

be a good citizen in its community. Besides educating people it should enhance the cultural and economic climates of the area.

He views his job as an attempt to get the most out of a limited number of resources and, when possible, to increase those resources.

"In essence the job is a teaching job," he says. "That is, it is a way of helping people to do more than they could do by themselves."

As a teacher "I'm being paid to say, 'I think you can do better than you think you can do, and here is how you can do better.'" As an administrator I'm saying, 'Here's how we can do better.'

"For me, administration is essentially creating a sense of community by having people create a whole that is larger than the sum of its parts, so people are empowered more by their affiliation than they are simply by being alone," he explains.

He says one way he tries to achieve this is by seeking advice and information from faculty, administrators and people affected by his decisions. He admits that he rarely makes a decision based solely on his own knowledge and opinions, and when he does it is based on his years of experience in making similar decisions.

Besides his experience as an educator and administrator, Hersh spent 12 years as a coxswain in international rowing competition and coached rowing at Harvard and in the 1968 Olympics. He says he appreciates the value of competition in life if it is kept in perspective.

"What turns out to be impor-

## China, state adopt policy of exchange

This fall, eight University students and one professor will inaugurate the Oregon State System of Higher Education's first exchange program with China. A total of 15 students statewide were accepted out of 25 applicants.

The participants will live in the American student housing of the Beijing Foreign Languages Institute in China's capital city. China Educational Tours, co-sponsors of the program, state that the dormitories and classrooms are spartan in comparison to American campuses.

The curriculum will be intense and diversified, offering several field trips a week in addition to normal class periods.

tant (about competing) is it changes your standards... By competing or by aiming for a standard and then reaching it, you find out about standards and about yourself. And you say, now that I've done that, what can I do next? What is the next challenge?"

For Hersh the continuing challenge is to help make the University a better institution. He intends to urge the legislature to increase state financial support to "have justice done to the quality institution that we are."

As far as his personal goals, Hersh isn't sure where he'll be in a few years. He would like someday to head a major university, he says, but the factors that would enable him to do that are not entirely in his control. Other notions that have crossed his mind are heading a government agency or working in industry.

But he is quick to admit that he might feel out of place in those areas. "It is really more fun to work with people-oriented organizations where your product is essentially enhancing people," he says. "There is something energizing about the morality of that."

When he's not asking Salem, Washington, or industry for financial help; reviewing research proposals; or attending to the other nuances of his metier, Hersh pursues a variety of leisure activities. He has traveled extensively throughout the world, including Australia, Nepal, India and the Soviet Union. He also takes pride and pleasure in his talent for photographic composition.

For three weeks in September he will be blending those activities with business as he tours China and Japan with the Society for Research in Child Development.

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