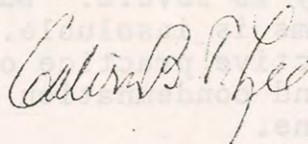


MEMORANDUM

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.