingly beneficial effects are direct, immediate, and visible. On the other hand, the bad effects are often gradual and indirect, and are frequently considered only when they actually occur, if even then. However, the ignored long run costs of such intervention eventually show up. And, when they do, there is a call for more short run intervention to correct the problems which arose as a result of the earlier policies. Over a long period of time there is a cumulative and disastrous effect which erodes freedom and detracts from the efficiency of the economy.

It is unfortunately a truism that regulation begets further regulation and that regulations outlive their rationale. Though most government regulation was enacted under the guise of protecting people from abuse, much of today's regulatory machinery only provides jobs for the regulators, increases the cost of doing business, and shelters those who are being regulated from the normal consequences of free enterprise competition. In some cases, the ICC for example, the original threat of abuse no longer exists. In other cases, the regulatory machinery has simply become perverted. In still other cases, the machinery was a mistake from the start. In any case, the individual, for whatever presumed abuse he is being spared, is paying for the regulation through both a loss
of freedom and a loss of material well-being.

While many regulatory programs seem to accomplish their goal (desirable or not) in the short run, they are seldom successful in the long run. The central problem with all of these measures is that they all involve an abridgement of some freedoms. They seek through government to force some individuals to act against their own immediate interests in order to promote a supposedly general interest. They substitute the values of outsiders for the values of participants. Some people are telling others what is good for them, or else the government is taking from some to benefit others. These measures are therefore counter to the attempt by millions of individuals to promote their own interests and to live their lives by their own values. This is the major reason why the measures have so often had the opposite of the intended effects.

Despite the fact that the regulatory reflex contaminates so much of our society, I do not believe that it could be as pervasive as it has been unless it were provided with a political framework conducive to its proliferation. Consider the situation in a community in which the mass of the people are in favor of economic freedom of choice in their daily lives and against government direction. As will normally happen, however, many groups are formed which perceive an opportunity for material gain through a particular form of government intervention. Under the guise of such slogans as "fair prices," "equitable wages," or "fair trade" laws, they perceive an opportunity to be protected from the forces of competition. In such situations, a political party hoping to achieve and maintain power will have little choice but to use its powers to buy the support of these special interest groups by catering to their legislative demands. The reason they will do so is not necessarily because they think that the majority of society is interventionist, but rather because they cannot achieve and retain a majority if they do not solicit support through the promise of special advantages. This means in practice that even a statesman wholly devoted to the maintenance of freedom, and who realizes that every new regulation is an abridgement of those freedoms, will be under constant pressure to satisfy the interventionist demands of organized groups.

Some special interest groups undoubtedly favor intervention not for personal gain as much as for what they determine to be for the good of society. These groups labor under the illusion that they can draft a law to prevent every outcome which they, and frequently only they, deem undesirable. In this case, the operation of the regulatory reflex merely feeds an insatiable appetite for power on the part of those who wish to impose their values on the rest of society. When regulation fails to accomplish its goals, as it almost inevitably does, these people do not call for the repeal of the laws. Instead, they push to amend them into infinite complexity until the purpose of the original law is lost. As a result, the hand of regulation ends up touching every aspect of human action. It is not only wasteful, but serves to destroy incentive and to discourage ingenuity.

It is ironic that groups which constantly look for problems in our country insist on inhibiting the ability of the economy to respond to these problems. For example, present technology does not permit us to have surgically clean air and plentiful electricity at less cost at the same time. However, there is no reason to believe that future technology could not provide those benefits. The essential ingredient is freedom to react to incentives and an understanding that individual liberty is not only precious, but efficient. Just as thought control is the great enemy of the freedom of inquiry in academia, economic controls are the great enemy of economic freedom and the entrepreneurial spirit which is needed to solve our problems.

Rediscovering the indivisibility and efficiency of political and economic freedom will take time in a society which has become so accustomed to overreliance on government intervention. The political and intellectual bias against the free market is strongly entrenched, and there are some who will always find a platform to continue to feed this bias out of a complete misunderstanding of both the political and the market function.

Those of us who firmly believe in the preciousness and efficiency of a system which maximizes economic freedom more often than not find ourselves on the defensive. Given the biases that seem to continuously propel our society away from such a system, being merely defensive is not nearly enough. We must take the offensive and encourage others to restudy the philosophy of free enterprise. It is in this regard that I applaud the inauguration of the Institute for the Study of American Business. We need to drive home the point that every new rule of the game involves the loss of some freedom and that one cannot erode freedom in one sector of society without adversely affecting all others. In other words, we must insist that public policy be based on a recognition of the desirability, efficiency, and interdependence of political, social, and economic freedom.
One of the most unusual University projects this spring involved a joint effort of the Graphic Communications Department of the School of Fine Arts and the St. Louis Zoo Association. Juniors and seniors took their easels and paint pots over to Forest Park and produced some fifty prints and pastels depicting a variety of the Zoo’s menagerie. The works of art, modestly priced at between $10 and $200, went on view at a special three-week show at the Zoo on April 21. The $600 netted from the exhibition was divided between the students and the Zoo Association, with the latter’s share used to fatten the kitty of the Big Cat Country Project. BCC, scheduled to be completed this fall, will give the fiercer fauna of the feline family (lions, tigers, jaguars, leopards and cougars) a new environment designed to simulate their native habitat.

This cooperative art enterprise is but one illustration of increasing cross-fertilization between the Zoo and the University. Dr. H. Frank Winter, associate professor of physiology and chairman of the Department of Physiology at the School of Dental Medicine, long interested in the dental hygiene of the Zoo’s 2300 fauna, has played a key role in arranging for dental students to assist Zoo veterinarian, Dr. William J. Boever. Among their patients, all of whom apparently forgot to brush daily, have been a greater kudu, a beautiful member of the antelope family with a tumor on its jaw, and a Gelada baboon with a bad case of impacted canine teeth. Dr. Winter is one of five members of the faculty who now serve as consultants to a Zoo Animal Medicine Residency Program headed by Dr. Boever. Other University personnel on the team are: Michael Fox, associate professor of psychology; E. Kaye Smith, director of the Office of Laboratory Animal Care; Robert Sussman, assistant professor of anthropology, and Steven Ward, assistant professor of anatomy, School of Dental Medicine. Professor Sussman organized a course in behavioral research at the St. Louis Zoo this spring which will be repeated during the second semesters of both ’76 and ’77. The seven students in his first class met at the primate house where the majority concentrated on species of monkeys. One, however, opted for a bird project; another concentrated on the cheetah.

Anthropologist Sussman is a recognized authority on the lemur, a primitive cousin of the monkey whom he has patiently studied in the Madagascar forests, the only place in the world where it still roams wild. He and Charles Hoessle, general curator and deputy director of the St. Louis Zoo, are negotiating to add to the breeding colony of lemurs already at this city’s zoological park. They propose to bring these animals here from other such colonies within the United States to further the propagation of this endangered species.
Albert W. Levi, David May Distinguished University Professor in the Humanities at Washington University since 1966, delivered the principal address at the University's 114th annual commencement. A member of the philosophy faculty since 1952, Professor Levi is widely known for his concern for the application of the humanities to contemporary life, a subject which he deals with in the address printed here and in other aspects in his book, Humanism and Politics, published in 1969.
The Uses of The Humanities

By ALBERT W. LEVI

THERE IS AN old tradition which holds that deep acquaintance with the humanities is a major resource for the achievement of wisdom. Cicero counseled the reading and pondering of Epicurus and Plato. Erasmus, writing on the education of kings, would have his prince read Aristotle and Cicero. And Montaigne credited Plutarch and Tacitus for most of what he knew about the political affairs of men.

Yet Cicero's own death was largely brought about by men who had also read Epicurus and Plato. That same Henry VIII who had the education which Erasmus prescribed, beheaded two of Erasmus's closest friends, John Fisher, Bishop of Rochester, and Sir Thomas More. And some of Montaigne's most illustrious contemporaries, also knowledgeable of Plutarch and Tacitus, masterminded the massacre of St. Bartholomew.

It is an age-old paradox, illustrated in our own time by the commandants of Auschwitz and Dachau, who loved the music of Haydn and Schubert and could quote by heart pages seen more clearly that intellectual achievement is no guarantee and uncritical about the intimacy between knowledge and education of kings, would have his prince read Aristotle and Cicero. And Montaigne credited Plutarch and Tacitus for most of what he knew about the political affairs of men.

Yet Cicero's own death was largely brought about by men who had also read Epicurus and Plato. That same Henry VIII who had the education which Erasmus prescribed, beheaded two of Erasmus's closest friends, John Fisher, Bishop of Rochester, and Sir Thomas More. And some of Montaigne's most illustrious contemporaries, also knowledgeable of Plutarch and Tacitus, masterminded the massacre of St. Bartholomew.

Perhaps previous generations of humanists were too naive and uncritical about the intimacy between knowledge and virtue, the educated head and the enlightened heart. We now see more clearly that intellectual achievement is no guarantee of ethical behavior and that many who have a merely superficial and decorative relationship with culture have not absorbed the moral lessons they ought to have learned.

The whole point here lies not in the books read, but in the nature of the reading. Humane texts mean nothing unless they are read seriously, that is to say for moral instruction, that is to say out of a deep impulse to learn something about life and to acquire wisdom. If one brings less than this to the reading, it will be in vain. For there is one sense in which the humanities can be dangerous. They are a challenge to mindlessness and habit. They may fearfully suggest to us that we ought to change our life. And this may make our rendezvous with "the great books" less like a visit to a beauty parlor than to a physician. When the humanities have succeeded, their consequences are not cosmetic, but surgical. Let us therefore pose one simple question: How, if taken seriously, can the humanities contribute to a better living of the personal life?

The subject is complex. The possibilities are infinite. But for the sake of simplicity, I would like to take three dimensions or aspects of wisdom and indicate how each might be furthered by a particular masterpiece of literature. In what follows, I shall consider with the greatest brevity: first, the cognition of reality presented in Ibsen's An Enemy of the People; second, the suggestions for the setting of goals to be found in Thoreau's Walden, and finally, the appraisal of life contained in the last Essays of Montaigne.

The reality which Ibsen presents for our cognition in An Enemy of the People is one with which we in contemporary America have become all too familiar—that of the serious human problems which result from the operations of an increasingly commercialized, profit-hungry, politically corrupt and hypocritical society. Written in 1882, the action of the play is set in a small resort town on the southern coast of Norway whose popular mineral baths bring in great tourist income. The drama centers upon Dr. Thomas Stockman, physician at the baths, an enthusiastic, scatterbrained, idealistic, and completely honest man, and his unmarried elder brother, humorless, authoritarian, and conservative, who is the town's chief political figure: Mayor, Chief of Police, and Chairman of the Board operating the baths.

In the previous year, Dr. Stockman had written an as yet unpublished article for the local newspaper recommending the baths for their efficacy and sanitary condition. But subsequently he had become less sure. Struck by the curious amount of tourist illness—several cases of typhoid and many more of gastric fever—he has sent samples of the water away to the university for analysis. When the report comes back that the water is contaminated and highly dangerous either for drinking or bathing, Stockman reports this to his brother without delay. The Mayor is shocked and enraged. For he knows perfectly well that filth from the town tanneries seeps into the water pipes, that to correct this the entire water system would have to be rebuilt at enormous cost, requiring a two-year closing of the baths at a total loss of tourist revenue. Imperiously, he demands that his brother suppress the report and instead issue a public statement as to the baths' safety.

DR. STOCKMAN is aghast. "Are you mad?" he asks the Mayor, "Do you want the town to grow rich by selling filth and poison? Must its prosperity be founded on a lie?" The Mayor replies: "What you're saying is worse than nonsense—it's downright libelous! Only an enemy of society could insinuate such things against his native town." So the issue is stated and the battle joined.

Its outcome is a foregone conclusion. It will be a losing battle for the honest eccentric against vested economic interest, for moral right against political power in the small community. The "liberal" newspaper editor proves cowardly and refuses to publish the doctor's charges. And when the doctor in desperation holds a public meeting to put the facts before the townspeople, they too turn against him and loudly brand him "Enemy of the People."
Thomas Stockman had begun by believing in the integrity of a free press and in the essential morality and good sense of his fellow citizens. Now he knows that the press can be bought, that the majority can themselves be traitors to truth and decency, and that most men are so constituted as habitually to choose self-interest above the general good. But he has also learned a crucial personal lesson—that in the end, the strongest and most internally secure man is he who stands resolutely alone.

Ibsen's play is highly relevant today. Written almost a century ago, yet dealing with industrial pollution, the inexcusable power of the profit motive, and the powerlessness of the average citizen against potent political and economic interests, it speaks to us with uncommon directness as increasingly we surrender our lives to mindless technology, political corruption, and corporate profits. And when in Act V of An Enemy of the People, Thomas Stockman says: "Justice and morality are being turned upside-down by expediency and greed—until eventually life itself will scarcely be worth living," we confront an image of ourselves with bitter recognition.

"Near the end of March, 1845, I borrowed an axe, and went down to the woods by Walden Pond...." So begins the crucial section of Thoreau's great book in which out of his rugged empiricism he details one of the greatest experiments of mankind in the conscious setting and following out of a goal for living the good life. Walden, too, like An Enemy of the People, belongs to the last century. As we read the scrupulous setting down of income and outgo: building with his own hands "a tight shingled and plastered house ten feet wide by fifteen long" at a total cost of $28.12; food for eight months at a cost of $8.74 all told, furniture self-made and household utensils bought at a cost of $2—the total consisting of "a bed, a table, a desk, three chairs, a kettle, a skillet and frying pan, dipper, wash-board, two knives and forks, three plates, one cup, one spoon, two jugs, and an oil lamp"—our inflation-infested economy and our acquisitively inflated lives cause us to smile indulgently as at some tall tale like Robinson Crusoe or The Swiss Family Robinson. Actually, we have very little reason to smile. Walden illustrates not the success, but the essential failure of modern economic life.

"I went to the woods," says Thoreau, "because I wished to live deliberately, to front only the essential facts of life and see if I could not learn what it had to teach...I wanted to live deep and suck out all the marrow of life, to live so sturdily and Spartanlike as to put to rout all that was not life..." He was not motivated by defensiveness or fear of pleasure, but, quite the contrary, as he said, to streamline, to essentialize, to concentrate and intensify experience so that it would yield a maximum of aesthetic and spiritual possibility. For mostly, he had discovered, men live meanly, like ants—their lives frittered away by hurry, complication, and waste. "Simplify, simplify," he said. "Instead of three meals a day, if it be necessary eat one...and reduce other things in proportion...An honest man has hardly need to count more than his ten fingers or in extreme cases he may add his ten toes, and lump the rest. Simplicity, simplicity, simplicity! I say let your affairs be as two or three and not a hundred or a thousand; instead of a million count half a dozen, and keep your accounts on your thumb nail."

Thoreau's moral outlook was a powerful instrument for criticism of the society in which he lived. Among the dwellers in Concord, he observed the quiet desperation of economic failure. His friends admired the newly built railroads. Thoreau deplored the mean shanties which everywhere bordered the tracks. And if the system of industrial production was riddled with ugliness and insanity, the tactics of conspicuous consumption were even worse. "When I consider," he said, "how our houses are built and paid for, or not paid for, and their internal economy managed and sustained, I wonder that the floor does not give way under the visitor while he is admiring the gewgaws upon the mantelpiece, and let him through into the cellar, to some solid and honest though earthy foundation."

Simplicity, honesty, integrity, economy: these are the values which shine through the pages of Walden, and they constitute a powerful argument for the resetting of goals for individuals in a society like ours where the tendencies which Thoreau discerned in 1845 have proliferated into a monstrous social tumor. Men run like mad in the competitive race to stay in the same place. Products have glossy surfaces and packaging but little substance or durability. Advertisers work overtime to persuade us to buy what we do not need and the mass media work feverishly to convey to us their perfumed and lying messages. We are flooded with appliances which deny the efficacy of the limbs of man—as if we were all basket cases: automobiles, elevators, electric mixers, electric knives, electric toothbrushes. Thoreau's "nature" has been left far behind.

Only a very few men of genius have in recent times learned Thoreau's lesson. Gandhi was one. And Bertolt Brecht and Ludwig Wittgenstein have also tried to scrub down their needs to a sparse and cleansed minimum. Today, like Charlie Chaplin's hero in Modern Times, the fate of all of us seems to be "caught in the works." But it is a fate from which will and wisdom can doubtless extricate us. Thoreau's vision can be a powerful stimulus for the resetting of our goals.

A wise appraisal of life requires not only a meditative cast of mind and a keen perception, but a rich and mellow ap-
proach to experience. Montaigne was approaching fifty-six when he penned his later essays and he possessed all three. It is right to turn to him.

The chief impression which he gives is great openness to experience combined with great self-discipline in its reception. "If I had my life to live again," he said, "I should live as I have lived. I neither deplore the past, nor fear the future. And if I am not mistaken, I have been much the same inwardly as on the surface. One of my principal debts to fortune is that the course of my physical life has brought each thing in its season. I have seen the leaves and the flowers and the fruit; and now I see the withering. And this is fortunate because it is natural."

This recognition that "everything has its season" is a necessary part of Montaigne's calmness and acceptance—of his profound conviction that all human events partake of the grand design of the cosmos. "Once any business is over," he says, 'I have few regrets. For my grief is soothed by the reflection that things were bound to happen as they did. I see them as part of the great stream of the universe, in the Stoic's chain of cause and effect."

Although Montaigne's resignation before the events of fortune was firm and his reliance upon the rules of nature constant, neither implied for him that the self was powerless and that it should therefore play no role in striving for its own perfection. His strategy was not to abandon the resources of self-management, but only to utilize them more modestly in the attempt to construct the self as an artist creates a work of art. "We are great fools. He has spent his life in idleness," we say, and 'I have done nothing today.' What! have you not lived? That is not only the fundamental, but the most noble of your occupations. Have you been able to reflect on your life and control it? Then you have performed the greatest work of all. Our duty is to compose our character, not to compose books, to win not battles and provinces, but order and tranquillity in our conduct. Our great and glorious masterpiece is to live properly. All other things—to reign, to lay up treasure, to build—are at best but little aids and additions."

One of the reasons why Montaigne's appraisal of life seems so persuasive is that the prose of his essays is not an opaque wall of rhetoric which hides the man beneath, but a clear shaft of light which shows him with all his human foibles and frailties. Montaigne, the all-too-human being, is revealed in such a way that the gold reserves of his life back up the paper currency of his reflections so as to give them substance and validity. His response to different subjects: idleness, the education of children, imagination, clothes, books, friendship, the art of conversation, or whatever, have an incredible vividness and show him to be as modest, humorous, and truthful as he is clear-sighted, unprejudiced, and objective. His tireless search for truth, for self-knowledge, and for self-discipline has the flavor of authenticity. In this respect, he is impressively different from most of those who have dealt in autobiographical literature. Goethe's presentation of himself in Dichtung und Wahrheit is one-sided and a little pompous. Gide in his Journals always seems too cagy, too literarily self-aware. Rousseau's Confessions are a transparent display of simultaneous self-glorification and self-deception. But the note of simple autobiographical truthfulness which tinges Montaigne's Essays I have found elsewhere only in the Autobiography of David Hume and in the poems of Paul Goodman.

In turning to Ibsen's cognition of reality in An Enemy of the People, Thoreau's suggestions for the setting of goals in Walden, and to the appraisal of life contained in the last Essays of Montaigne, I have meant to indicate some of the lessons to be learned if we take the humanities seriously in our attempts to improve the personal life. Ibsen has shown the perverse power of the shams of social living as they exalt self-interest above the general welfare, and how the reward of the honest self lies in an internal freedom which comes from an uncompromising commitment to the good. Thoreau has demonstrated the virtues of simplicity, independence, and economy and the way in which the acquisitive society subverts these values. Montaigne has indicated the role of self-knowledge and self-discipline in a universe of chance and misfortune and the enormous importance of the rules which nature herself imposes upon human life.

These are crucial clues. They are, naturally, not the whole story. In concentrating my attention upon three classics and their specific content, I have stressed none of the more general contributions which the humanities make to our personal experience: how they expand the human imagination to a vision of infinite possibilities, how they open up new horizons for human action and creation, how in providing frames of interpretation, they service that overall integrating power which protects us against incoherence and confusion. But one cannot do it all at once. Perhaps my three examples do indicate that the long tradition of humanist thought has not been in vain and that despite our disillusionments in a perverse and recalcitrant universe, we may continue to prize the humanities as a major resource for the achievement of human wisdom.
Night Game at Francis Field

The lights went on again at historic Francis Field for the first time since the late 1930's. The new lighting, which will be used for Battling Bears games this fall, was inaugurated at a spring St. Louis Stars soccer match.
The Law of Supply And Demand

By CHERYL JARVIS

The front page of the January 7, 1975, issue of the Wall Street Journal carried a grim forecast for future law school graduates. According to the most recent statistics from the National Bureau of Labor, "although nearly 31,000 persons received law degrees in 1973, only about 16,500 legal jobs are expected to be available annually through 1980. Placement officials at the American Bar Association warn of a real employment crunch for new lawyers as law school admissions continue to rise." Compound the oversupply of lawyers with a national recession and with the fact that competing in the legal market today is the brightest group of law students in the history of legal education, and the result is what is euphemistically described as a "buyer’s market."

Some observers feel that the difficulty in securing legal employment is primarily a question of choosing the right location. Most law graduates, unfortunately, want to live in such high amenity cities as San Francisco, Washington, D.C., Seattle, Atlanta, and Minneapolis. A large percentage of law students are from urban environments and want to return to them. Those graduates who are from small towns for the most part do not want to go back. The argument is that jobs are available, but not where the students want them to be.

Despite a popular notion that many students are in law school by default, since a law degree opens doors to many fields, the number one concern of law students today is satisfactory law-related employment after graduation. Recognizing this concern, the Placement Office at the Washington University School of Law has in the past year intensified its efforts to promote its students in an increasingly competitive market. Virtually 100 per cent of the 1974 graduates are employed in law or law-related jobs, and the law school expects that the same situation will soon exist for the class of 1975.

At the center of the placement effort is assistant dean Steve Korenblat, an energetic and highly personable individual, whose major responsibility is to direct the three-year-old Placement Office. Foremost among his efforts is encouraging employers from all over the country to interview at the law school. In the past year, Steve has visited law firms, businesses, and corporations in some of the major metropolitan areas where Washington University law students express an interest in going—New York, Washington, D.C., Kansas City, and Chicago. As a result of this "reverse recruiting," more employers are visiting the campus than ever before, including a number of firms from Midwestern locales. Last year, the number of recruiters on campus increased 30 per cent.

Steve has been impressed with the attitude of the firms he has visited. "All express a willingness to interview our students, and all, in fact, have granted interviews to second- and third-year students." In the near future, Steve plans a recruiting visit to the South, with special emphasis on minority placement.

From his travels, Steve has become convinced that there are few law schools in the country which allocate as many budgetary resources to placement as does Washington University. "Several federal agencies to which I spoke remarked that Washington University was the first law school to visit them. Considering the size of this law school, the effort per capita is substantial."

Because many first jobs are found through alumni help, Steve spends as much as half of his time involved in activities that bring him into contact with alumni all over the country. The Placement Office regularly sends student information to alumni, and two years ago it initiated a special alumni adviser project to help students plan out-of-town interviewing trips. Alumni who were willing to counsel students on job information in their areas were listed in a pamphlet made available to students. "It is really a tip-off system from the alumni to the School," Steve explained. "Many alumni who have heard of a job will either call or write to us. We are constantly trying to get more volunteers from all over the country to help in this way."

On campus, Steve sees a primary challenge as bolstering students' confidence. "Talking to students and counseling them is the most important part of my job. I help them with résumés, marketing strategies, and interviewing techniques, but I also help them deal with defeat. There is no question that we turn out good lawyers. But, in all candor, there is something about the law school process that can shake one's confidence.
Part of the process of legal education, as I have observed it, is divesting people of attitudes that would make them inefficient as lawyers. The first year can be traumatizing. I try to help students to begin the process of reassembling and not to be intimidated by lawyers who feel that the students' credentials are not good enough.

A number of factors make Steve an ideal counselor to law students. His youthful age (twenty-seven), and marital status are two of them. His wife, Debbie, is a sophomore at the Washington University School of Law, a fact which gives him a special empathy for law students' anxieties. In addition, Steve, a Ph.D. candidate at the University of Chicago, personally knows what it is like to hunt for a job in a tight market.

A CCESSIBLE, FRANK, and genuinely interested in students, he is universal-ly liked by the law student body. "Steve is a tremendous asset to the School," said Senior Peggy Gregory. "He goes out of his way to know all the students personally and to assist in any way that he can. He comes across as really caring for students." Said Senior John Shapleigh, "The key to placement is the individual who is running the show, and my opinion of Steve is quite high. His background makes him perfect for the job. Dean Foote was smart not to hire a lawyer."

In addition to counseling students, Steve tries to educate law firms, businesses, and other employers of lawyers. "Law firms tend to be inefficient employers. Hard-pressed lawyers are not personnel experts, and legal ability is very difficult to measure. In a large corporate structure, hiring will be left to the youngest members, who have a tendency to hire on paper credentials, so that they do not have to do very much to justify choices to their colleagues. We try to emphasize the relative significance of academic performance to employers. It is possible for the change of a single point in a student's average to make a difference of twenty or thirty places in class rank. Grading is, at best, a subjective effort and not the only reliable indicator of future performance. "I deal with top lawyers all the time," Steve said, "and not all of them by any means had a high class ranking in law school."

Although his primary task is helping students find jobs, Steve's concern and counsel are more far-reaching. "I feel that in any educational process there has to be something that is valuable in and of itself. I hope that most students who go through law school find something in the process that is beneficial to them, wholly apart from the question of employment. I felt that way about my education. I know students are worried about getting jobs, but I try to help them keep a sense of perspective and not let the present situation overwhelm them."

F ACULTY MEMBERS, through their reputations and contacts, are another vital resource in the placement process. Dan Mandelker, Howard A. Stamper Professor of Law and director of urban studies, is an excellent example.

Professor Mandelker has earned international reknown as a scholar on urban development, zoning, and land planning and development. In recent years, he has served as consultant to the Housing Subcommittee of the U.S. House Banking and Currency Committee and to the United Nations on regional planning. He has helped draft a strategy plan for the city of Melbourne, Australia, and he has rewritten the Hawaii Land Use Law. Among his many publications is a casebook, used nationally by law schools, Managing Our Urban Environment. Jan Krasnowiecki, professor of law at the University of Pennsylvania, calls Mandelker "one of the few experts in the land use and urban development field."
This expertise has made Professor Mandelker a world-wide traveler, but graduating seniors are more interested in his influence closer to home. "A lot of placement is knowing where the jobs are," remarked Jerry Pratter, LL.M. 68. "Because of his travels, Mandelker has feelers out for jobs at all times."

As in any field, the job network in the legal market is an informal interchange based on conferences, correspondence, and telephone calls. "There is a national network of information," explained Professor Mandelker, "and people do stay in touch in the urban law field, primarily because a lot of the funding and policy making is done in Washington, D.C., and in regional federal capitals, such as Atlanta, Kansas City, Seattle, and San Francisco. I get six to eight long-distance phone calls a week relating to current conferences, jobs, or projects in the field. Other colleagues get more."

Another significant boost to graduates in the urban law field is the national reputation of the Urban Law Annual, a periodical which Professor Mandelker initiated in 1968. Only three other law schools in the country have urban law reviews which are similar; of these, Washington University's is the only one that is published in hard cover. Some 60 percent of the Annual's circulation is outside the law-school world, which basically means that students' writings may be read by Congressmen, administrative officials in Washington, D.C., state officials, and local planning offices. In addition, a postgraduate, one-year program, leading to the LL.M. degree in urban studies, which Professor Mandelker directs, has established a solid reputation nationwide. An interdisciplinary degree for which students take courses in planning, urban economics, and urban politics, it is offered by only a handful of other institutions in the United States.

The combination of a strong program in urban law, the Urban Law Annual, and Professor Mandelker himself makes a powerful case for employers to look toward Washington University when positions open in the field of planning and land development. As a result, the University's ability to place students in this field has been outstanding.

Recent graduates of the J.D. and LL.M. degree programs in urban law are in fascinating jobs all over the country, from Washington, D.C., to Hawaii, often at policy-making levels. In the political sphere, especially noteworthy is Wyvletter Younge, LL.M. 72, who was recently elected to the Illinois House of Representatives. Other graduates are directing federal housing programs and land use and zoning projects, as well as serving in advisory capacities to prestigious national publications. In Washington, D.C., Richard Platt, J.D. 71, directs the housing program of the Federal Home Loan Bank Board. Frank Bangs, LL.M. 71, is redoing the local zoning code structure in Tucson, Arizona. On the West Coast, David Fine, LL.M. 74, is transportation counsel to the Southern California Association of Governments and previously completed a study of historic preservation in Chinatown. David Heeter, J.D. 67, LL.M. 70, directs land use control administration in Raleigh-Wade County, North Carolina.

Feeling strongly that good law schools ought not to lose track of their graduates, Dan Mandelker has a concern for his students and their careers that continues long after graduation. He may be instrumental in finding them a first job, but he is just as helpful years later when they want to change positions or to move to a different part of the country. His aid in the placement process is probably best summed up by Wayne Harvey, J.D. 73: "It is not just that Professor Mandelker has the capabilities and the contacts to get students jobs, but that he has a genuine interest in doing so."

What about the law students of the next decade? Will the legal market be as bleak as the National Bureau of Labor statistics suggest? Many feel that law school admissions must not continue to grow in the face of an already over-crowded profession. Washington University School of Law does not plan to increase or decrease the size of its future classes, according to Dean Edward Foote. "It is not the function of an educational institution to make decisions for the student or for the economy. There are too many unknowns for the School to play a gatekeeping function. Also, the Bureau of Labor statistics reflect lawyer or law-related jobs. They do not include many positions in business, journalism, or government that law graduates seek. And such developments as prepaid legal services, now a very new concept, could require many more lawyers."

It is true that the number of opportunities in the Public Sector for lawyers has grown eightfold since 1948. And, says Dan Mandelker, this is the area that will continue to grow. "Until now, I do not think public agencies realized the importance of having lawyers on their staffs. But that attitude is changing and will continue to change. Federal agencies increasingly insist that a legal staff handle projects which might benefit from a lawyer's expertise. In addition,
the new environmental programs have a heavy legal component. What has happened in this country is an increased awareness of the need for legal bases of these programs and of the need for maintaining adequate legal controls. And as our country raises its standards—on energy, growth, environment—the need for lawyers will grow.”

Frances Utley, manager of the American Bar Association’s Lawyer Placement Information Service, the first national placement assistance program designed specifically for lawyers, also provides hope. Writing in the Student Lawyer, she states that the market for law graduates will unquestionably expand over the years. "Because of the increasing awareness of the desperate need for legal services, new ways of financing answers to those needs will be found. We are concerned that the student who does not enter the profession today will not be available to answer those needs in the future. We can foresee that in ten years we may have a serious shortage of graduates. College enrollments are being cut back, and this is the pool from which you draw law school candidates. And if we do have an expanding market, we may have the reverse of the situation today, where we have 30,000 jobs and 16,000 graduates."

If and when that time should come, the Placement Office may be defunct. Meanwhile, the law school of Washington University is not counting on that, and Steve Korenblat continues to canvass law firms all over the country and to provide students what John Shapleigh, J.D. 76, considers "the best in placement."

In the space of seven short years, Jerry Pratter, LL.M. 68, has made the transition from a law graduate seeking work to an employer hiring law graduates. As one of the founding members of Team Four, Inc., design and development consultants, he has been instrumental in giving the St. Louis interdisciplinary planning firm a national reputation.

"After graduating from the University of Michigan Law School, I was looking for a one-year program that would give additional experience in planning. At that time, there was only one place that offered it—Washington University. So I entered the Master in Urban Law program on a HUD fellowship. There I studied with Professor Dan Mandelker, and it was primarily through his efforts and those of Roger Montgomery, former architecture professor at the University, that the firm was established. Co-founders were Richard Ward, Brian Kent, Jurgen Aust, and Bill Albinson, all students in Montgomery's urban design program.

"The early goings of the firm were not easy. We had no money and no parents to bankroll us. What we did have were a lot of degrees and the encouragement of Mandelker and Montgomery. It's a home-grown industry, built with sweat equity. We have made all the mistakes ourselves. The firm has given us a deep sense of pride, because it has really expanded in terms of responsibility.

"The twenty-member firm is made up of economists, sociologists, urban planners, urban designers, and attorneys. My job is to bridge the gap between planning and implementation. I draft the legal tools, ranging from public policy strategy papers to inter-agency cooperation agreements to municipal zoning ordinances, necessary to give birth to the plans of other professionals. Presently, I am serving as a special consultant on urban issues to the Danforth Foundation and to Civic Progress, Inc. Other major assignments I have worked on recently include developing new legal devices to improve the impact of public investment and redevelopment efforts in Prince George's County, Md.; Kansas City, Mo.; Miami, Fla., and St. Louis.

"We hired one of last year's law graduates at Washington University, Gary Feder, and also employ two of the school's law students as part-time clinical interns. I hate to sound old-fashioned, but what I look for when hiring new lawyers is the ability to read and write. We do a lot of critical analysis of complex written materials, yet we also look for 'p.q.'—the 'pizzazz quotient.'

Winning the battles of social injustice requires lawyers, and Dorothy Vaughn, J.D. 74, is one of the 2 per cent of law graduates who decide to fight such battles. She is director of the southern office of the Law Students Civil Rights Research Council, a non-profit organization which administers programs for minority students. The twelve-year-old Council has its national headquarters in New York and a western office in San Francisco. The Atlanta office, which Dorothy directs, recently received a $450,000 grant from the Carnegie Foundation.
"The Council administers three basic programs—a recruitment program to get minority students into law school; a retention program to give them academic assistance once they are in law school; and a summer internship program to place them in civil rights and civil liberties law firms and agencies. The bulk of the Council's funds go toward the internship program, which provides participants with a stipend.

"My job is mostly administrative, and I find it very challenging. I have been doing this kind of work since my first year in law school when I was on the Midwest board of directors of the Council, because I feel strongly that this work needs to be done. Black students who get through law school must help others to get through. I feel that this job is an excellent way to accomplish that goal.

"When we received notice of the grant, I felt as though Carnegie had gained confidence in this organization and its administration, and I was happy to be a part of the services that they were promoting. I was also glad to know that some people somewhere are interested in getting black students in and out of law school."

Quite a few law students don't know exactly what kind of job they want. Gus Bauman, J.D. 74, was one of those students. Proof that he just "fell into his job" as associate general counsel of the Maryland-National Capital Park and Planning Commission is the fact that he went to the state completely unaware that it is one of the toughest bar exams to pass in the country. While Missouri passes 98 per cent of its candidates, Maryland passes only 49 per cent. Gus was admitted to the Maryland bar last month.

"It really helped when the Commission was looking for new attorneys that Professor Dan Mandelker is a name in the urban law field. Because the Commission knew about the program in urban law at Washington University, they flew out to interview at the law school. On the basis of that interview, my résumé, and my work as articles editor of the Urban Law Annual, they offered me a job.

"The Maryland-National Capital Park and Planning Commission is the second largest planning agency in the United States. It governs the Maryland counties of Montgomery and Prince George's, which surround Washington, D.C. The Commission administers the planning, subdivision regulation, zoning, parks systems, and other assorted land use functions of these counties. It is a regional agency which incorporates seven attorneys who are involved in litigation, both plaintiff and defendant, statutory, and administrative work.

"What I like most about my job is that it deals with one of the most critical issues circling our country today—land use. Once here, I learned that the sophistication in planning and land use processes is remarkable.

An interest in international law plus a special talent for trial work led John Harris, J.D. 74, to the Honor Law Graduate program at the Department of Justice, Washington, D.C. He is in the Criminal Division, Government Regulations Section, where he handles cases involving extradition and deportation. Since the enforcement of the federal obscenity laws is also among the Division's responsibilities, his other duties include coordinating obscenity prosecutions in various parts of the country and arguing obscenity cases in California and the District of Columbia. He won his first jury trial, which was a prosecution of an exhibitor of the movie Deep Throat.

"I was extraordinarily lucky this year, because I got to do exactly what I wanted to do. Through my extradition work I met with diplomatic representatives from various countries, and I have been able to utilize my background in comparative government and political affairs. I have found the trial work challenging too; I know I would have been disappointed if, after three years of law school, I did not get periodic chances to play Perry Mason.

I signed up for moot court in law school because although I was a soft-spoken person and scared to death of public speaking, I felt a lawyer needed to be a
good public speaker. I felt well prepared to handle trial work when I came here thanks to the excellent moot court training I received at the University." John ran the international moot court competition his senior year at law school and was awarded the Judge Amandus Brackman Prize for excellence in moot court and appellate advocacy.

"I like living in Washington. There is a real sense of being plugged into current events. The local news is the national news. I have met some of our government's decision-makers, and that's exciting too. I guess I enjoy feeling that I at least have some input into how policy is formulated.

"I chose the job with the Justice Department because it offered both courtroom exposure and a good opportunity to travel abroad. Eventually, I want to pursue further study in East Asian law.

After spending four years in Providence, Rhode Island, attending Brown University, a year working in New York, and another three years in St. Louis going to law school, Steve Thomas, J.D. 74, was eager to get back to his home state of California. He is an attorney with Lawler, Felix and Hall, a forty-member firm in downtown Los Angeles, which deals primarily with civil and commercial litigation. He was offered the position following a summer internship there.

"California announces the results of the bar exam in late November, so prior to that time I was primarily doing legal research and preliminary drafts of various litigation documents.

"After passing the bar, the firm assigned me a couple of dozen small litigation matters to handle myself. I have also worked on major litigation with senior partners in such areas as unfair business competition, breach of contract, and various torts, including invasion of privacy. Currently, we are representing a real estate developer in litigation involving a sale-lease back arrangement of a $10 million shopping center.

"I have made court appearances numerous times, because this firm believes in putting its associates on the front line in a hurry. You don't get nervous about appearing in court. Concerned, yes. But nervousness quickly vanishes when you realize that everyone involved is a human being. Court practice is ultimately very conversational.

"In the practice of law, much time is spent on nuts and bolts of basic law and relatively little on the highly theoretical and finer points studied in law school. Law practice is far more interesting than law school because you are dealing with real problems and real people.

"Intermittently, the practice here is relatively relaxed. You know your deadlines and can prepare in advance. I'm finding that the practice of law is much more fun than law school, because I am getting paid for my efforts rather than paying someone else for them. It does wonders for your attitude."

Hollye Stolz, J.D. 73, is proof positive that the legal profession is a better one for the large number of able, women lawyers it has attracted in recent years. She is one of two female attorneys in the sixty-seven-member St. Louis firm of Bryan, Cave, McPheeters and McRoberts. Upon the basis of a summer internship there, Hollye accepted a position as junior partner of the firm.

"From the beginning of law school, I have felt that, because I was a woman, my work would have to be something special. I love my job, and I enjoy working with men. I have never felt out of place at any time. The important thing now is that people don't consider women lawyers to be oddities as they did twenty years ago. I think law is a good field for women, because there is a lot of verbalization, writing, and attention to detail. It may be a sexual stereotype, but women are often considered to have better verbal skills than men.

"During my first year with the firm, I did general work and a lot of research. I also dealt with clients and some day-to-day business outside the library.

"In the last year, my work, to a large extent, has been involved with the Civil Rights Act of 1964, the Equal Employment Opportunity Commission (EEOC), and various areas of law related to discrimination. I have enjoyed this work because it has been broad-based. It has included counseling clients with regard to the requirements of the Act, working with clients on the investigation of charges filed with the EEOC, and then working on litigation developing out of the charges if the matter is not resolved. I feel fortunate to be in labor law, because traditionally it has not been a field in which women have been involved.

"I was always interested in litigation, and I didn't really feel like a lawyer until I got into court. In May, I worked on a trial that was particularly exciting because I questioned several witnesses on the stand. I usually come in the office at 7 a.m. and leave at 6 p.m., but when preparing for a trial I work up to fourteen hours a day. You really have to like your work to put in those hours."
It is not an exaggeration to use the metaphor that Jarvis Thurston and Mona Van Duyn are giants among editors of little magazines. They would wince at such a superlative, but it should be stated because it is a significant fact in the development of contemporary writers in this country and in the growth of the humanities at Washington University. Their little magazine, Perspective, published on the Washington University campus, belongs to the top dozen very high quality little magazines among the 1,500 or so printed in this country. "Little magazine" ironically means literary magazine, as opposed to the larger (in size) slick, commercial magazines. Little magazines belong to a world that is low key and is the antithesis of the bigness and the promotional realities of commercial publishing. To thousands of writers and educators throughout the world, however, Jarvis Thurston and Mona Van Duyn loom big in the best sense of the word.

Since the early 1900's the so-called little magazines—this country's label for its literary periodicals—have been the first to publish about 80 per cent of America's most gifted authors. One of the most prestigious of the little magazines is the quarterly, Perspective, published on the Washington University campus, by Jarvis Thurston and Mona Van Duyn. They have published the earliest work by several outstanding writers, including Washington University professors William Gass, Stanley Elkin and Donald Finkel. They are among ten distinguished American authors who make up one of the largest, informal writers' colonies on an American campus. This group has formed at the University in recent years, largely because of the influence of Perspective.

Thurston and Van Duyn have received help in editing their quarterly from most of the Washington University authors and from many other volunteers since they founded the magazine twenty-eight years ago. Volunteer is the correct word, for no one is paid to edit or to do other work on Perspective. The mention of salary would evoke laughter (or tears) among the "staffs" at 99 per cent of America's one to two thousand little magazines. Thurston and Van Duyn, who have been married thirty-two years, have paid most of Perspective's printing bills from their own teaching salaries. This has amounted to many thousands of dollars, more than they would care to detail.

When they began the magazine in 1947, they weren't aware that Perspective would become such an expensive avocation, one for which they have sacrificed many material amenities. They never buy a new car, for example, keeping one car for ten or twelve years until it finally refuses to go. Although highly individualistic, they are both gentle and unassuming; they are both lanky and tall, large in the best senses of the word; self-possessed, yet straightforward. Jarvis Thurston has a resonant, kind voice, and when he says, "Perspective has been like paying for a house—forever," the words don't have the same bite as when they stand alone in print. However, he and his wife don't dwell on the sacrifices that have been necessary in order to publish Perspective.

Thurston once wrote in response to an inquiry about publishing Perspective: "But this wasn't a sacrifice really because nothing about our education or interests linked us to the world as envisioned by Madison Avenue. We took our pleasure in our own writing (Mona is primarily a poet and I write short stories and critical articles on modern writers) and in finding new writers who needed to see their work in
Perspective published the early works of Novelist William Gass (at right) and Poet Donald Finkel, now members of the University faculty.

Stanley Elkin, also a W.U. faculty member, is another of the now well recognized writers whose early work appeared in Perspective.
print in order to feel that their visions really mattered and that there was somebody out there listening.”

If Thurston and Van Duyn were less individualistic, their first brush with the vagaries of the publishing world in 1945 probably would have precluded the birth of *Perspective*. When they were graduate students at the University of Iowa, they were appointed editors of a literary magazine called *American Prefaces*. The magazine had a good reputation and was the leading outlet for a kind of Midwestern renaissance in literature. Uncharacteristically, it received funds to publish from the university's administration.

“We had collected our first manuscripts and had even gotten them to the galley stage when suddenly, the university withdrew the funds to pay the printer,” Thurston recalled. “We were no longer editors. I guess that was the thing that got us started. After we joined the University of Louisville faculty a year later, we started our own little magazine, *Perspective*. We decided that the best thing to do was to pay for it ourselves” (although the editors did not request it, Washington University allocated $1,000 this year and last for *Perspective*’s printing, which has spiraled upward for all publications).

*Perspective*’s birthplace at Louisville was a far more humble shelter than most writers of fiction could conjure. In 1947 its first office was an abandoned, unventilated Navy barracks which looked like an expanded chicken coop. There was an attached latrine, however, and Mona Van Duyn gained the distinction of being one of the first women to liberate that type of facility. It took another poet, George Zabriskie, to do something about the office’s ventilation problem. Against a natural tide of skepticism, Zabriskie announced that since there were no funds for a fan, he would build one with his own hands. After buying various junk parts, he did just that. “The fan was so dangerous, though, the only part we dared touch was the insulated wall plug. It rattled like a tank, but it did stir up the air,” Thurston said.

Zabriskie was much more gifted in constructing poems. “He was a ‘beat’ poet long before the so-called beat movement materialized,” Thurston recalled. “He could have been a popular poet, but he didn’t care to—the whole movement passed him by. We published him back then, and didn’t hear from him until a few years ago, when we were happy to publish him again.”

The financial situation for *Perspective* always has been one of struggling to break even. It is tempting for all little magazine editors to dream of the beneficent patron who will stay out of the editorial office, no matter how humble. *Perspective* has not been immune to such dreams and has taken on patrons. “But patrons tend to end up wanting you to publish their own stuff,” Thurston said. “Some of those who have given the smallest sums have wanted a tremendous voice on what should be printed.”

One of the magazine’s most unusual patrons was George Gaines IV, a racehorse. In 1947, a University of Louisville Rhodes Scholar, Frederick Bornhauser, one of the first student volunteers to work for *Perspective*, told the editors that he was going to place a bet on Gaines. If Gaines won, he said, the money would be significant enough for a contribu-
Thurston said. "His work is excellent, but he doesn't need nationally recognized, were published first in Perspective. The magazine also published some of the first poems by James Dickey, now one of this country's most widely read poets, but to be widely read is not the function of the little magazine. Its goal is independence, a quality that has made the magazine a part of the cutting edge of literature. One of the original little magazines was the Little Review, whose editors, Margaret Anderson and Ezra Pound, were first to publish James Joyce's *Ulysses* in this country."

Thurston pointed out that the frontier nature of little magazines, and their inevitably small followings, seem to be beyond the comprehension of some publishing entrepreneurs. The latter seem to believe that importance equals bigness, that good advertising will equal wider circulation. "I know that this simply isn't true," Thurston said. "There is a fairly small audience for us—a few hundred thousand for all little magazines, and about 1000 for Perspective—and to try to go beyond what we have is futile. Once there was a foundation that spent many thousands of dollars to send brochures and mail all over the world to increase the circulation of a few little magazines, including Perspective. This organization spent a staggering sum, and it netted us ten subscriptions. If only they had given us a tiny fraction of that money to help pay our printing bills."

It is the cost of printing that is the greatest threat to the future of little magazines. "The increasing costs of printing and postage are forcing a great number of magazines out of existence," Thurston continued. "If I were to start again today, and if I were younger, I would first buy an offset press, and spend a summer as an apprentice to a printer to learn how to use it." He has no solution to the rising postage. It costs nearly eight times as much to mail *Perspective* today than it did in 1947.

If inflation continues and the little magazines fall victim to it, literature will be in serious trouble. "Most commercial magazines which used to publish fiction and poetry as filler a decade or two ago have ceased to exist. This means that the little magazines have become literally the only home for poetry and are quickly becoming the only outlet for short stories. I think that in the long run the novel itself will become more of a function of the little magazines. Very few new novelists are being published today because publishers want guarantees of large initial sales in order to make some profit," Thurston said.

Most of *Perspective*'s subscribers are writers, educators, and a handful of persons who wish to keep up with a range of contemporary authors. The magazine's circulation received its largest surge during the 1960's when American universities underwent their most intense phase of expansion. University libraries had funds to subscribe to the little magazines, and this resulted in *Perspective*'s most affluent period. "We became very well known during those years of universities' growth, and the libraries wanted to purchase all of our past volumes as well. For five years, we were able to pay our printing bills through sales from our back files. This wasn't because of foresight on our part. In our enthusiasm, we always printed many more copies than we could sell."

The most popular volumes of *Perspective* in terms of sales have been its special issues of criticism of poets William Carlos Williams and Wallace Stevens and two critical issues on novelist William Faulkner—the initial volume being the first significant collection of commentary on Faulkner's work. The demand for criticism comes mainly from teachers. The first priority of *Perspective*, however, is to get the creator into print and not the critic. A gentle needling of criticism is found in a poem by Theodore Halaki, "Small Island Storm," published in the Winter, 1974, *Perspective*. It also is the kind of work you unexpectedly will come across in *Perspective*.

Storm by Sibelius,
Beethoven on the tympana,
Pagannini raindrop pizzicata,
Lightning engraved by Blake,
Wagnerian pause—
Bartok celestial waves,
Around an almond tree a Rembrandt light,
Cacophony by Cage,
Wyeth moisture everywhere—
And not a critic in the sky.

One of Thurston's favorite short stories from *Perspective* (Spring, 1959) is "The Cemetery," by Dock Wilson Adams, who grew up in a small midwest town. He struck to the heart of contemporary lack of interest in facing or having perception about the past. In the story—told through unpretentious dialogue—a river's course has been changed, resulting in the washing out of a cemetery. The reaction by most residents in the area is indifference. But some families, mostly very simple persons, choose to move the buried to other locations. The central character has qualms and says to the pastor who came along to help:

"Then again," I said innocently to Brother Lorriman, "it might be blasphemous to move the graves. Maybe if God meant for these people to stay in the ground He wouldn't have changed the course of the river."

Brother Lorriman looked at me a moment, uncertain as to whether or not I was serious. Then he nodded and said quietly: "Maybe. I don't know about them things. But if God has other intentions, then we won't be able to stop Him. All I know is—if my folks was buried here I'd want to move 'em. Not that they'd really be my folks any more, but just so's I could point to a spot of dirt and say my wife's buried there. Or that's where my children is buried. We got to protect our memories, I guess."

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This is the second in a series of short profiles of the men and women who comprise the Board of Trustees of Washington University. In this issue, we present William Akin, Zane Barnes, George Capps, and Maurice Chambers.

William M. Akin

William M. Akin is a veteran member of the University's Board of Trustees whose service on the board spans nearly the entire post-World War II era that saw so many and profound changes in the University and in its place in higher education.

Bill Akin was first elected to the Washington University board in 1949 and although he took emeritus status in 1966, he still maintains an active interest in the institution and a concern for its welfare. Residing for most of his life in the Alton, Illinois, area, he and Mrs. Akin now live virtually in the University's backyard, on University Lane, one of the quiet, tree-shaded residential streets just south of the main campus.

Now honorary chairman of Laclede Steel Company, William Akin has spent his life in the steel business. Educated at Harvard, Akin became an employee of Laclede Steel Company in 1919, after serving as an officer in the Navy during World War I. Although the company was founded by his father, the young Akin learned the steel business literally from the ground up—starting on the open hearth floor of the Alton plant, working a twelve-hour day, seven days a week.

An Alton newspaper article written at the time of his retirement from Laclede Steel, described some of those early days in the apprenticeship of a budding young steel man: "In the early 1920's, businessmen on East Broadway would see him [Akin] walking two miles from his home on Summitt Street to the plant . . . dressed in hickory shirt, jeans pants, and heavy brogue safety shoes. At the open hearth, he learned the practical side of steelmaking under stern taskmasters. . . ."

Over the next half-century, Bill Akin learned about all there was to be learned about the steel business. He moved up to superintendent of the Madison works; then to assistant general superintendent, vice president, and director. He served as president of the company from 1945 to 1967. Widely known in the steel industry, he has been a member of the American Iron and Steel Institute since 1936 and a director since 1946. He was awarded special recognition for the longest record of continuous service on its board.

Akin brought to Washington University the same drive, determination, and enthusiasm he gave the steel business. Looking back on his long service on the board, he observes, "I enjoyed doing something for Washington University," which is an extremely modest way of summing up his many contributions.

Pressed for details, he recalls that two particular activities gave him special pride and pleasure. One was serving as chairman of the Second Century Development Program, which raised some $27 million in capital funds in the early 1950's, and the other, serving on the search committees that chose two chancellors: Ethan Shepley and Thomas H. Eliot. It was the success of the capital fund program and the leadership of Chancellor Shepley that launched the University on its emergence as a national institution of higher learning.

Through his twenty-six years of service on the Board of Trustees William M. Akin has left his mark on Washington University—a mark that will endure like steel.
Zane Barnes

Zane Barnes plays a good game of tennis. He plays a good game with his daughter, Shelley, who just completed her junior year at Washington University to whose Board of Trustees he was named this spring. He played a good game with Butch Buchholz and Rod Laver in the middle of Sixth Street in downtown St. Louis as part of a civic promotion. He played some good games on a recent vacation tour of Europe.

Tennis is one of the ways the trim, slim Barnes stays in shape for his demanding job as Chief Executive Officer of Southwestern Bell Telephone Company. During the intervening thirty-four years, he filled a variety of positions in the Bell system in Ohio, New York, and Oregon. In 1967, he was elected vice-president-operations of Pacific Northwest Bell, and in 1970, became president of that company. In 1973, he became president and chief operating officer of Southwestern Bell Telephone, with headquarters in St. Louis, and was made chief executive officer in 1974.

Zane Barnes is new to Washington University’s Board of Trustees, but he has a long familiarity and great concern with higher education and especially with private higher education. He served for many years as a trustee of Marietta College and was chairman of the Independent Colleges of Washington.

In discussing higher education in this country, Barnes recognizes the vital importance of state and community institutions, but he emphasizes the need for diversity and independence that the private colleges and universities provide.

“Since coming to St. Louis, I have been greatly impressed by Washington University,” he said, “I hope to become vitally involved with the University. A trustee can bring certain valuable dimensions and perspectives to the institution.”

Part of his role as a trustee that especially appeals to Barnes is the opportunity to meet young people. Through his own children and his role at Marietta College, he has learned a great deal about today’s college generation. He has also learned a great deal on the subject as a top executive of several Bell system companies. “We have been extremely impressed by the kind of young college graduates we are attracting to the Bell system these days,” he states. “Judging from the young people we get here, today’s graduates are serious, career-oriented young people with a strong sense of responsibility toward society and a sincere desire to make their world a better place in which to live.”

Although he is a newcomer to St. Louis, Barnes is already deeply involved in many civic activities. He is a trustee of the Midwest Research Institute, a director of the Arts and Education Council of St. Louis, of Civic Center Redevelopment Corporation, and of the United Way of Greater St. Louis, and a member of Civic Progress and the St. Louis Area Council of Boy Scouts.

Mr. and Mrs. Barnes have three children: daughter Shelley, another daughter, Mrs. Frances Pasarow, and a son, Zane, Jr.

Fellow members of the University’s Board of Trustees expect Zane Barnes to bring to the University the same vibrant energy, keen insight, and sound judgment he has demonstrated as a utility executive.
George H. Capps

George H. Capps is an insomniac. He is also a self-confessed physical fitness fanatic. He wakes at 4 a.m., after a good night's sleep of three hours, prepares his schedule for the day, walks and runs four miles with his wife, Helen, and arrives at his office at 7:45 a.m. When he is in town, he spends at least a ten-hour day at the office. He also spends as much time as possible with his seven children, aged fifteen to twenty-nine, four of whom live at home. Regarding his wife, he says, "She ought to write a book on how to raise great kids."

Activity is what the Capps family thrives on. Their home has a pool, a tennis court, and a gym. Among the things the children have been into—and won multiple championships in—are tennis, synchronized swimming, diving, gymnastics, and boxing. The young children at home keep monthly charts on their days' activities, including studying and reading. "Our youngest son reads all the time," says Capps. "He's an authority on a dozen subjects, including the Civil War. I think that the best way to improve a child's mind is to encourage him to read. Our children all have excellent minds. My one daughter graduated in premedicine at Stanford; another is a physical therapy junior there. One of my sons is in his first year of medicine at Washington University, another also graduated from Stanford, and the eldest went to Notre Dame. He now helps operate our land development business. "They are all in St. Louis; we want them near, if at all possible. I tell them that if they are going to work for anybody, I hope they will work for me."

Which is what his father said to George Capps, twenty-five years ago when George left the Federal Bureau of Investigation. He had graduated from Washington University in 1939 with both a liberal arts and a law degree. He wrote his law thesis on a subject relating to federal jurisdiction, and applied for an F.B.I. commission, which didn't come through until he was in the U.S. Navy. He then transferred to the F.B.I. as a special agent and served overseas. "I loved it. It's the greatest training there is to learn to discipline your mind and your time and form lifelong work habits."

Papa Capps' request was not to be ignored, so his son went into the coal business. He decided to seek an international market, and in two years put together his first contract. Within a short time, the company—Capitol Coal and Coke Company—had become the second largest coal exporter in the U.S. From there, branching out into other business fields has just kept Capps occupied and challenged.

"This commercial world is a wonderful, exciting world. It amazes me that the businessman, who has made this world go round, has no following among the young. Business has not sold itself. If you can give a young man a taste of business success, he's sold for life. I've worked with young men who had antipathy toward business and have witnessed their conversion."

Capps speaks in superlatives: "I believe firmly that we have the greatest country in history, barring none. "We have the sharpest land development company in the world. "If I were black, I'd want equity in something, ownership of property, a job with a chance for advancement. So I figure they must think the same as I do. What has to be done is to continue to bring the black into the great American system, so they have their share. Regardless of frustration and failure, this must be continued." Free-
dom is indivisible. If we give up freedom to regulation, we’ll let people hack away until we haven’t anything left.” “Most people underestimate themselves; being successful is the easiest thing on earth.”

“Exercise is the key to health.”

Capps knows that his statements are oversimplified, but he challenges his listener to seek the core of truth in them. Besides, they save time and allow his hyperactive mind to get on to the next subject to which he is dedicated.

In this kind of hop, skip, and jump conversation, the breadth of the man is obvious; the depth is deceiving. He lives, works, and has the center of his being in a belief in God and in “the supreme worth and dignity of the individual,” as he once wrote to the graduating class of a son’s high school. In 1968, Robert Kennedy asked Capps to write some of his thoughts on the critical issues of the day. In that letter, Capps suggested an expansion of U.S. world trade as a long-term economic measure; a yearly vote by those affected—eighteen to twenty-five year old American males—on criteria to establish a point system determining who should be drafted first; a program, patterned after the G.I. bill, to pay minority students to study in college or in trade school; overtures toward Red China; and, foremost, a positive campaign to overcome what he believed was “a depressed national spirit.”

For many years, Capps has been deeply involved in political campaigns, supporting not a party, but a man he believes in. “I don’t do it for the candidate or for myself,” he says. “I do it for my children and their children. What can an individual do today? How do you change things? You work to elect people who believe in what you do. You talk to responsible people. You write letters. That’s all I know how to do to be sure future generations inherit the freedom I did.”

For these reasons, his commitment of himself and his time to hundreds of causes, from political campaigns to hospitals, to Washington University, to the University’s medical center redevelopment plan, to church projects, to civic affairs, is continuous and unbridled.

At present he serves as a member of the University Board’s executive committee, chairman of its real estate and insurance committee, and chairman of its development committee. In the latter role, he is a vital figure in the University’s current capital funds campaign to raise $60 million in private funds to match the challenge gift of the Danforth Foundation, serving this year as chairman of the major gifts committee.

Despite this, his commitments to family, friends, and employees are never neglected.

“If you demand that the people around you be movers, you have to keep them stimulated, totally challenged. That’s how we get into so many things at home and in business. I once said to Dick Roloff, president of our land development company, ‘I want you out of the office and en route home by 7 p.m. every evening and by 1 p.m. on Saturdays.’ He said to me, ‘George, if you do that to me, I’ll have to get a second job.’ That’s the kind of person George Capps understands.
Maurice R. Chambers

Maurice R. Chambers doesn't really care much what other people think, but he'll defend with all of his great good sense, the right to think dissidently and to speak out. A solid bulk of a man—squarish and firmly planted—who talks without pretense of his life and his philosophy, Chambers is an Abe Lincoln kind of realist. "Uneducated," as he says, "by today's standards" and "uncultured," as he says, "by temperament," since golf and gin rummy are his passions; he nevertheless has devoted much time and thought to service on the boards of educational and cultural organizations because he firmly believes that what was and is right for him, isn't everybody's "brand of bourbon."

"At 15, I just went to work in a shoe factory. I went to work and I've worked ever since. But I don't want to talk about that, because I would want a teenager today to get an education and to take it seriously. The main reason is that without a college education, the smartest guy in the world, would never get an interview. I guess you can still come up in a company, but you have to get on first."

Chambers did come up. From that job in a shoe factory, he became a shoe salesman and then merchandising manager. At 45, he was president of International Shoe Company; at 49, he was president, chairman of the board, and chief executive officer of INTERCO CORPORATION, of which International Shoe is a division. At 59, he is now chairman of the board and chief executive officer of INTERCO and is, he says, on his way down, "I'm beginning a new business now: the business of retiring."

"I worked hard for a good many years on the boards of most of St. Louis's cultural organizations, not because I have an interest in cultural things, but I have an interest in their being here in the city. They are very necessary to the growth and well being of a city. They are part of what makes St. Louis great, but they are here because St. Louis corporations have had the good sense to support them. Dreamers don't build a stadium, an art museum, a Powell Hall, a Gateway Arch; they play a necessary part and I know and welcome that."

To be termed eloquent would embarrass Chambers, but his plain, mildly profane conversation is eloquent in its honesty and vision. "I'm always kind of happy that St. Louis doesn't toot its own horn much. Once you start tooting, you have a kind of obligation to keep it up, even when it's just noise," he says of the city he has worked many years to promote, lived in most of his life, raised his daughter in and intends to retire in and enjoy his two grandchildren.

"I'm not worried about St. Louis. The east side is of concern, but the rest of the metropolitan area is in good shape. Companies come and companies go, but all that counts is the long run. In the long run, we'll be here."

To Chambers, two attributes are paramount: good common sense and staying power. He believes that the city and Washington University have both.

"I don't profess to know anything about University administration or teaching. I consider my responsibility as a trustee to be comfortable with the people who are running the University. We should support its administration to the best of our ability as long as we think they are doing right and when we don't think they are doing right, we should replace them.

"I don't necessarily think an administrator has to be a good businessman to be well qualified and competent. He has to have people around who can live within budgets and control expenditures, but he also needs people who are constantly pushing him to spend money to hire better people, to get better facilities."

"Besides a general sense of business, what I can contribute is work on the investment committee. Most trustees work hard on their committees and use their special talents. We're a varied group and I feel that we've got men who know a lot about the things that I don't. Usually I listen to them—and they don't always agree—and if after listening, I think they are not on the right track, I'm not bashful about saying so.

"As far as I can see, there's only one serious problem with the University: being sure that we have money to continue to be a good university in the long run."
Students line up for textbooks and supplies at the old bookstore in the basement of Brookings Hall.

Quad shop card game in the 1950's. The kibitzers really have the players outnumbered, but the coke and chocolate milk drinkers seem about evenly divided.

Today's tri-level bookstore offers a large selection of trade books and popular paperbacks, as well as textbooks. Browsers are always welcome.
For generations of Washington University students, the campus bookstore in the basement of Brookings Hall was the center of campus life. Not only was the bookstore housed in the subterranean area known as the Quad Shop, but so was the snack bar and what amounted to the "student center." One went to the Quad Shop for books, but also for a quick lunch, a rubber of bridge, or even a little dancing to the latest hits on the jukebox.

The new bookstore in Mallinckrodt Center boasts three levels and offers textbooks, trade books, and supplies, as well as records, candies, greeting cards, and small gifts. Nobody plays bridge or eats in the new bookstore, but there's a cafeteria and numerous other recreational facilities in the same building. Then and now, however, the bookstore is a vital part of the University.

Dancing to the big band records on the jukebox was a regular attraction of the old Quad Shop, especially during the noonhour.

A large record department is a prominent feature of the new bookstore. There is wide selection of classical music as well as the latest popular hits.
"Somehow what he was overshadowed what he did," Chancellor William H. Danforth made this comment on June 21, 1975, the day Ethan A. H. Shepley, former Washington University Chancellor and Board chairman, died. Dr. Danforth's remark touched the essence of Mr. Shepley's greatness. It is true that Mr. Shepley did a great deal to help place this University among the nation's top institutions of higher education.

Knowing what Ethan Shepley was, however, is much more significant. A personal example might be a good beginning. We joined the University a short time after Mr. Shepley's retirement as chancellor. In covering a campus meeting, we became acutely aware of not knowing anyone and felt out of the mainstream until a stranger walked up and introduced himself. "I'm Ethan Shepley. Do you work here now?" the stranger asked. In a few minutes his remarkable warmth and enthusiasm made us feel at home and feel Washington University was indeed the special place everyone said it was. His sincere interest in each person as an individual, and not as a slot on an organization chart, was readily apparent to all who knew him. He radiated honesty; he was the antithesis of self-serving political or social smoothness.

"He had an extraordinary capacity to inspire confidence," said Merle Kling, Dean of Washington University's Faculty of Arts and Sciences. Dean Kling was an assistant professor of political science and a member of the Faculty Senate when Mr. Shepley assumed the position of acting chancellor following the retirement of his predecessor, Arthur Holly Compton.

The Council took the initiative in requesting Mr. Shepley to stay on in a permanent capacity, despite the fact that he was not an educator and had no pretensions about becoming chancellor. Several faculty had expressed interest in seeking a prominent educator because they felt that academic priorities might best be understood by such an individual; however, it became apparent to most faculty that Dr. Shepley understood their concerns without the benefit of an academic background. "People were willing to commit themselves to him without demanding data," Dean Kling said. That was the intuitive feeling of the Senate Council at the time, an expression of faith that was based on Mr. Shepley's integrity. After becoming chancellor he demonstrated to the faculty that their trust was deserved. A diversity of groups on campus and off campus felt that they could believe what he said. This led to an atmosphere in which he could secure decisions about the University's future and then elicit the necessary support to carry out those decisions.

During Mr. Shepley's tenure as chancellor, 1953 to 1961, the University's undergraduate divisions made the transition from a local to a national student body; faculty salaries became more competitive; an outstanding library, the John M. Olin Library, became a reality; and through Mr. Shepley's thoughtful and consistent leadership the University gained a national reputation among academic institutions as a place where academic freedom was reality rather than rhetoric. The latter intangible was very important in the face of anti-intellectual forces in the 1950's: under Mr. Shepley, Washington University became known as an institution that was tolerant of new or controversial ideas.

This was critical in attracting additional distinguished scholars to the campus despite the limited financial resources during that period.

Throughout his career as chancellor, Mr. Shepley continued to take on numerous civic responsibilities. His penchant for helping as many people as he could was a strain, and he was very tired when he left the chancellorship. No matter what the nature of the pressures on him were, a faculty member observed, "Mr. Shepley remained a basically gentle person, always under control." After a richly deserved rest, Mr. Shepley won the Republican candidacy for governor of Missouri but lost to Warren Hearnes in the 1964 landslide for Lyndon Johnson. Watching him campaign was a refreshing experience: he answered questions honestly, even though he knew he would lose votes and, when he felt it was deserved, he praised his opponent.

The rare quality of human decency that was Ethan Shepley remains a part of Washington University and of each individual who was lucky enough to have known him.
A tangible, physical link between the Washington University School of Medicine and the hospitals, institutes, clinics, and laboratories comprising the rest of the Washington University Medical Center is this newly completed, enclosed pedestrian bridge, which has eliminated a serious traffic hazard.