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decisions and must depend on their powers of persuasion. Moscow's approach is low-key (he sounds a bit like Dustin Hoffman) and he manages to deal with most problems without ruffling feelings. When he first took office, he received a number of complaints about the quality of teaching in a required biology course. "According to the students the teaching was not up to par, the laboratories were not exciting and the curriculum was not designed for either biology majors or non-biology majors. The department faculty confirmed this and brought their dislike for the existing structure out into the open."

Moscow's role, as he sees it, "is not to fight political battles, but rather to make the university a better place for everyone to study and learn." He avoids any conflict "where the issue is clearly political—for example, where people are arguing whether this should be a student-run or faculty-run university."



This detachment has made him somewhat suspect in the eyes of campus activists. Roger Black, editor of the *Daily Maroon*, questions the usefulness of Moscow's avowed nonpartisanship. "Just exactly what is this guy's posture? He ought to be representing the students. If he's fighting bureaucracy, he ought to be a muckraker. I don't see how he can work otherwise." But Chicago's Professor Walter Gell-horne, whose book *Ombudsman and Others* has become a prime source for the movement, would probably disagree. He has said, "If the critic constantly depicts himself as a St. George slaying dragon after dragon, officials who do not relish being regarded as dragons may themselves become just a bit critical."

Black resents the way the appointment was made, and he is not alone in this. "Students think the idea is good. But we were disappointed that students weren't consulted on the appointment. We didn't even know they were thinking about an ombudsman until Moscow was announced. He was an unsympathetic kind of person to many because of the conservative columns he wrote for the *Maroon*. The fact that they chose him indicated that they weren't talking to many people." Black concedes, however, "He has probably done an adequate job. He's very well acquainted with administrative procedures and knows how to get action."

The administration believes that Moscow has worked out, and a spokesman says, "The ombudsman's views are taken very seriously. The informality and flexibility of the office are an asset." The experiment is slated to continue for next year with no change in structure.

Despite the trend toward putting the ombudsman on campus, argument continues on the real usefulness of the idea. For two days last fall representatives from campuses across the country debated the subject in Detroit.

Speaking for the affirmative, Thomas F. Davis, ombudsman and assistant professor of mathematics at the University of Detroit, declared, "The ombudsman is not the conscience of the University, but he makes it possible for a conscience to exist."

An opposing voice, that of Earle W. Clifford, dean of student affairs at Rutgers, questioned the advisability of advertising "the failure of an administration in general or a student personnel program in particular." He called the concept a "gimmick, a simplistic response to a complex problem."

Some participants wondered how effective an ombudsman can be without real power to enforce his judgment. "I have not yet been able to find out how I can persuade one of my colleagues to change a grade that a student objects to," said Professor James D. Rust, who has acted as Michigan State's ombudsman since 1967. The University of Kentucky ombudsmen, Beverly Moore and Michael Farmer, complained that they couldn't keep up with the case load.

Whether the growing ombudsman movement can (as its enthusiasts hope) actually prevent a "Berkeley" or a "Columbia" is debatable, but the basic concept of improving grievance machinery cannot be faulted. "If you had to define his job in one phrase," says Professor Samuel Hendel, freshly appointed faculty ombudsman at New York's City College, "he must see that justice is done."



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