

University of Maryland Baltimore County

5401 Wilkens Avenue Baltimore, Maryland 21228

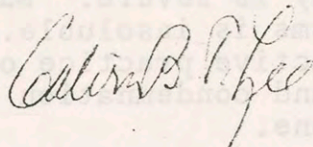
Office of the Chancellor 301-455-2274

MEMORANDUM

March 30, 1976

TO: Faculty and Staff

FROM: Calvin B. T. Lee, Chancellor



The Middle States Team told us, before they left the campus, what all of us know: UMBC has some troubles, some internal, some external, and all crying out for attention. But the visitors also reminded us of what many of us have forgotten: although barely ten years old, UMBC has earned a large and swiftly growing reputation as a first-rate university center, with the capability of becoming one of the nation's preeminent centers for undergraduate and graduate study in the Arts and Sciences. As Dr. Healy said in his oral report, "you are really in many, many ways, very, very, very good."

On the matter of governance and structure, Dr. Healy said, "We suggest that this institution might want to consider that the normal American academic description of deans is in function of student service or education, not of faculty organization...." Furthermore, he said, "...it is perfectly clear that the time has come to address the broader and much deeper problems of governance...."

At the March 16th meeting of the UMBC Senate, a strong majority wisely supported the constitution of a "Committee of Notables" to examine the structure of governance of this university. For this I congratulate them, since it is generally acknowledged that the present structure of university governance is unsatisfactory, and that this contributed largely to the evident malaise among the faculty.

It is now incumbent on this future committee to work efficiently and with dispatch so that this campus be very soon endowed with a structure of governance that will favor and even induce the emergence of strong faculty participation in and leadership of university affairs. I look forward to the results of this work and have instructed Vice Chancellor Baratz, should the committee request it, to provide it with all needed assistance and information.

I do not and will not make light of our institutional and interpersonal problems. Many have deep roots and each in its own way is severe. But I refuse to believe that any of the problems is insoluble. We must all of us stop immediately the destructive practice of pointing to one another in gestures of blame and condemnation and get on with the job of doing what must be done.

For myself, I say simply this. I am prepared to collaborate fully and closely with the "Committee of Notables," and the various permanent and standing committees of the Senate and the appropriate councils as each of these groups addresses such issues as: the structure of governance at UMBC, promotion and tenure review procedures, curricular development and revision, policies pertaining to faculty leaves with and without pay, internal distribution of budgeted funds, admissions policies and procedures, among others.

I share the conviction, widely held on this campus, that everyone who is affected by a decision should have a chance to take part in its making. What must not be forgotten is the other side of that proposition: those who participate in decision-making must accept responsibility for each decision's consequences, pleasant and unpleasant. With those two principles to guide us, we can redress all grievances and achieve our common goals. Let's begin immediately!

CBTL:paw

MAR 22 1976

FROM: MORTON S. BARATZ

TO:

Cedric Lee

DATE:

22 March

A possible statement to be
sent either Healy & Co. have
left the company

D R A F T

MEMORANDUM

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The Middle States visitors told me, before they left the campus, what all of us know: UMBC has serious troubles, some internal, some external, and all crying out for attention. But the visitors also reminded me of what many of us have forgotten: although barely ten years old, UMBC has earned a large and swiftly growing reputation as a first-rate university center, with the capability of becoming one of the nation's preeminent centers for undergraduate and graduate study in the Arts and Sciences.

I do not and will not make light of our institutional and interpersonal problems. Many have deep roots and each in its own way is severe. But I refuse to believe that any of the problems ^{is} ~~are~~ insoluble. We must all of us stop immediately the destructive practice of pointing to one another in gestures of blame and condemnation and get on with the job of doing what must be done.

For myself I say simply this. I am prepared to collaborate fully and closely with the Deans' Council, the Departmental Chairman's Council, the "Committee of Notables," and the various permanent and standing committees of the Senate, as each of these groups addresses such issues as: the structure of governance at UMBC, pro-

motion and tenure review procedures, curricular development and revision, policies pertaining to faculty leaves with and without pay, internal distribution of budgeted funds, admissions policies and procedures, among others. I will make known my own views on these and other subjects on my own initiative as well as upon request by responsible groups.

I have a concluding word. I share the conviction, widely held on this campus, that everyone who is affected by a decision should have a chance to take part in its making. What must not be forgotten is the other side of that proposition: those who ^{participate} in decision-making must accept responsibility for ^{each} a decision's consequences, pleasant and unpleasant. With those two principles to guide us, we can redress all grievances and achieve our common goals. Let's begin immediately!

TRANSCRIPT OF DR. TIMOTHY HEALY'S REMARKS
March 24, 1976

We would like to talk now about governance and administration and believe me I am really close to the end. The team on the administrative and governance patterns here have read the self study and come down very confused and we may, three days later, be even more confused at this point. We would like to make one clear and simple recommendation. The first decade is over. Congratulations, you have made it. But please, you are no longer a new institution. All right.

The glow is off. Welcome to the thrust of adolescence, to the confusions of it. But really, every now and then we sense every administrative inadequacies. We duck behind the excuse of youth...we are just fresh from the womb. The womb has been a long time ago. It has been an active decade. In this area we cannot be specific, obviously. We would be damn fools if we were, and secondly, the Commission formally prohibits this. We can also, as obviously is the case, never refer to individuals--only to offices not officers. We suggest that this institution might want to consider that the normal, American academic description of deans is in function of student service or education, not of faculty organization. We would then like to suggest that it would be possible at this institution to have a graduate dean and a dean of a college and that you yourself have recognized this in saying that you want a dean of the bottom two years in your self study. We would like

to suggest that might be more appropriately an associate dean. There is no question in the committee's mind of need for a senior executive officer--a "dunny wassail" of one form or another. A "dunny wassail"--one, two, three, or four. We don't care how many stripes he has got, to take care of the problems that occur between faculty and students, or between students and students, and between students and administration in those first two years. You really are being very cruel down there and you should stop. And make somebody responsible for it and he might stop or help you to stop it at any rate.

There is a need in all of the documentation and discussion to clarify the appointment procedures for executive and administrative officers. And as we would like to suggest that you begin questioning whether or not you want to raise the function of the dean of students beyond where it is at. That is as far as we want to go. We don't want to get any more specific than that. So much for administration which is the easier part.

Now let's come to governance. I think it is perfectly clear that the time has come to address the broader and much deeper problems of governance, this you say yourself--you say it again and again in the self study document. It has been said again and again by individuals, faculty and administration to us here. With all due respect, I think it is time you accepted the limitations, ambiguities and difficulties of representative government. Faculty senators who have to touch

base before they can vote on whether or not to call the question can be of no use to themselves, to the Senate, or to this institution. There has to be, if you pardon me I am talking now principally to my colleagues on the faculty, a certain kind of supposed honor among thieves. We have to give each other credit and if you elect me, you are kind of stuck with me. You ought to be stuck with me for a fixed term the way you are stuck with your congressmen and senators. You can always unelect me. You ought to make the process of impeachment difficult. You say you want to address that. I really think that you need a set of quick ad hoc addresses and some solid and serious immediate planning to get yourself a series of fora in which the college can function whether they be classic or imaginative; whether they be isolate the faculty or integrate it; whether they be made up of all the constituencies or not of all the constituencies, is something you know far better than we. But what you have to do is get settled on the ground a set of procedures, which by the way, have some relation to the students and their needs, which are significantly related to and respectful of the responsibilities of administration and staff and which guarantee, again to my colleagues on the faculty, to all of the rest of the academic population, students, staff and administration, the same courtesy, privacy, protection of rights, that the AAUP, a faculty union if you had one, any

decent faculty association, and common human decency guarantee to the professoriat. Shedding it is not a declaration that you are a non-person. I think and the committee feels very strongly and will say to you, very strongly, it is time you put your house in order. That the series of complaints about it in the self study document are preceptive and correct. But they are essentially futile unless something happens. I think also in all of this you want to build yourself in a review, but for heaven's sakes, build it in a fixed time and not on motion from the floor.