staff news
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Appeals Marathon Ends With Some Answers, Some Questions

As the Appeals Committee work drew to a close, one staff member commented on the deep emotions that the job grading appeals process had stirred. "No one," she said, "will emerge from this unscathed." The proceedings are now closed and the final figures are in. The Committee heard 131 cases and recommended no change in grade for 65 and a higher grade for 66; 12 of the recommendations for higher grades were subsequently rejected by management in mid-April. But after more than two years of work, and an enormous expenditure of time, resources, and emotion, was anyone satisfied?

The Job Grading Appeals Committee ultimately labored far longer than anyone—Administration, appellants, or Committee members—thought possible and the passage of time troubled all concerned. Committee member Alan Tait cited the adage that justice delayed is justice denied. "We ended up talking about events that had occurred three or four years ago."

The Committee's first chairman, Wesley Liebtag, favored a quick process based on brief written submissions, with appellants interviewed only in exceptional cases. Administration officials believed a process based on a review of the record would have been substantially faster. Liebtag resigned, however, and Jerome Ross, a labor abitrator, replaced him. A system of hearings was ultimately devised under which both appellants and Administration would present their cases and call witnesses.

Hearings made the appeals process both longer and more complex. "You sacrifice efficiency," Jerome Ross admitted, "for perceptions of fairness." But Committee members without exception affirmed the value of hearings in providing clarity and ensuring fairness. "Actual hearings were far more effective than reading from the record," Linda Seal found. Another Committee member added that "It made a tremendous difference to meet these people, to ask them questions, and to get the perspective of witnesses. The written record just wasn't enough." The jobs that Committee members knew best were the very jobs they couldn't participate in as panel members. Veronica Hanglin Rodriguez believed that "We needed to hear everything everyone had to say to make an informed decision."

With several very busy parties involved in the process, scheduling hearings presented constant problems. Missions and leave caused delays, as did having to choose a SAC and a management representative for each panel—although everyone agreed that panel members never functioned as advocates for those who appointed them. Tim Cole and Al Goltz, who served as Administration's chief representatives, believed much of the initial backlog stemmed from the part-time status of the chairman. To alleviate the problem, an associate chairman, Alfred Haynes, was hired and a second staff consultant, James (Joe) Kilgallon, brought in to assist David Knudsen. The Appeals Committee eventually expanded from 6 to 12 staff members as well. Through all this, Glennys George served as liaison for all parties and was praised for the efficiency with which she coordinated arrangements and scheduled hearings.

For Administration and the appellants, preparation of cases absorbed considerable time. One Committee member noted that it was a difficult process for Administration "because their initial focus was trying to set up a whole new structure for personnel rather than trying to justify every single decision for about 1,700 staff members." Tim Cole estimated that his department spent an average of eight to ten hours preparing each appeals case.

Joe Kilgallon and David Knudsen believed that the number of staff who opted to use the administrative review and the appeals process might have been dramatically lower had the initial explanation of individual job grading decisions been more detailed. "If someone wanted an explanation," Joe Kilgallon said, "they were forced to put together a request for administrative review. Then because the reply to that request tended, in my judgment, to be very terse at best, and often not responsive to the request for administrative review, people had to utilize the appeals process. You might not have seen such a lengthy process, too, if people had known what the focal point of their case would be. Once appellants expanded to cover the whole waterfront—and they had to do so—they expanded the turf covered by the whole appeals process. In effect Administration had to respond to the appellants rather than the appellants respond to Administration."

What the consultants could not have seen, Tim Cole and Al Goltz rebutted, was the hundreds of hours that they had spent explaining individual decisions to staff. But Tim Cole reflected that the number of requests for administrative review might indeed have been less if there had been time to document each grading decision more thoroughly. "The World Bank had announced its grading decisions, and we felt we had to move. If I had it to do over, I would do the responses to administrative reviews more thoroughly but then say there should be no more documentation submitted. The administrative review would have taken longer but the appeals process would have moved more quickly."

Once documentation was assembled and the scheduling worked out, actual hearings and deliberations moved quickly. Although appellants were invariably tense, the chairmen did their best to keep hearings as calm and as informal as possible. An average hearing lasted several hours and was normally followed immediately by a meeting of the chairman and two Committee members. By all accounts the panels functioned well together. Muhammad Yaqub commented on his experience with Jerome Ross, citing the judicious combination of Ross's general expertise with the Committee's awareness of what these jobs were. When there was disagreement on a decision, there was further discussion. No minority opinions were ever filed, although the wording in a few decisions reflected majority opinions.

Chairmen prepared first drafts of discussions and decisions, and submitted these to panel members for comment and revision. Panels worked intensively to spare appellants the anxiety of lengthy deliberations. Jerome Ross recalled that some cases required three or four meetings to arrive at a decision—the work often entailing evening and weekend phone consultations with panel members over final wording. A decision was normally rendered within 48 hours of a hearing.

All believed that the system functioned with scrupulous integrity and fairness. The chairmen and the consultants praised GAO 31A, which they believed had provided a finely crafted basis for the proceedings. The administrative order had been drafted in cooperation between Administration and the Staff Association Committee. Many of the problems the appeals process did encounter, Committee members believed, were difficulties in the original job grading exercise.

The absence of specific and final job standards greatly hampered deliberations. "You found Administration using the standard when it suited its purposes," David Knudsen noted, "and appellants when it suited theirs, and either saying to the other, 'well, it's still in draft form, so disregard it.' Shuja Nawaz believed that if job standards had been clearly spelled out beforehand, there would have been less haggling between Administration and departments, and less reliance on departments to make sure that the slotting was equitable. "People would have been able to see where they stood and why. Because it was done after the job grading and slotting exercises were complete, there was a lot of confusion. We could not, as a committee, give much credibility to these standards because in many cases the standards justified or helped to justify a grading rather than were the basis for the grading."

Administration officials explained that while they realized the Committee sought firm standards against which to judge, the Department did not want to finalize standards until the appeals process was over. Al Goltz noted that the appeals process had helped to clarify relativities and identify vague areas in the standards. He cited the need to strengthen the distinction between secretarial positions at grades A6 and A7 as something that arose from the appeals process.

Aspects of the Hay methodology presented Committee members with additional stumbling blocks. Muhammad Yaqub noted that "we initially received lots of documentation on how scientific the method was, but as we got into the appeals we gradually discovered it was a quantification of subjective evaluation of individuals. Gradually we felt we would simply apply common sense in evaluating the totality of the job."

"One of the problems," Kevin O'Connor added, "was that a lot of the relativities couldn't be justified by the Hay methodology. It might be perfectly rational for these relativities to exist, but the relativities couldn't be justified by the methodology and they shouldn't have tried to do so. If it had been said that in addition to the Hay methodology the following points must be taken into account, it would have been a great deal easier. As it was, we were forced to challenge the most basic assumptions because they didn't get it right."

The Committee struggled to keep job content separate from performance, as they believed the Hay methodology demanded, but it was not always convinced the original job grading decisions had done so. "In some cases," Shuja Nawaz noted, "the Committee believed performance had been a factor in a comparator's grading. That created a really difficult problem for us because we were not empowered to go outside the case and reopen the grading of such a comparator. It led to the very curious decision in a few instances where the Committee had to disregard a particular comparator because, based on the information available to the Committee, the comparator had been improperly graded and we couldn't compound the problem."

In addition, know-how emerged, contrary to the staff's initial understanding of the Hay methodology, as the single most significant factor in assigning a grade. This

***To mark the end** of their work on the appeals process, members of the Job Grading Appeals Committee and the chairmen met for lunch in February. From left to right they are Shuja Nawaz, Kevin O'Connor, Jerome Ross (Chairman), Linda Seal, Veronica Hanglin Rodriguez, Sally Dyson-Simmons, Howard Handy, Muhammad Yaqub, Peter Heller, Alfred Haynes (Associate Chairman), Russell Kincaid, and Dennis Kelly. Absent are Committee members Anne Doize and Alan Tait.*

determination, consultant Joe Kilgallon complained, "was made after everyone had written something on the impact of their job, their responsibility, their accountability, and their problem-solving." Dennis Kelly acknowledged that the job grading teams had a difficult task once know-how was accepted as the key factor for core positions and this was then applied to non-core positions. "The Fund modified the real Hay structure so that accountability and problem solving became essentially percentage factors of your know-how. There are probably certain specialist positions that didn't get the credit here in the Fund that they would have if the methodology had been applied in the pure sense."

Administration officials believed that a number of misconceptions existed about the Hay methodology, including the perception that the methodology was highly scientific, mechanical, and objective—this despite documents from the Deputy Managing Director and the Director of Administration that explained that the method was really a systematic approach to making judgments rather than a substitute for judgments. "It is a quantification of subjective evaluation of individual positions; we never said otherwise," Al Goltz explained.

"And performance invariably drives job content," he added, "and that might have been the biggest area of misunderstanding." "According to Hay you can't grade a position," Tim Cole observed, "without a person in it." Both men also noted the confusion that persists about a "real" Hay methodology. "There is no pure Hay methodology," Al Goltz said. "The issue is how the system is applied in individual institutions. The Fund interpreted the system in its own context and then made every effort to apply that interpretation consistently."

A number of Committee members believed, however, that some inconsistency had been introduced by "asterisked jobs"—admittedly overgraded jobs that had been left at their grade because of sensitivities or because the incumbent had only a year or two to go. "It was absolutely and totally inconsistent with the whole methodology," said Kevin O'Connor, "and it probably caused more problems than anything else." The Administration Department, however, perceived no inconsistency. It saw no need to downgrade those reaching normal retirement age within the grandfathering period. Tim Cole added that "The Fund's safety net, which limited downgrading to two grades, was the basis for the other asterisked jobs."

In varying degrees, Committee members came away somewhat unsettled by their two-year exposure to the Hay methodology. Some found it rigid. "The Hay system may work in a public administration with a steady, unchanging structure," Anne Doize believed, "but the Fund has to respond quickly to situations. It has to evolve and be flexible. Mobility's almost dead in this system."

"Do you want to define all jobs in an organization," another Committee member mused, "and say 'you are paid to do this job'? Or do you want to say 'there are certain minimum requirements, but if you develop your ideas or have insights, you can create more responsibility'? Isn't that more imaginative? In a discussion of comparators Mr. de Larosière was once said to have remarked that if he wanted to run the Fund as a grocery store, he would employ grocers. If you want people to be imaginative about extremely important problems like international debt, you do not describe job content."

Some Committee members theorized that if the original problem was thirty or so jobs egregiously out of line, a shotgun solution was a costly one. "It brought a great deal of grief to these people who were downgraded and very little satisfaction to those upgraded. To my mind," said Howard Handy, "it didn't please anybody and we have put out to retirement a number of staff members who gave long and faithful service who now feel aggrieved and humiliated." Few members, however, questioned the theory behind job grading. "An institution needs to have a process of reviewing jobs and content," Muhammad Yaqub said. "The only question is the most efficient way of doing it and the least costly in terms of morale and the organization's time and money."

Administration officials acknowledged how difficult it was to anticipate all the implications of the job grading exercise. "Obviously we underestimated the psychological impact of downgrading," Tim Cole said, "but as unpleasant as downgrading was, I think it had to be done. With the stability this institution has, some of the anomalies discovered through the job grading exercise might have remained in the system for 20 years. We wouldn't have gotten the adjustments that we went through the whole exercise to achieve."

Al Goltz noted that focusing on the emotional cost of the exercise tended to obscure the benefits of job grading. "I've talked to an extensive number of staff and they've shown great appreciation for the opportunities that have been created by, for example, the establishment of the new grade A15 and the opportunity for secretarial positions to be classified at least one grade higher across the board. Many of those who accepted early retirement also appreciated the Fund's very appropriate and generous offer." Administration officials believed that the extent of the adjustment—27 percent upgraded and 17 percent downgraded—appeared to justify the Executive Board's original concerns. The longer-term benefits of the exercise, they explained, will be a better sense of equal pay for equal work and an information base that permits the institution to more effectively bring about career development, including mobility.

While many hoped that the appeals process might heal wounds and dispel a sense of powerlessness among staff, the issue of job grading remained very touchy. Neither chairman was surprised. In their experience, job grading had proved *the* most emotion-laden aspect of employee-employer relationships. "To say that your job is no longer as important as you thought it was is a personal affront," remarked Alfred Haynes.

Several committee members regretted that the Fund had not chosen to grandfather all staff, consistent with the decision of the World Bank's Administrative Tribunal. Dennis Kelly hoped that the Fund would learn from its own traumatic job grading experience and put new emphasis on effective performance evaluation. Administration officials agreed that better performance reporting and a greater willingness to deal with real grading issues at the grass roots level would be crucial to avoiding another Fund-wide exercise, but they also cited the importance of having a job grading structure in place that could address changes in jobs and career ladders.

In the end the appeals procedure took its toll on all sides. In an institution where collegiality is a highly valued tradition, the adversarial nature of the process clearly discomfited participants. There was frequently a reluctance to call witnesses and in some cases a reluctance to be called as a witness. Anne Doize felt that some staff avoided being placed in an adversarial relationship with Administration. Al Goltz elected not to call witnesses at all, although he felt this ultimately resulted in several cases being lost. "No one," a Committee member observed, "wanted to destroy working relationships." Several complimented Administration staff for opening hearings by citing appellants as valued members of the organization and doing what they could to ensure that the process addressed positions rather than individuals.

Committee members found themselves in a particularly difficult position. "You knew you were making decisions about your peers and colleagues that affected them in a very material way," Kevin O'Connor explained. "You also knew, frankly, that some had been deeply affected by this, since they identified themselves so closely with their position in the Fund."

Sally Dyson-Simmons added that "No one came out of it feeling good. Even those who won, felt they should have had that without fighting." And few decisions came easily. "I spent sleepless nights," Anne Doize reported, "not only on the decisions that would go against an individual staff member but also on those that went in favor of the staff member because they would have an impact on other staff members. There was a lot of soul searching."

The Appeals Committee has dispersed now and its members seem uncertain of its legacy. No one wished to repeat the long and emotional procedure, yet all felt the immediate mechanics of the appeals process worked well and fairly. Consultant Joe Kilgallon believed the appeals process could be a healthy experience. "Only through feedback will Administration and management gain insight into what staff here perceive. It can enhance productivity and interpersonal relations." Some Committee members suggested the appeals process might provide the basis for the Fund's administrative tribunal. Many hoped the institution would pause and reflect on this experience and perhaps in the future seek broader staff involvement in the planning stages of major institutional changes.

The Committee members and chairmen developed obvious mutual respect from their work together. Jerome Ross, whose previous experience had been with panels composed of labor and management representatives, was struck by the professionalism and objectivity of the Committee members. It was unique, he said, to work with panel members who viewed cases as he did—from a neutral perspective. "I really do think the world of these people," he remarked, "I've rendered a lot of decisions before this and I'll render a lot after, but you don't have the opportunity to work on a continuing basis with this quality of person. They acted as peers and we all reasoned together. It was very gratifying." The Committee members thought highly of their chairmen and commented particularly on Ross, with whom they had worked longest. They valued his procedural experience and the calmness and reason he consistently displayed through the hearings.

The Committee members and consultants also paid tribute to the appellants who bore up so gracefully in very trying circumstances. "The appellants all kept their form." Veronica Hanglin-Rodriguez noted. "Even under fire they kept their cool and were very polite. They were able professionals and serious people who made you feel proud of being one of them."

The consultants, who worked very closely with the staff in preparing their appeals cases, remarked particularly on the extraordinary degree of devotion they saw in the appellants. "I don't think I've ever worked with a group of people," David Knudsen observed, "who despite feeling that they had been injured by an institution, displayed such loyalty and commitment to their job and to the mission of the Fund. It's at all levels of the institution. I don't know whether people know how unique this institution is in that regard. If they don't know it, they should. And if they do know it, they should do everything possible to retain it. It is the greatest resource the Fund has."

Peter Griffith, 1936–89

Peter met life in his own way. He could have chosen the glamorous life of a successful California lawyer. He had enjoyed great success at Harvard Law School, and family tradition invited him to follow that path. Early on, however, he realized that the world was his workplace.

He took up fiscal technical assistance work in Latin America at a time when few experts were involved in such work. He did it making friends even where the odds were against him. These lasting friendships were a great asset during the nearly twenty years he worked in the Tax Administration Division of the Fiscal Affairs Department.

One of Peter's strengths was his empathy with people from other cultures. His knowledge of languages, which included French, Spanish, and Portuguese, enabled him to work effectively in a wide variety of countries.

This also made him uniquely fit to work with participants in the IMF Institute courses. He was a most popular coordinator of public finance courses in English, French, and Spanish. It was in keeping with his character, too, that he often took care of the personal problems of participants, thus giving the sometimes hard-nosed Fund a human touch. He spread joy as well through singing; he was a faithful and highly competent participant in the Bank/Fund Choral Society.

At work Peter was versatile and experienced. His missions were successful and his reports showed his keen analytical ability and good judgment. Peter's diplomacy never failed him, even in confrontations with the most difficult political personalities. His political analysis of the countries he visited again reflected his rare ability to understand other cultures and empathize with other people. Peter's work was instrumental in leading a number of countries to introduce substantial reforms in their tax systems, thus helping them overcome the fiscal problems that hinder their development.

Peter never asked to be relieved from difficult missions or unpleasant duties for reasons of his health. It is a beautiful epitaph to him that on the day before his heart failed him, he finished his last report, a major technical assistance job that will be highly appreciated in the country involved. We would like to believe that this was exactly the way he wanted to leave—unbroken, with colors flying.

Milka Casanegra de Jantscher and Leif Mutén

***At the podium** in the Visitors' Center, Edmar Bacha presents a seminar on debt and stabilization in Latin America.*

Tradition, Openness Distinguish Research Department Seminars

Over the years audiences have grown larger and facilities have expanded, but one constant in the long history of the Research Department's seminar series has been its stature. The prestigious list of seminar speakers comprises a Who's Who of leading economists over the past 40 years and includes such names as Gottfried Haberler, Fritz Machlup, Sir Roy Harrod, Jan Tinbergen, Nicholas Kaldor, and John Hicks.

That list is matched by the distinguished line of Fund economists who have coordinated the program, including Gertrude Lovasy in the late 1940s and early 1950s; Graeme Dorrance from the mid-1950s until the late 1960s; Fred Hirsch; John Williamson; Robert Heller, before he left the Fund eventually to serve as a member of the Board of Governors of the U.S. Federal Reserve; and George von Furstenberg. In the 1980s Mohsin Khan headed the program, before leaving the Fund to work briefly for the World Bank. Jim Boughton succeeded him and has directed the seminar series for more than three years now.

The seminar series seems to have evolved from the occasional meetings that the Research Department held in which staff spoke on economic issues. Edward Bernstein, the first head of the Research Department, believes the original impetus for the series was to keep staff informed. The program expanded, he notes, "because there were always suggestions that we do things for outsiders." Invitations began to be extended to visiting economists, but the program remained an informal one.

In its early days, Graeme Dorrance recalls, "We had a small group from the Research Department that met every Thursday and planned everything over lunch. Whenever someone was in town, we would try to arrange a seminar." No one was paid, many of the presenters were at the Fund in one capacity or another (Sir Roy Harrod gave a seminar while an Advisor here), and much of the audience was drawn from within the Fund or from the U.S. Federal Reserve. Edward Bernstein remembers Nicholas Kaldor in the mid-1950s as perhaps the first to receive a fee for a seminar—roughly $150.

Neither its small size nor its informality kept the program from being stimulating and occasionally breaking ground. Graeme Dorrance remembers one seminar that served as the first formal presentation of the Polak model. The seminar preceded publication of the model in *Staff Papers* and was, he says, a "wild and woolly session." "I didn't like the model and Earl Hicks and I were fighting it. The chairman, whoever he was, tried to cut us off. But Jacques said 'No, I want to hear what they have to say.'"

The Fund was a small organization in those days, but one that had an exceptional concentration of world-class economists. Graeme Dorrance credits Edward Bernstein for the Fund's pre-eminence in the field. "Eddie definitely regarded the Fund as a good university. He told me that he regarded a division chief in the Fund as being on par with a Harvard professor." Edward Bernstein demurs, "I thought we were very pragmatic, but we had to know a tremendous amount of economics."

Both J.J. Polak and Graeme Dorrance mention that, particularly in the 1950s, they invariably found visiting academics markedly less well informed than Fund economists. But the small circle of world-class economists grew dramatically over the years and the Fund can no longer hope to corner that market. "The world has caught up with the Fund," Graeme Dorrance believes; "outsiders can now contribute to the Fund in a way that perhaps they couldn't in the past. The Research Department's seminar series is probably more valuable today than it was then."

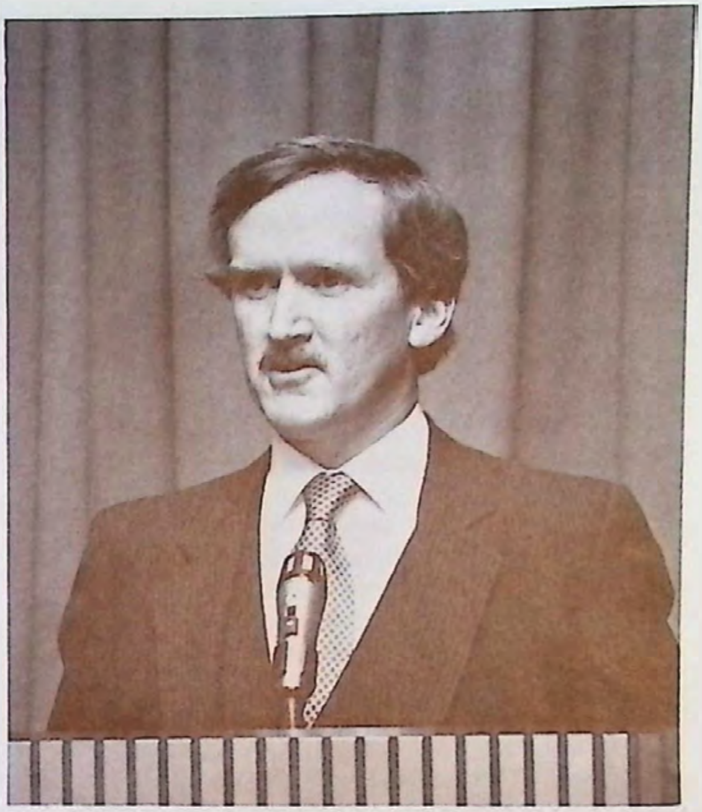
The series follows much the same design that has guided it since its inception. Its twin goals, Jim Boughton notes, "are an inward one of making sure that Fund staff are exposed to the research and the thinking of leading economists in the academic community and an external one of making certain that those who are prominent in the academic community are aware of what is going on in the Fund. I think we've been successful on both counts. The division between the two, in fact, can get blurred at times. John Williamson, prior to coming to the Fund, was a guest speaker here. He came in the 1960s and gave a talk on the crawling peg at a time when that concept was still rather heretical here."

In recent years the program has brought economists such as Robert Lucas, James Buchanan, Rudiger Dornbusch, Jeffrey Sachs, and Richard Cooper to the Fund. Series organizers have never shied away from bringing in strong critics of the Fund as long as they were serious critics. Some of the liveliest and most informative seminars have in fact, Jim Boughton argues, been given by economists who have been quite critical of the Fund.

Even more animated and frank have been the small luncheon discussions that now precede these seminars. These luncheons, whose participants usually number 12 to 14 and include senior staff, Executive Directors and their staff, and occasionally outsiders as well as Research Department staff, provide an intimate and informal forum for debate. "We try to have a good general discussion," Jim Boughton observes, "not necessarily on the seminar topic but perhaps on other topics that speakers are working on or on the more general implications of particular papers. When Jeff Sachs was here, he was very frank about what he felt the Fund was doing wrong and what it ought to be doing instead. And the Fund's senior people were equally frank about why we were doing what we were doing. I thought it was a very useful discussion."

The seminar program has thrived on a tradition of openness. "Everyone has supported the idea," Jim Boughton notes, "that these are academic economists who are presenting their own views. We've had instances where speakers were critical of policies in specific countries. We've been in touch with Executive Directors' offices and have invited them to participate in whatever way they would like. We've had no problems."

More of a problem has been posed by the complicated logistics that generally precede each seminar. Planning typically begins several months in advance of the seminar and often entails matching geographical proximity with the busy schedules of well-known economists. Budget constraints limit the seminar series to extending invitations to economists who are working in the United States or passing through. In this fashion the program was recently able to sponsor a seminar by Edmar Bacha, a noted Brazilian economist who was able to come from California, where he had been working.


***Jim Boughton**, series coordinator, introduces a seminar.*

In some cases coordination of the seminar series has involved identifying key topics and actively looking for people who are doing interesting work in these fields. That has been the case with a series of recent seminars on developing country debt. "More typically," Jim Boughton notes, "my job is a matter of identifying prominent people who are currently making contributions to policy discussions in any number of areas and then asking them what they would most like to talk about at the Fund." Jim Boughton relies on his own contacts and the "excellent range of contacts" his Research Department colleagues have throughout the academic community. "A large part of my job with the seminar program," Jim Boughton continues, "is asking a lot of questions so that I know who's doing what and what interesting papers have been written or are circulating on the seminar circuit. Sometimes other Fund staff call me to tell me about papers they have read or about people they know are coming through."

Jim Boughton admits that despite the complex logistics, it is fun. "It keeps me in contact with a lot of people who are not only very interesting economists but also interesting people who are fun to get to know." He also has fond memories of some of the livelier presentations that have marked the series. He cites Richard Cooper, whose presentation on policy coordination came at a time when the Fund was really getting interested in the topic, and Jeffrey Sachs, who gave what by all accounts was a splendid talk—and a very clear and serious criticism of some of the more standard approaches to the debt problem—despite having just flown in from the Far East the day before.

The Research Department announces its seminar program in the *International Calendar* of the Visitors' Center. The publicity has expanded attendance for the program, but it has not, believes Jim Boughton, greatly altered the composition of its audience. The audience remains mostly professional economists, although one now "probably a bit more skewed toward operational and policy interests rather than technical interests."

The larger, more policy-oriented audiences have led the Research Department recently to split its seminar program into two: one a series on more general policy topics, with the venue being either the Visitors' Center or the Third Floor Meeting Hall, and the other a more technical program that uses the smaller, recently refurbished Research Department conference room on the ninth floor. In a more intimate setting, there is much more give and take, and much less formality. "We can tell people if we don't understand their equations," Jim Boughton laughs.

Sometimes anticipating the response to individual topics and speakers is the hardest part of Jim Boughton's work. And deciding whether to schedule a seminar for the Visitors' Center, which seats around 80, or the much larger Meeting Hall, has produced its share of headaches. "We scheduled Bob Lucas from Chicago for our first seminar in the Visitors' Center auditorium. Lucas is someone who has not only done fine technical work over the years but has also had an enormous influence on the way we all think about macroeconomic and microeconomic problems. Although he came to make a technical presentation, he was someone everyone wanted to hear. There was tremendous demand; we had people fighting to get in and even some Executive Directors had to be turned away."

Ah, the burdens of success.

Upcoming Seminars

In coming months the Research Department's seminar series has two speakers scheduled; they are:

Michael Mussa, of the University of Chicago's Graduate School of Business, will speak on **June 8** on Fiscal Deficits and Payments Imbalances in an Open System of World Trade and Finance.

"Mike Mussa," Jim Boughton remarks, "was on the U.S. Council of Economic Advisers under President Reagan and has been a very important part of the policy scene in Washington for the past few years. He's also a prominent academic who has just re-entered academic life. We hope to catch him at a point where he's developing the new ideas that have come out of his Washington experience." He is also, Jim Boughton notes, "a lively and informative speaker. He's one of the great entertainers in the profession." His seminar is scheduled for the Third Floor Meeting Hall.

Lawrence Summers, who was one of Michael Dukakis' top economic advisors in the last U.S. election, is scheduled to present a seminar on **July 6**. His topic will be A Theory of Speculative Dynamics and the seminar is scheduled to be held in the Visitors' Center. "Larry Summers," observes Jim Boughton, "is someone who has worked on an incredible variety of topics in economics: micro, macro, domestic, international, labor economics—you name it, he's probably made a contribution to it."

Administration Update

Compensation

At the end of April the Executive Board approved a new salary structure and the principal elements of a new compensation system. The Board also decided on an *average* increase in salaries of 8.8 percent. This is the average increase; some staff will get more and others less. Administration is consulting with departments on how the increases are to be distributed among staff, and a bulletin will be issued explaining the procedures. Administration hopes the decisions on individual salary increases can be made in the course of June, and that actual increases, backdated to May 1, will be reflected in salary checks distributed in the second half of July.

Administrative Tribunal

The Executive Board last discussed the establishment of an administrative tribunal for the Fund in February. As with earlier discussions, most Executive Directors supported the establishment of an administrative tribunal. Some Executive Directors felt that the option of a joint tribunal with the Bank might be examined further, and some sought further information on the extent to which an administrative tribunal could effectively overrule decisions of Fund management and the Executive Board. The Legal Department is working on a paper on these points, and a further Board discussion is scheduled early in July.

Administration Update

Pension Plan Review

With much of the Administrative Department's attention focused on compensation issues, the ongoing review of the Staff Retirement Plan has not progressed in recent months. The Administration Department has been examining, and discussing with representatives of the SAC, possible alternatives to the original proposals that were circulated for comments at the beginning of the year. The work program recently provided to the Executive Board noted that the review is being pursued with urgency and that proposals will be put forward to the Pension Committee and the Executive Board as soon as possible.

Medical Benefits Plan

Staff will have noticed from their salary checks that their contributions to the Medical Benefits Plan have increased. The Fund, which pays two thirds of the costs of the Plan, also saw its contribution increase. Rapidly escalating costs in 1988 and early 1989, mirroring a national trend of rising expenditures for medical care, necessitated the increase.

With costs continuing to rise, the Fund has launched a major review of the Plan to be conducted over the next few months. All aspects of the Plan and its financing will be examined, with special attention given to improving control over rapidly rising costs, maximizing the Plan's effectiveness in meeting the Fund's concerns about staff health, and increasing the general level of staff satisfaction with the nature of the Plan and its administration. Staff members who have ideas or information relevant to this review are invited to contact John Huddleston (extension 7119).

Vacancy List Procedures/Mobility for Non-Economists

At the end of 1987, a working group was established, under Alan Wright's chairmanship, to undertake a comprehensive review of the Fund's procedures for filling non-economist vacancies at Grades A1 through A15. The objectives of the review were to assess whether the existing procedures were effectively identifying and giving fair consideration to qualified applicants from within the Fund, and to recommend any changes that might better achieve this objective. The working group was also asked to examine the feasibility of introducing other measures that might help meet the interests of non-economist staff in mobility, both through transfers to other positions within the Fund and through temporary assignments outside the Fund.

The proposals of the working group have been carefully reviewed by the SAC and departments, with account also taken of proposals on related subjects put forward in 1988 by a SAC working group of staff in grades A1–A8. As a result of these discussions, the Administration Department has decided to implement some changes in the vacancy list procedures immediately and to study other recommendations further. A staff bulletin will be issued shortly on the changes in the vacancy list.

Performance Appraisal

The new compensation system is intended to place greater emphasis on "pay for performance," or merit increases, and less on across-the-board salary increases. This will require a new look at the way in which supervisors assess performance in the context of annual performance reports. A working group has been established, chaired by Horst Struckmeyer and with representatives from a number of departments and the SAC, to review the annual performance appraisal procedures and to make recommendations in time for any changes in procedures to be put into effect for the 1989 performance reports.

Joint Library

The Joint Library Reference Center will be returning to the Joint Library's former site on the concourse level in late May, as part of a shared internal and external information services facility with the Records Division of the Secretary's Department. The Library has also adopted a number of new procedures to improve communications between the Fund's main building and the Library's site at International Square. These new procedures include the installation of PhoneMail on selected Library service numbers and a fax machine (at extension 6417).

Job Titles

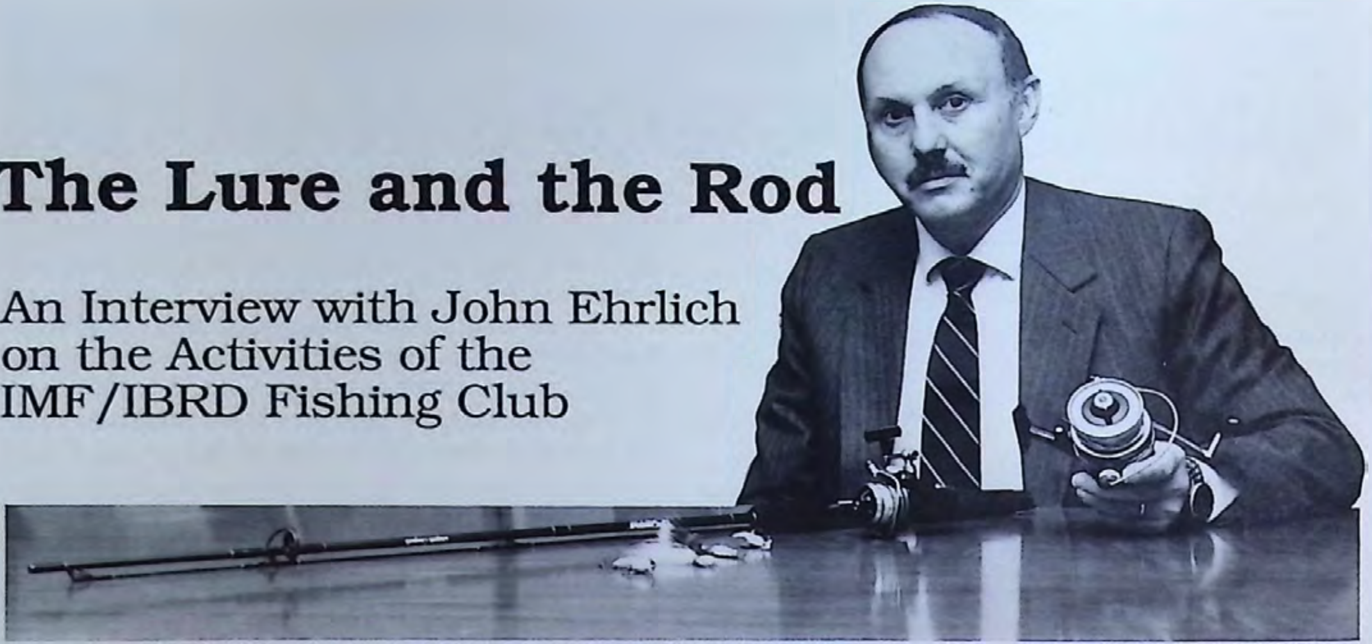
The Committee on Job Titles, chaired by Charles Gardner, presented its report to the Director of Administration at the end of April. The report sets out some basic principles for choosing job titles and proposes rationalizing and simplifying job titles for most positions. ADM is currently reviewing the Committee's recommendations, and comments are being sought from departments and the Staff Association Committee.

Administration Department

This is the second in a series of occasional updates intended to keep staff members informed of developments in administrative matters.

The Lure and the Rod

An Interview with John Ehrlich on the Activities of the IMF/IBRD Fishing Club



Ten years after fishing enthusiasts in the Fund and the Bank merged to form the IMF/IBRD Fishing Club, the group continues to take advantage of excellent fishing opportunities in the mid-Atlantic region. John Ehrlich, the Club's president, discusses the group's activities and reflects on the sport's special satisfactions.

How did the Club get started ?

In the mid-1970s, the Fund and the Bank each had its own fishing club. The Fund's club was made up of five or six bass fishermen who mostly fished in the Potomac, Shenandoah, and other area rivers. The Bank's club, on the other hand, was primarily a saltwater fishing club, concentrating its fishing in the Chesapeake Bay and nearby Atlantic Ocean spots.

During the summer of 1979, I was invited to attend one of the Bank's fishing seminars. Several members of their club expressed an interest in doing more freshwater fishing and since I was interested in doing more saltwater fishing, I decided to canvass the views of Fund members to see if they would prefer a joint club. They did, so I proposed to Friedrich Kannert, then president of the Bank's club, that we pool our resources and form the IMF/IBRD Fishing Club. During the 1980s we have maintained an approximate 50/50 split between freshwater and saltwater fishing and our membership has grown from about 15 to over 50 members.

What type of activities does the Club sponsor?

The Fishing Club is one of the most active, if not the most active, of all clubs. Since fishing is such a diverse sport, there is always something going on. During the spring, summer, and fall months we schedule trips every ten days or so to such places as the Outer Banks of North Carolina, Cape Henlopen, Lake Gaston, and numerous nearby lakes and rivers. Trips can last anywhere from one to four days depending on where we go and what fish we are after. On our one-day trips to the Potomac, we often use a canoe to get from one place to another. We float down river to a point where there are cars for the take out, stopping along the way at numerous places that are good for fishing. We just beach the canoes and wade in the river.

Occasionally we go on much longer floats. We've floated for three days down the New River in West Virginia, which we plan to do again this summer. One of our favorite floats is in Maryland from Harper's Ferry to Point of Rocks, which can take one or two days depending on how intensively you fish Some people just go for the white water. They like to canoe and don't like to fish, so you'll see them paddling back to go through a shoot several times. They like to try different techniques.

Our saltwater fishing consists primarily of surf casting and shore fishing, although the Club occasionally does charter fishing boats or go as a group on a head boat. These head boats carry 40 or 50 people. Most of the saltwater fishing takes place during the summer months, although just last month the Fishing Club visited Cape Hatteras, which it does every spring. On this trip, though, we were joined by members of the Camera Club. We had quite a group down there, and it may have been the first time two major clubs arranged a joint field trip. Personally, I'd like to see more joint ventures. Among future trips the Club is considering are excursions to the Florida Keys and Northern Canada.

The Club usually meets once a month in one of the Bank's conference rooms to show a short video and discuss upcoming events. Every two or three months we have an Open House to which all staff are invited. We usually have door prizes, raffles, videos, films, and refreshments. The Club also hopes to expand its reference center to include all types of fishing in its books, periodicals, and video cassettes.

The Club holds seminars in both saltwater and freshwater fishing for beginners. We have a large number of beginners—people who used to go fishing as children but hadn't done any serious fishing until they became members. Only a small number of our members are semi-professional and have experience in all types of fishing.

You might think that most of our members are men but in fact we have seen an increase in the number of women who have joined the Club. The split now, I would say, is 60 percent male and 40 percent female. In terms of participation in trips, particularly the longer trips, it comes out surprisingly even.

What sort of fishing does the local area offer?

The area around Washington is somewhat unusual in that it offers virtually every major type of fishing. There is no salmon fishing, of course, since salmon is found only in the extreme northeast and northwest portions of the United States and in Canada, and there is no tropical reef fishing, but with these two exceptions, you can find any type of fishing within an easy four- to five-hour drive from the Fund.

John Karlik filets a bluefish caught at Cape Hatteras.

Trout fishing enthusiasts can find excellent rainbow and native brook trout fishing in eastern West Virginia, western Virginia, and southeastern Pennsylvania—all within 150 miles of Washington. For the freshwater fisherman interested in other types of fish, the James, Rappahannock, and upper Susquehanna rivers offer very good smallmouth bass fishing. The best river fishing of all, though, is the upper Potomac, which flows through our own backyard. Years ago, the Potomac River, particularly its lower sections, was heavily polluted and fishing was poor. The Johnson Administration launched the historic Clean Rivers Act and nearly two billion dollars has been spent cleaning up this magnificent watershed. Today, it has the reputation of being one of the premier smallmouth bass rivers in the eastern United States. Nearby impoundments such as Deep Creek Lake, Lake Anna, Rocky Gorge, and Tridelphia reservoirs also provide excellent fishing spots for largemouth bass, bluegill, and musky.

For the saltwater sportsman the Chesapeake Bay is an extremely valuable resource. There is excellent fishing for bluefish, sea trout, and drum throughout the Bay, and the tidal rivers, such as the Nanticoke, Choptank, and Pocomoke, which empty into the Bay, are filled with perch, pickerel, and bass. Surf fishing is great at either Maryland's Point Lookout on the Bay or Delaware's Cape Henlopen on the Atlantic Ocean. Both of these spots are within a two-hour drive of Washington. What is arguably one of the best surf fishing spots in the world, however, is Cape Hatteras, North Carolina. This is a beautiful stretch of beach and it's located approximately five hours south of Washington. It's an excellent place to catch almost every type of fish that inhabits the sea. There is also very good deep sea fishing for tuna, marlin, and other deep water species off the coast of Maryland and down the Delmarva Peninsula.

Fishing sometimes seems a very expensive sport....

Fishing can be as simple or as complex as you want it to be. The old cane pole and bobber one visualizes from Norman Rockwell paintings is still in use. At the other end of the spectrum, however, there are expensive boron/graphite spinning rods, casting reels with micro-computers, electronic depth finders, and ph gauges for testing the water. While one person may be content to stand on the bank and take his chances; another may be out on the lake in his metal-flake bass boat which, when outfitted with the latest gadgetry, will cost over $20,000. Between these extremes there is a happy medium to fit any budget. Beginners can purchase the necessary basic equipment for under $50 and as their proficiency increases, they can move up to better and more expensive equipment.

Fishing has become more complex, but due primarily to the progress that has been made in understanding the complex migratory patterns of pelagic species and the ecological background of the fish itself. The study of thermoclines, water inversion, and the behavior of light under water has helped us to understand more fully why certain fish behave the way they do. The old saying that 10 percent of the water contains 90 percent of the fish holds true for just about all fishing situations. You can only understand why this occurs after considerable learning and experience. Fishing has become more complex to achieve better results. It's not difficult to drop a line in the water, but consistently catching fish is another matter.

A chilly day on the beach. *Camera Club member Ruth Montague of the Bank (left) chats with Fishing Club members Mike Gerber of the Bank and John Ehrlich (right).*

Fishing and Photographing the Blustery Outer Banks

Over April 13–15, 25 members of the Camera Club and the Fishing Club traveled to Cape Hatteras, North Carolina, for a weekend at the beach. Fishing Club members had hopes of catching some of the big 15-pound bluefish that were migrating north from their winter homes off the coasts of South Carolina and Georgia. Camera Club members were hoping to get some good action photos of surf casters in action as well as pictures of the magnificant shoreline of the Outer Banks.

Frequent storms had an adverse effect on the success that surf-fishermen enjoyed, but the inclement weather did not stop Camera Club members from taking some excellent pictures. Some bluefish were caught and, rough surf or not, a good time was enjoyed by all. Slides from the Cape Hatteras trip will be featured at the Fishing Club party on Friday, June 23 at 5:30 p.m. in the Fund Cafeteria. All are invited to attend. *John Ehrlich*

How did you become interested in fishing?

I developed a keen interest in fishing as a teenager. Now I like float fishing down the Potomac for bass and bluegill, but my earlier fishing centered around the Shenandoah River near Front Royal. I did some trout fishing in western Virginia too. I've even been ice fishing once and that was the most miserable experience of my life. It was up in Lake Winnipesauke in New Hampshire. It was 12 degrees and the wind was blowing about 50 miles an hour, and it took me about six weeks to thaw. I promised myself I'd never do it again, and I haven't. I don't know what the lure of ice fishing is. The fish don't fight. You draw them up through the ice like you're drawing up a lead weight.

You grow up involved in a particular types of fishing—either freshwater or saltwater—and it's somewhat difficult to bridge the gap. I was able to do it because of the World Bank Fishing Club. I found I was missing a great deal. There is a pronounced difference between freshwater and saltwater fishing— not only in terms of the fish you catch and the technique you employ but also in the equipment you use. You can go fresh water fishing with saltwater equipment, but it is very difficult to do it the other way around. Saltwater is so corrosive that it will hurt your freshwater gear after only one or two outings. You have to have saltwater gear. Also the fish are much bigger and one of the particular lures of saltwater fishing, particularly surf fishing, is that you don't know what you are going to catch. It's not impossible to hook a 200-pound shark from the beach. A Club member once hooked a 50-pound skate. Anything that swims out there sometimes comes very close. You can catch tuna if you are lucky. It's the mystery attached to saltwater fishing that makes it very exciting.

Depending on the species you are after, of course, you can also draw a greater physical challenge from saltwater fishing. Some saltwater fishermen are content to catch little bottom fish with very light tackle, however; it just depends on what you are after. The big craze now is to fish for big tarpon with a light fly rod and fight them for 45 minutes. Over more than half get away before you get them up to the boat.

What are the respective joys of freshwater fishing?

Accessibility and simplicity of equipment. With the most basic of tackle and a license you can drive five minutes to the Potomac River and fish. If you were to drive to the Chesapeake Bay, you would need additional time and more expensive equipment. It's just more involved. There is also a cultural factor associated with freshwater fishing—Izaak Walton and the like. It follows your heritage. You father fished for trout, so you do too. Very, very seldom in the past did you see trout fishermen go after saltwater fish. Now with fly fishing for saltwater fish becoming so popular, particularly for tarpon and bonefish, you tend to see more crossover.

Many people are surprised to know that some sixty million people in the United States go fishing. The overwhelming majority are "one-day trippers" or those that fish once or twice a season to put some excitement into an outing for the day. Then there are "meat fishermen" who fish to put food on the table. Finally there is a last group that simply enjoys being out there and considers catching fish of secondary importance.

I belong in the last group. To me it is very comforting to know that there are beautiful spots on the upper Potomac where I am able to fish all day and never see another fisherman. What is truly incredible is that this "wilderness" fishing lies well within a metropolitan area of over four million people. When I go there I can find not only the solitude I seek but also a closeness to nature that I can find in few other nearby places.

I very seldom consume freshwater fish. Bass and trout are too scarce and too valuable a resource to consume when you can go to the fish market and buy fish. We are looking at a dwindling resource. The only way my grandchildren are going to see good bass fishing is through really strict control and an emphasis on catch and release, which I favor. Bluefish, which I like to smoke, are a different story. There are millions of them, but I'm sure they will impose a limit on the number you can catch within a few years. I look at bluefish and other saltwater species, such as mackerel and tuna, differently than I would bass or trout.

After fishing for a few years you develop not only an intense concern for the environment but also a more thorough feel for the complex biological and ecological relationships in nature. To me this is the true reward of fishing. Henry David Thoreau once said, "Many a man goes fishing his entire life without realizing it is not the fish he is after."

The IMF/IBRD Fishing Club

The IMF/IBRD Fishing Club is open to all staff. Club dues—$15 annually—fund social events, provide contest prizes, and underwrite the purchase of subscriptions and video cassettes for the Club's reference center. Staff interested in learning more about its activities can contact John Ehrlich at extension 7828. Those who would like to join the Club should send a check to Club Treasurer Corinne Moore in World Bank Room I 10-179. Once members, staff will receive periodic current events bulletins informing them of upcoming events and activities.

And the Winners of the Rowing Regatta Are...

The competition was fierce. Some thirty staff members gave it their best shot but when the rowing regatta ended, the winners were clear: David Ordoobadi (third from left), who rowed 3,266 meters in 12 minutes in the men's competition, and June Lavin (far left), who rowed 2,620 in the same time in the women's race.

Red t-shirts commemorated their accomplishments and bestowed on them the title "Rowing Ergometer Extraordinaire." For the runners-up, Karl-Heinz Kleine and Kalpana Kochhar, there was small but perhaps appropriate consolation prizes: each received a blister pack.

Visitors' Center Inaugurates Washington Writers' Week

In the current climate of cognitive adjustment inspired by recently popular quiz books on "cultural literacy," most know Anglo-American poet T.S. Eliot wrote that "April is the cruelest month." Washington poets and fiction writers now know why: April was taken up with nail-biting suspense as all waited for early May and the presentation of several important local writing awards.

For some poets, at least, the suspense ended on May 8, as the IMF Visitors' Center hosted the 1989 Poetry Committee Book Award ceremony. The function was part of a "Celebration of Washington Poetry" funded by a grant from the D. C. Commission on the Arts and Humanities, the cultural agency of the local government, to the Poetry Committee of the Greater Washington, D. C. Area, Inc., a not-for-profit consortium of over 45 literary service organizations that meets at the Folger Shakespeare Library.

Martin Galvin of Chevy Chase, who is acting Assistant Principal and English and writing teacher at Bethesda's Walt Whitman High School, won the $250 prize. His book, *Wild Card*, was cited as the best book by a Washington area poet published during March 1988–April 1989. Reviewers have praised the book for its "wit and formal elegance." Washington Writers' Publishing House, a cooperative of local poets and artists, received $125 for publishing Galvin's book. Judge of the award competition—in his unofficial capacity—was Howard Nemerov, U.S. Poet Laureate Consultant in Poetry to the Library of Congress, who generously donated his judge's honorarium as part of the prize awarded the winning poet.

About 275 people, including reporters from the community press and cable television networks, attended the evening event at the Visitors' Center, which also featured exhibitions of 24 poetry publishers that drew lively interest. All 17 contestants in the award competition were honored by a group reading from their works, which was followed by a lengthier reading by Martin Galvin. The celebration was dedicated to the memory of Sterling A. Brown, award-winning former D. C. Poet Laureate, who died this year. John L. Dennis, Sterling Brown's son, opened the program with a rousing reading of one of his father's poems.

Barbara Nicholson, Executive Director of the D.C. Commission on the Arts and Humanities, gave an invocation and presented the Poetry Committee with a proclamation of Washington Writers' Week by Mayor Marion Barry that heralded "the literary eloquency of our community's scribes." The "Celebration of Washington Poetry" inaugurated Washington Writers' Week and the Seventh Annual Larry Neal Writers' Conference, which is a city-wide program. (Washington's Larry Neal was an African-American poet of national stature whose writing and teaching were influential during the 1960s.)

The week of writers' honors culminated in presentation of the Larry Neal Writers' Competition on Friday, May 12, at the Folger and in presentation of the PEN/Faulkner Award for fiction on Saturday, May 13, also at the Folger.

Jim McEuen

A pensive poet. *Martin Galvin (left) is lost in his thoughts here, but he later would become the evening's most celebrated figure, winning the 1989 Poetry Committee Book Award.* ***Above*** *(from left to right) are John L. Dennis, Yves Gisse, Barbara Nicholson, Jim McEuen, and Karren Alenier.*

Staff Benefits Reminders

Need a Salary Advance for Education Purposes?

The peak summer season for salary advances is fast approaching and the Insurance and Salary Advance Unit urges staff to submit their applications as soon as charges for tuition, room, and board for the 1988/89 academic year are known. For staff who have previously received advances for educational purposes, please note that new requests cannot be processed until full documentation on the earlier advances has been received—that is, proof of payment and attendance.

Please note that a minimum of three weeks must be allowed from the time a complete application is submitted for the check to be issued. Checks are issued three weeks in advance of the date payment is due.

Going on Home Leave?

Please send your request in early! This is the Benefits Administration Unit's busiest period. The unit would like to remind staff members, particularly those who choose to travel in restricted economy class, to submit their requests for home leave travel at least two weeks before the tickets have to be issued. With so many requests coming in, the Unit will not be able to process last-minute requests and staff members will then have to pay first and claim reimbursement later.

Staff members are also reminded to refrain from calling or visiting the Unit after 3:00 p.m.; the late afternoon hours are set aside to permit a concentrated processing of benefits applications.

Questions about Bretton Woods Membership?

The Staff Relations Unit reminds staff members that effective May 1 the BWRC Membership Office has transferred from the Fund to an office at Bretton Woods. The Bretton Woods office can be reached by calling 948-7669 between 11:00 a.m. and 3:00 p.m. Any change in BWRC membership resulting from a change in family status or an addition/deletion of children or other dependents must be communicated directly to Bretton Woods by completing and forwarding form BWRC-6.

The form is available from the Staff Relations Unit. (Please be aware that information reported to the Fund on the Personnel Records and Benefits Changes Form (ADM-223) is *not* forwarded to Bretton Woods.)

STAFF NOTES

March 1 –31, 1989

TWENTY FIVE YEAR STAFF

Margaret E. Cusack

TWENTY YEAR STAFF

Kunio Saito
Antonio Salvador

RESIGNATIONS

Richard Comotto
Basil Fuleihan

EARLY RETIREMENT

Wayland L. Blowe

Cashier Lorene Lane Retires After 31 Years

Lorene Lane drew a steady stream of well-wishers on May 12. It was her last day behind the register. After more than thirty years of work in the Fund cafeteria—much of it in the early years as the cafeteria's sole cashier—Lorene Lane was retiring.

Lorene Lane was one of Marriott's original employees when the firm first opened its cafeteria services at the Fund. In April 1988 Marriott celebrated its thirtieth anniversary here and honored two of its employees, Lorene Lane and Marian Johnson, who had been with them that entire period.

NEW STAFF

March 1–31, 1989

Pierre-Richard Agenor
Haitian, is an Economist (AFR). He holds a Ph.D. from the University of Paris (Sorbonne) and previously worked for the Economic and Social Research Council. He enjoys tennis and music.

Kathleen R. Brogan
a U.S. national, is a Recording Secretary (SEC) She holds a masters degree in psychology and previously worked at Gallaudet University. Her interests include French and ballet.

Mario Gutierrez
Chilean, is an Economist (BUR). Previously Adviser to the Research Director of Banco Central de Chile, he holds a Ph.D. from Chicago. His interests include squash, tennis, and chess.

Deloris Hermanstein
from the United Kingdom, is a Secretary (SEC). Educated at Pitmans Secretarial College, she previously worked for USAID, Côte de Ivoire. Among her interests are reading and traveling.

Martin E. F. Jones
a U.K. national is Technical Assistant (OED). Educated at Edinburgh and Oxford, he previously served as manager of the Money Market Operations Division with the Bank of England.

Nah Niare
from Mali, is a Secretary with AFR. Educated at Georgetown Secretarial College, her interests include traveling and studying foreign languages.

Sheila A. O'Connor
a U.K. national, is a Secretary (ETR). She holds a post-graduate diploma in trilingual secretarial studies and previously worked as a bilingual secretary in Paris. Her interests include traveling.

Jung Ja Park
a U.S. national, is a Computer Systems Officer (BCS). He holds a B.S. in educational psychology and an M.S. in computer science from Indiana. His special interests include meditation.

James C. Rhee
a U.S. national, is a Research Assistant (BUR). Educated at Vanderbilt and the University of Minnesota, his interests include classical piano and guitar, golf, tennis, surfing, and skiing.

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staff news

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