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30 May 1996

From: Professor of International Macroeconomics
Willem H. Buiter

To: Ms. Dorothy Robinson
University Council
Yale University

Dear Ms. Robinson,

I am writing to you in the matter of Ms. *Heather Salome*, who was recently fired from her position at the Yale Center for International and Area Studies. While I resigned from Yale as of the first of July 1994, and am therefore obviously not *au fait* with the recent events leading to Ms. Salome's dismissal, I think a brief word from me may have some relevance for understanding the broader background and history of this dismissal. I was Chair of the Council on West-European Studies at Yale from 1989 to 1991 (and Professor of Economics from 1985 till 1994). During these years Ms. Salome was the administrative assistant of the Council on West-European Studies. Her work was, without exception, exemplary in every respect. She was a diligent, intelligent, highly motivated and extremely pleasant person to work with. I considered the Council (and indeed the YCIAS) lucky to have a person of her calibre in its employ.

Unfortunately, my high opinion of Ms. Salome and of her work for the Council was not shared by the then director of the Center, Professor Gaddis Smith. It soon became clear to me that these differing perspectives had nothing to do with the quality of Ms. Salome's work and had everything to do with Ms. Salome being in the firing line of a disagreement between the central office of the Center and a number of the Area Councils about the nature of the relationship between the Center and the Councils. In a nutshell, Ms. Salome was being made the victim of a centralizing drive from the central office, which made demands on her time and efforts that were incompatible with her duties to the Council.

The merits of the different views on the proper relationship between the Center and the Councils is not actually relevant here. What is relevant is that this high-level conflict had Ms. Salome's position and work as one of its battlefields. This was not something she wanted, let alone sought. She was the victim.

Ms. Salome's perception of her primary duty as being to the Council led to what can only be characterized as a campaign of harassment against her by the central office of the Center. I wrote a letter on this issue to Professor Smith on June 24, 1991 (copy attached). I am saddened to hear that it appears that this campaign of harassment continued after my departure

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from Yale. I urge you to see to it that this outstanding and most loyal employee of the University receives fair and just treatment.

I would be happy to respond to any questions you may have concerning this letter.

Yours sincerely,



Willem H. Buiter.

cc: Professor William Parker

Attachment: Letter to Professor Gaddis Smith of June 24, 1991.