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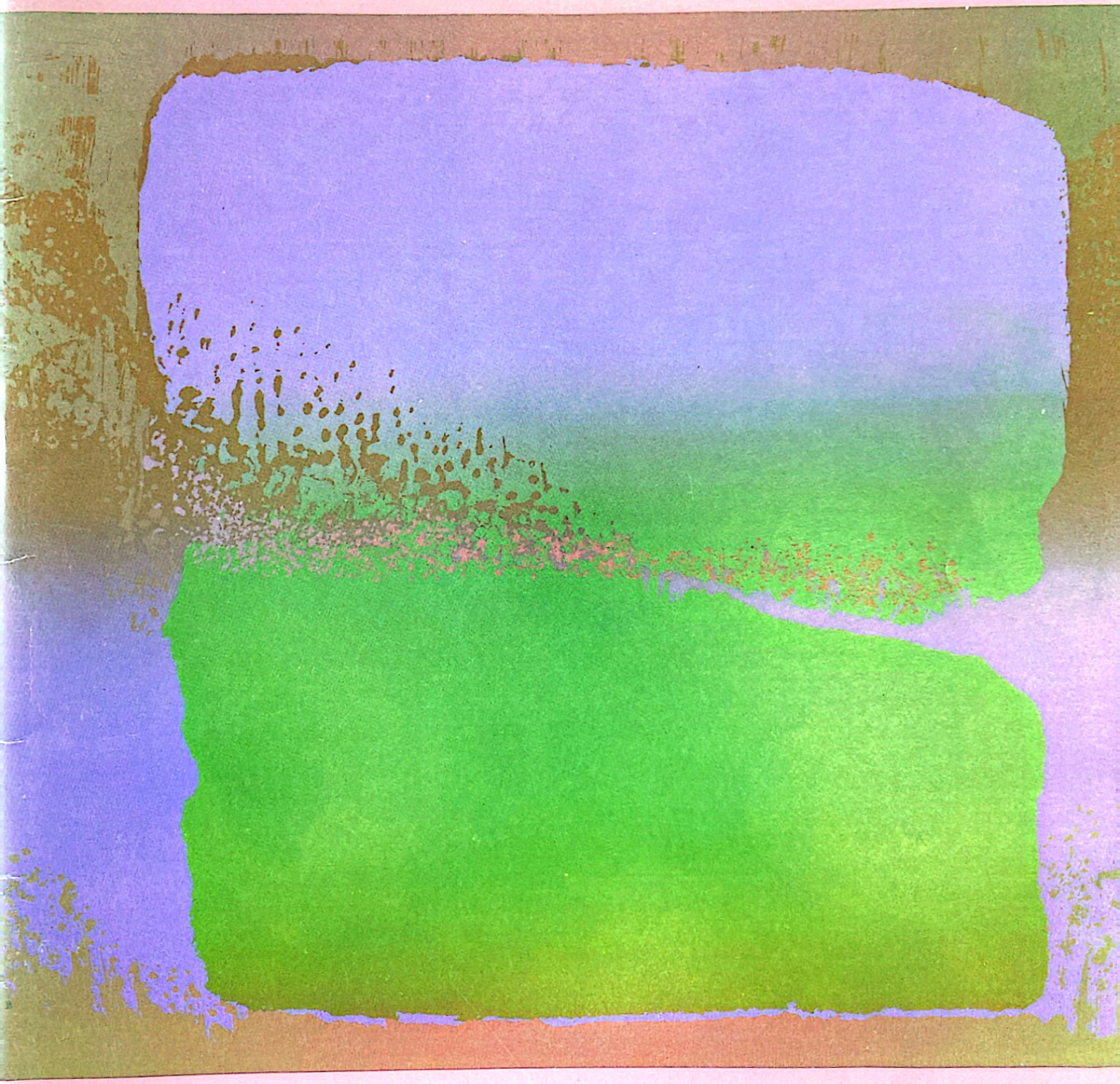

Unresolved Grief by Thomas Scheff

OBERT MAYNARD HUTCHINS CENTER
STUDY OF DEMOCRATIC INSTITUTIONS
IE FUND FOR THE REPUBLIC, INC.
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THE CENTER: University of California, Santa Barbara, California 93106
Mailing Address: Box 4068, Santa Barbara, California 93103
Telephone: (805) 961-2611

THE CENTER MAGAZINE

A Publication of The Robert Maynard Hutchins Center
for the Study of Democratic Institutions

Editor — Donald McDonald *Editorial Associate* — Patricia Garvin Cathcart

This number of the *Magazine* appears as my temporary directorship of the Center comes to an end. My role has been that of a transitional administrator, someone who would supervise the move of the Center from Montecito to the University of California campus in Santa Barbara. This process has been completed, and we are now concentrating on long- and short-term program planning for 1980 and beyond.

Professor Walter H. Capps has been appointed Director of the Center, effective January 1, 1980. As you know, he has been associated with the Center for some years, and he has been an active and creative program director since last June when the University and the Center merged. Walter Capps is not only the logical person to direct the Center, he is an ideal person for the job. He will provide wise leadership as the tempo of the Center's activities picks up.

It has been a privilege to be the Director of the Center during these critical transitional months. Now that I am no longer tied down with administrative duties, I look forward to the opportunity of having a close intellectual relationship with the Center in the years ahead.

It is with regret that I inform you that the Center is no longer associated with the William O. Douglas Inquiry into the State of Individual Freedom. The Center's present funding position does not permit us to take the financial responsibility for this program and for the national convocation that had been scheduled to be held in Los Angeles at the end of January.

That convocation has been postponed, and the steering committee of the Douglas Inquiry, co-chaired by Clark Clifford, Cathleen Douglas, Abe Fortas, and David Ginsburg, under the direction of Maurice Mitchell, will now assume full responsibility for all the program's activities, including the rescheduling of the convocation.

All donations received by the Center and earmarked for the convocation will be held pending decisions regarding the future of the Douglas Inquiry program, subject, of course, to the approval of the donors. The steering committee has applied for a certificate of tax exemption. Mr. Mitchell will continue as director of the Douglas Inquiry program.

BRIAN M. FAGAN

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Barbara Smith

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A "Modus Videndi" on the Health Care Issue

There are inexact but profound parallels between the challenges being addressed to the medical profession today and those addressed to the public school. In both cases, the intricate workings of an established dispenser of services are being tinkered with in the national interest, that is, so that basic rights and privileges can be extended to more and more persons, who qualify for them because they are citizens. The difference, of course, is that the schools already lie in public hands and operate under direct governmental sponsorship, while medicine is, in the main, a private industry. But both institutions are being affected by the compulsions of a society in transition.

In the private sector, the people's "inalienable rights" are ordinarily met by volunteer organizations, charitable institutions, and churches, and also by the benevolent activities of private industry. The medical profession has been active in this respect, probably more so than the public realizes. Doctors give many hours of volunteer time, frequently to free-service agencies. Hospitals dispense services to countless persons who cannot pay the full bill. Insurance companies have been giving grants and fellowships, and turning profits back into medical research assistance.

But these acts, no matter how noble and charitable, have not changed the public's perception of the medical industry. Ivan Illich, the author of *Medical Nemesis*, is not alone in recognizing that physicians and surgeons have achieved the topmost place on the income roster, well ahead of lawyers and jurists. Hence, nearly everything the medical profession tries to do is still perceived as being motivated by economic self-interest.

The significant fact is that the medical industry is not set up to function, except peripherally, as a charitable organization. At the same time, because it is private, it cannot be regulated by the kind of quota

demands that are placed upon the public schools.

But the same combination of ingredients can be turned around. If the medical profession has not been established as an eleemosynary institution, and if it has become professionally and scientifically eminent through the incentives of "free enterprise," why should it now be encouraged to direct its activities and loyalties to an "entitlement" system whereby medical care, like education and police protection, are seen as rights due to citizens as citizens? Were this to happen, how could anyone be sure that the medical profession's vitality could be maintained? Because these questions are not being answered to their satisfaction, the health providers, predictably, seem to be adopting an increasingly reactionary, defensive, and, at times, obstructionist stance within the society. This compounds the public's consternation and makes the public even less likely to believe in the good intentions avowed by the health providers.

In the relatively near future, legislators will agree on the basic elements of a national health policy, because, in the absence of clear-cut alternatives, the usual recourse is either to encourage or to compel the industry to become increasingly governmentalized. Government can and will enforce new regulations, so that the long-range goals of a society in transition can be achieved.

This may not be a solution. It may simply be the next in a series of adjustments in the relationship of government to private industry, and will again illustrate that when "inalienable rights" are involved, government responds by working out a *modus vivendi* between the claims of the people to "entitlement" with regard to health care and the claims of the health providers to a "free enterprise" system for giving that care.

WALTER H. CAPPS
Director
The Robert Maynard Hutchins Center for the Study of Democratic Institutions;
Professor of Religious Studies
University of California at Santa Barbara

The Ph.D. Degree—Credential for Work, or Enrichment of Life?

This exchange occurred during a recent discussion on the plight of young scholars in the humanities who have received their Ph.D. degrees but cannot find work.

I would like to remind the group that this is the Robert Maynard Hutchins Center for the Study of Democratic Institutions, and so far today we have come rather close to profaning what Mr. Hutchins stood for in education. We have been saying that today the reason people get a Ph.D. is vocational, not educational. But the idea that Hutchins worked for so many years was that you go to a university to get an education. You do not work for a bachelor's degree in order to get a job, you work for a bachelor's degree so that you can know something. Then, after you graduate, you go out and find a job, or you take the specialized technological or professional training which is essential to earning a living. My favorite example of this is a man I know who has a bachelor's degree in philosophy and who works on the Santa Barbara County road crew. He is happy and content. That is what he wanted to do.

When I graduated from high school, a bachelor's degree was about as remote as a Ph.D. degree now is to the undergraduate who has his bachelor's degree. Today, education apparently means everybody should have the Ph.D. But we still have the idea that education ought to be vocational, that we ought to be preparing Ph.D.s to get jobs — in the university, in industry, or somewhere else. I don't think that is necessary. I think that a person can get a Ph.D. in philosophy, be educated, and go to work on a road crew, or be a carpenter, as one fellow who has a Ph.D. in philosophy is doing in Santa Barbara; and he is a very good carpenter, too. I know a woman of about thirty whose undergraduate major was art history and who has worked for a half-dozen years for the Social Security Administration as an operations analyst. Because of changes in the job market, the people she now supervises are people with Ph.D. degrees, mostly in economics, but some also in history and philosophy.

Possibly one of the alternatives for people thinking about going for the Ph.D. at a time when Ph.D.s are out of work is to return to the idea that the Ph.D. consists of getting an education, rather than, like the M.D. or the law degree, or a master's of business administration, learning how to make a living.

DONALD R. CRESSEY
Center Associate;
Professor of Sociology
University of California at Santa Barbara

I agree, but I only wish that you would face the Society for the Prevention of Cruelty to Unemployed Ph.D.s in Los Angeles, whose members say, in effect, "You owe us a job. You lured us into this Ph.D. program." It is one thing to say they should be getting a Ph.D. for an education. But it is another thing when,

after they get the Ph.D., they cannot find a job. How are we going to deal with them?

In earlier times, so few people had advanced education that they were distinguished as being exceptionally able, therefore the most desirable persons for almost any kind of job. Part of the problem with the B.A. today is that almost anybody can get a B.A., and so it is not distinguishing. There has always been a correlation between the amount of one's education and the quality of the job that one got. Whether people went to college for that reason or not, it turned out that the more education they got, the better jobs they got — perhaps despite the education, but simply because they were the brightest people. Now that that correlation has broken down, people are protesting.

So, even in earlier times when people said they were not in school for a job, the fact was, when they finished school, they got a job. I think that is very important. Now they can't get a job, even when they have a Ph.D. degree.

I agree with you, then. I wish we did not have to worry about the unemployment problem of Ph.D.s. But the situation is that many of them cannot find jobs.

LEWIS SOLMON
Executive Director
Higher Education Research Institute
Los Angeles, California

Innovation and Creativity in a Moral Atmosphere

Innovation does not come from boards of directors or from chief executive officers. It arises at the lowest level of the company, among bright young men and women who are creative, who want to get ahead, who are strongly motivated to make a name for themselves. That is the source of innovation.

People often ask me, how do you manage R and D at Hewlett-Packard? My answer invariably is, I don't manage it. I provide an environment in which people can be creative. That consists of furnishing the tools they need. It consists of sympathetically listening, evaluating, and ranking the projects they propose. And it consists of giving them a good deal of freedom for an early investigation of the viability of those projects.

We start things out in what we call an I-Phase, an investigative phase. We tolerate a high mortality rate in that phase. We encourage people to try out ideas and see if there is something to them. We then select those that survive that process, assign them development numbers, and proceed to finance those developments.

We have found it more successful to have a single development team in our company carry an invention or product through from its conception to its marketing. We do not have one laboratory labeled "R and D," one labeled "Production Engineering," and another labeled "Production," in which the product is tossed over the fence to somebody else's doorstep, there possibly to die. We have removed those fences. One team has the responsibility for carrying its particular projects through to commercial success. That has been important.

Also extremely important is that there be recognition of an individual's achievement and contribution. And all this has to take place in a moral atmosphere, an atmosphere in which everybody in the company believes in what the company is doing, is enthusiastic about it, and wants the company to succeed. That is a great strength. It induces creativity. I think that that is partly responsible for what success we have had at Hewlett-Packard.

Now, what can boards of directors do? They cannot innovate. Generally they are too old and do not know what the problems are. But they can ask questions of the management and make sure that there is an innovative team on board. We regularly expose our board of directors to our R and D program. After our board of directors meeting, we have a show-and-tell. One department or another will come in to show some of the newest and most exciting products, and we explain the program.

This is a great moment for these young people who have been with the company eight or ten years. Suddenly they are asked to give a presentation before the board of directors of Hewlett-Packard, a 2.4-billion-dollar company. Suddenly there is a link between them and the top. And they like it. They give good presentations. There is a lot of enthusiasm. And a lot of good questions are asked by the board. That keeps the board apprised of the things that all of us are doing.

This procedure has worked well. It tends to integrate the company from top to bottom. The young people realize that the directors are not a bunch of old ogres. And the directors get to know the people personally. The directors then take a personal interest in the people who are doing innovative things; they call these young people by their first names.

So that is the general spirit that pervades our organization. This would not exist if we tried to isolate the board of directors, if we tried to separate the directors from the working people in the company.

BERNARD M. OLIVER
Vice-President
Research and Development
Hewlett-Packard
Palo Alto, California