We thought it was important that alumni and friends see these two articles. We hope these unprecedented features from the Washington Post and the Baltimore Sun will inspire you, as they have others.

We would be glad to get your comments on these articles—along with your ideas and suggestions! A reply envelope is enclosed for your convenience.
John S. Toll

New President Strives to Place Maryland
Among Nation's Top 10 State Universities

By Bart Barnes
Washington Post Staff Writer

There is a story going around about John S. Toll, the new president of the University of Maryland, that says as much as anything about his hopes and ambitions for the school.

Toll, new on the job, was at a get-acquainted reception. Talk inevitably turned to Bertell Ollman, the Marxist professor who had been nominated for a full professorship and the chairmanship of the department of government and political science at the College Park campus. In his first month in office, Toll had made headlines by turning down the nomination, and Ollman had subsequently sued the University for $300,000 claiming he was the victim of political discrimination.

Only half in jest, Toll quipped, "How can anyone think being a full professor and chairman of a department at the University of Maryland is only worth $300,000?"

In his first six months as head of the new university, Toll observed in a September article in the university's graduate school chronicle.

"The biggest opportunity for the development of great universities will be in their contributions through research and service," he said. "University progress in the future will be much more driven by the extent to which the university can relate to the economic and social development of our society than to the pressures for enrollments."

Since he took office July 1, Toll has been a busy man. He has attended to a dizzying work schedule that requires three secretaries working overlapping shifts from 7:30 a.m. until 9 or 10 p.m. With his wife and two young daughters, ages 4 and 6, Toll lives in the president's mansion at College Park just a few minutes walk from his office. Often after dinner with his family, he returns to his office to work until midnight.

He is also an occasional jogger and tennis player, and when his schedule permits, which is not often, he's been known to enjoy a beer or two with students. But his work is the main thing.

"He seems to be working every waking minute," said Robert G. Smith, vice president for development at Maryland. "John is impossible. The minute he gets here, he is already running at full speed. He seems to be oblivious to anything like a normal schedule, including lunch periods."

In his brief tenure of six months, Toll already has:

- Turned down the Ollman nomination, setting off a storm of protest from some faculty members and students and triggering the $300,000 lawsuit.
- Drawn an investigation by the American Association of University Professors into conditions of academic freedom at Maryland as a result of the Ollman case. Calling AAUP demands that he spell out his reasons for turning Ollman down "ridiculous," Toll said only that he acted in accordance with established academic standards and his decision had nothing to do with Ollman's Marxist politics.
- Won approval from the regents for an upgraded standard of undergraduate admissions at the three main undergraduate campuses, College Park, Baltimore County and Eastern Shore. Although only a modest increase in the minimum standard for undergraduate admissions, the move nevertheless represented "a significant first step in a continual process of upgrading our admissions standards," Toll said.

A physicist by discipline, Toll grew up in Chevy Chase, the son of a government attorney who was a prosecutor at the Nuremberg War Trials. He earned an undergraduate degree at Yale and a Ph.D. at Princeton, and at 29 arrived at College Park to become chairman of what then—in 1953—was a six-man physics department.
In his first six months as head of the complex operation that is the University of Maryland—five campuses, 78,000 students, an annual budget well over $300 million—John Toll is off and running in pursuit of his goal: To create a facility that is one of the top 10 state universities in the nation.

“We've been under pressure to expand in the past,” said Toll, 55, an avuncular, bear of a man who came to Maryland after 13 years as president of the State University of New York at Stony Brook. “We now enter a period where there is no pressure to expand, so we can pay more attention to quality.”

In the next decade in higher education, the emphasis will be less on teaching and more on research and

Ten years later, under Toll’s leadership, the department had grown to more than 70 members, the astronomy department and had gained a national reputation for excellence. It was not unusual, recalled a department colleague, for Toll to keep sleeping bags in his office during the night and stay in his office instead of going home at night.

In 1965, when Toll assumed the presidency at Stony Brook, the school had about 1,200 full and part-time students, and, according to the Long Island newspaper Newsday, the eight years of its existence had been characterized by chaos, drift and indecision.

By the time Toll left, the state of New York had spent about a half-billion dollars building the Stony Brook campus, enrollment had swelled to 17,000 and Toll had been remarkably successful in attracting top academics such as the Nobel Prize-winning physicist C. N. Yang to the faculty. In an editorial after Toll announced his acceptance of the Maryland presidency, Newsday called him “the man who put Stony Brook on the map.”

But the years at Stony Brook were not without controversy. Some students complained that Toll was so preoccupied with building a university of national stature, that their own immediate needs were neglected. Construction was an omnipresent fact of life at Stony Brook to the detriment, many felt, of the quality of resident life. In the early 1970s, police conducted a series of on-campus drug raids, actions some felt Toll should not have permitted.

In recent years, Toll had been less successful in persuading New York state to support Stony Brook at the level he felt it deserved and he was said to have been frustrated by what he considered the state's refusal to move ahead with commitments to complete the plan for Stony Brook on schedule.

At Maryland, Toll replaced Wilton H. Elkins, who had been at Maryland's helm for 24 years. Toll inherited an institution that he described as being “near the top, but not at the top.” His number one priority, he has said on several occasions, is to put the University of Maryland on a par with such leading state universities as the University of California at Berkeley, the University of Wisconsin or the University of Michigan.

"It is a most achievable goal," asserted Peter F. O'Malley, a member of the university's governing body, the Board of Regents. "Having a specific goal like that is going to help all of us," said Robert Glucksman, chancellor of the university's flagship campus at College Park.

Such a goal may indeed be achievable, but no one at the university thinks it will be easy. Toll himself is well aware that the governor and the legislature control the purse strings. At an average salary of $29,000 for a full professor, Maryland ranks below the national average in faculty salaries and Toll is seeking an extra $2 million in state general funds next year.
He has said on several occasions that boosting faculty salaries is the key to drawing top academic talent to Maryland and building a top-flight university. Toll meets regularly with key legislators and social action groups to take the initiative to pass bills containing data draws from Blair Lee III, who later distributed a memo to staff explaining the university as the "state's primary intellectual resource.

Moving quickly to seize the reins of authority, Toll plunged headlong into two controversial and potentially perilous issues, the Bertell Ollman case and the embattled UMES.

The choice of a departmental search committee, Ollman had been endorsed for the political science chairmanship by the appropriate divisional provost and by the chief academic officer at College Park. E. Elkins backed the decision to the Board of Regents, in part because he knew the university faced a lawsuit if he turned the appointment down, and that's where it was when Toll took office.

Toll promptly informed the regents he was accepting the decision to fill the president's seat, and just two weeks later he announced he was rejecting the nomination. While he still will not discuss the details of his reasons, aides have said privately that one of his intentions was to demonstrate to the university community that the very top people would be acceptable for major positions at the University of Maryland and that Ollman, who was a respected scholar, did not measure up.

He also stepped on a few toes by letting it be known in no uncertain terms that as president he intended to exercise a firm hand in the area of key faculty appointments. While at Stony Brook, he reminded colleagues in the region, that he had turned down nearly 80 percent of the tenure recommendations that reached his desk. For some on the Maryland faculty, however, the move appeared more of a heavy-handed presidential intervention in what had been considered the perogative of scholars to select their own professional colleagues.

"The statement he issued when he turned down the Ollman nomination was a major blunder because it lacked credibility," said Barbara R. Bergman, an economics professor at College Park and chairman of the campus chapter of the American Association of University Professors. "Toll conveniently forgot that there had been a lot of pressure on the appointment and he boasted that he resisted pressure for the appointment. A statement like that insults the intelligence of the faculty."

As for transforming Maryland into a University of Wisconsin or a University of Michigan, Bergman observed that it will not be able to do so until he can first get more resources out of the state legislature and unless he can use those resources to bring in good people. It's too early to say whether he will be able to do that.

"I wish him well, but I haven't seen any evidence that he is interested in spending down programs that are not conducive to a good reputation and building up programs that are.

"I think a lot of people have been disappointed that he hasn't moved more quickly to surround himself with a new and different bunch of administrators. He seems to be relying on Dr. Elkins' old staff."

Aubrey Williams, a professor of anthropology at College Park, said many faculty members perceive Toll as a "man who has a lot of drive and energy and wants to go places."

"But we don't have a lot of faith in him in terms of things like academic freedom. He is certainly going to make the university something that is acceptable to the legislature in terms of balanced budgets and that sort of thing. But that doesn't necessarily mean it's going to be a great university."

In the matter of UMES, Toll was dealing with an institution that periodically had been recommended for closure or merger with nearby Salisbury State College. With almost monotony, some legislators had been arguing for years that costs per student were too high at UMES and that to keep it open was economically unsound.

In his second week on the job, however, Toll visited UMES and met with media representatives on the Eastern Shore that he was committed to making an integral part of the university system. That declaration alone triggered a swell of applications, according to UMES chancellor Hytche, and when classes began for the fall term, enrollment stood at 1,189, up from 1,006 at that time a year ago.

Since then, the UMES prospectus has been developed, calling for new programs and an honors curriculum that would guarantee those successfully completing it admission to the university's graduate and professional schools in Baltimore. To increase the range of academic offerings, 10 faculty members from the College Park campus flew to Princess Anne each Monday and Thursday to teach courses at UMES.

"The president has shown the public that he is sincere in terms of making this a first-class institution," said Hytche. "This man is moving. The enthusiasm here is so high, you wouldn't believe it is the same place it was a year ago."

Said Toll simply, "I think we're moving along well."

To build Maryland into the top institution in the state, Toll acknowledged he has some image problems to overcome. It's already a better institution than many people perceive it to be, he said, and most observers tend to agree.

"I am concerned that there are many able students now going to state schools that don't have as fine a faculty as the University of Maryland," Toll said.

For his future, the game plan is simple and direct: "Our aim will be to locate brilliant young teachers and scholars at an early stage in their career and bring them to the University of Maryland."

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**Five Campuses in UM**

As president of the University of Maryland, John Toll commands an administrative apparatus consisting of five separate campuses, each with its own chancellor and board of trustees the president's office.

- The University of Maryland College Park, the largest of the five campuses, with about 35,000 undergraduate and graduate students, the best known branch of the University and generally considered to be the flagship of the system.
- The University of Maryland Baltimore County, opened in the mid-1960s, in Catonsville in response to pressures to locate a major undergraduate and graduate branch of the university in the suburban Baltimore area.
- The University of Maryland Eastern Shore, located in Princess Anne in rural Somerset County. UMES was founded as an all-black college in the latter part of the 19th century. It became a part of the state college system in the early part of this century and in the early 1970s, in an effort to upgrade the institution, was made a branch of the University of Maryland.
- The University of Maryland at Baltimore. Located in downtown Baltimore, UMAB consists chiefly of graduate and professional schools such as the University of Maryland law School, Medical School, Dental School, School of Social Work and School of Nursing.
- University College. This is the adult education branch of the University, headquartered in College Park, but with branches all over the world.

In Maryland, the state colleges and universities—such as Salisbury State College and Towson State University—are governed by a Board of Trustees separate from the Board of Regents that governs the University of Maryland. Both boards are answerable to the Maryland Board of Higher Education, which oversees all postsecondary education in the state.
Sir: Mencken is alive and well in Baltimore. The Sun's unprecedented and colorful pre-Christmas editorials on the subject of higher education display the spirit of the brilliant curmudgeon who loved to rail against the institutions he personally disliked. But the intemperate nature of the account and the blanket indictment of college officials was an unfortunate approach to such an important matter. Still, because The Sun's editorials write about one of the most critical institutions for Maryland's future, they merit a serious response.

Call for Excellence

The Sun has rendered a service by devoting so much attention to higher education. The editorials are in favor of raising the quality of Maryland's college and universities, something we can all applaud as clearly a matter of high priority. In 1975 the Governor's Study Commission on the Structure and Governance of Education for Maryland—the Rosenberg Commission—said, “For Baltimore City to advance, there needs to be a strong, comprehensive public university to develop leadership in order that the City's future political, business, industrial, and social life are provided an additional opportuntiy for improvement.” The Sun's series echo that clarion call, thereby showing an acute sense of one of Baltimore's—and Maryland's—greatest needs.

Any objective evaluation of higher education in Baltimore though should also have described the positive aspects. An objective evaluation that included these elements could hardly have led to an indictment of “mess.” Baltimore's institutions are already doing a much better job in fulfilling this need for comprehensive quality than the editorial series recognizes.

The University of Maryland is already, by many reasonable measures, one of the top 30 universities in the nation. In terms of total allocation of federal grants and contracts for research and services, which are based mainly on the quality of faculty and programs, the University of Maryland is among the top 30 in the nation. The American Association of Universities is generally regarded as the group

 college classrooms for a city of its size. Actually a case could be made for the opposite.

Baltimore does not have as many college places per capita as many other metropolitan areas. It is also one of the only major cities in America with a professionally accredited program in business and management—despite Baltimore's situation as a center of industry, commerce, transportation, and finance.

Maryland is a notorious net exporter of its young people, including many of its finest young brains, as The Sun series points out. The latest data shows that our state is exporting 7,351 students to Virginia; 2,863 to California; 1,602 to South Carolina; 1,310 to Ohio; 1,248 to Massachusetts; and 1,104 to Florida. We even export 963 to West Virginia; 622 to Colorado; 492 to Arizona; 265 to Utah; and 261 to South Carolina. Each year Maryland and Baltimore tragically lose thousands of its most talented young people, many of them never to return.

Maryland should be a center of research, culture, learning, and the arts. Especially now that Maryland has become the third richest state in family income, the state with the largest concentration of scientists and engineers: a state with a huge seafood and boat building industry, and the state that is located in what is potentially the most explosive growth area in the nation—the Baltimore-Washington corridor. The state, especially Baltimore, should—and can—be a net importer of the brightest and the best. But in order to do that Maryland's public higher education needs support and investment as well as criticism.

The Sun editorials charge Maryland's "taxpayers have been drained" to support public higher education. The fact is that, according to reports in The Chronicle of Higher Education, Maryland ranks 41st of 50 states in the amount of state funds spent for higher education per $1,000 of personal income. Proper investment in quality higher education is a major stimulus to economic development, as experience in other states like California shows. Such an investment will be repaid many fold, particularly when combined with other measures to attract and to retain those industries that depend on professional
schools in downtown Baltimore. Not only have the University of Maryland's medical school and law school leaped ahead in quality in the past 15 years, but the university's schools of nursing, dentistry, and social work and community planning are now regarded as being among the top dozen in the nation in their respective fields. The university's shock trauma unit of the Maryland Institute of Emergency Medical Services is generally recognized as the nation's best model for a regional system of emergency care. In several areas the UMB researchers have been recognized by the largest federal grants in their fields. And UMAB is the major source of the state's professionals in important fields from pharmacy and dentistry to medicine and law.

The University of Maryland at College Park is regarded as a 'converted cow college,' as if Cornell, Wisconsin and Illinois were not also in the business of helping farmers. Indeed, many of our nation's great state universities started as land-grant institutions with a principal commitment to agriculture. Several departments at College Park are now among the best in the country. Recent faculty include Charles Schultz, chief economic adviser to the President of the United States, and Mary Berry, who, as Assistant Secretary of HEW, is the top-ranking education official in the Federal government. Its alumni include Governor Harry Hughes '49, State Commissioner of Higher Education Dr. Sheldon Knorr '58; NBC Chairman John Cahill Pfeiffer '54; Maryland's Chief Judge, Robert Murphy '51; and Charles Pelle- fferman '52. This was recently labelled by The Chronicle of Higher Education as "perhaps the most brilliant mathematician of the century."
The University of Maryland's University College is one of the world's leaders in adult education, with branches around the world—at a cost of not one penny from the state's taxpayers. Near the Baltimore Beltway, the University of Maryland, Baltimore County, is rapidly emerging as one of the best small public universities in the East.

As for the "hodge-podge" of public higher education, no one will claim that Maryland's "system" of higher education was consciously designed by a single superior intellect. No state has had that privilege. But no one can design a perfect system for a state. States change, populations move, and academic needs shift. What was right for yesterday will not be right for tomorrow. The quest for a static, perfect fit is illusory.

Vive la Difference

In The Sun's editorials public universities and colleges are compared with private ones in admissions selectivity. The state university is blamed for its "heavy concentration" on low-division students, and community colleges are criticized because they "put so little emphasis on preparing students for transfer to four-year colleges."

These statements reveal a surprising lack of understanding about the differences within the American higher education system. Private colleges and universities are usually selective by nature. Public colleges and universities are usually open to all qualified students. The mandate of the land-grant colleges was precisely to educate the sons and daughters of farmers, working people, and small businessmen, who were often overlooked by private colleges catering to the more affluent society.

A major public university has a particular obligation to respond comprehensively to all areas of greatest need for advanced education and research. This in no way derogates the mission of private institutions. Public and private colleges in this nation—and in Maryland—live in a productive symbiotic relationship, providing America with the most diverse educational opportunities of any country in the world.

As for the charge that the College Park campus, with its enrollment equivalent to 29,000 full-time students, is a "bloated educational behemoth," it is considerably smaller than many institutions such as UCLA or the Universities of Florida, Illinois, Indiana, Minnesota, Ohio State or Rutgers. Surely The Sun would not condemn all these institutions for their size. Indeed, the size is necessary to make a public university cost-effective, if it covers the normal broad spectrum of disciplines. In any list of the "best" public universities, informed observers would include the University of California at Berkeley, the University of Wisconsin at Madison, and the University of Michigan at Ann Arbor. Each of these campuses has a larger enrollment than College Park.

It is not the "primary function" of community colleges just to prepare students "for transfer to four-year colleges." They are another form of post-secondary education, with a different, more local tone, a different kind of faculty. The community college—two-year, career-oriented, and community-supported—is a unique invention of the United States. Other nations envy our commitment to educate appropriately beyond high school for many human endeavors, including

Baltimore

The eight editorials suggest that Baltimore's colleges and universities
Cranky, Unjustified,’ Says Toll

For many careers the two-year curriculum is sufficient by itself. The community college is not solely a vesticible; it occupies a proud room of its own.

The Case of UMBC

The University of Maryland, Baltimore County, or UMBC, has been called Baltimore’s “best kept secret.” In a mere dozen years it has grown into a remarkably good little public university. The dedicated young faculty has produced in the last three years alone 108 books, 1,053 scientific papers and scholarly articles, and numerous musical compositions. The Sun has even acknowledged UMBC’s “overqualified faculty”—a weird description for a newspaper that yearns for greater quality education. After a national competition, the American Society of Microbiology recently located its research archives at UMBC, in great part because of UMBC’s excellent biology faculty and research. Every campus has its growing pains in the first few years, but these difficulties are now mainly past for UMBC. It is hard to identify more than four other major public university campuses in the nation that have progressed as well in the development of academic excellence in the first dozen years of their existence.

UMBC’s faculty are also excellent teachers. The university there has the best record of any public university or college in the Baltimore region in getting its students into leading schools of law, medicine, and business as well as into graduate schools ranging from ancient studies to contemporary biochemistry. From its inception, UMBC had as its goal what The Sun editorials are demanding: a first-rate, comprehensive, public university education for Baltimore. It still has a way to go, but it is moving.

Now, UMBC is about to enter its logical next stage. With its arts and sciences core in excellent shape—a necessary foundation for any university of quality—it is ready to provide the excellent professional training it was originally asked to provide when the Governor and legislators founded the institution in 1960. Specifically, UMBC plans to add business programs in accordance with a mandate that has for black students, that women are demanding fine MBA programs, that Maryland’s own occupational projections show a 33 per cent increase by 1985 in the category of “managers, officials, and proprietors,” and that sound economic education will be to undergraduate curriculum in the 1980’s what history-oriented liberal arts were to the 1950’s.

It has been alleged that UMBC’s business school’s turning out highly skilled business leaders for Baltimore will “pull” students from the other colleges. The fact is that 9 out of 10 students who currently apply to the University of Maryland’s graduate business programs apply to no other Maryland college. If they do not get into College Park (where we have had spaces for less than 10 per cent of the applicants), they tend to leave Maryland for professionally accredited programs elsewhere. The expected “competition” with existing Baltimore programs is largely an imagined one, particularly since College Park will reduce its undergraduate business majors by 2,000 students while UMBC will add only 1,200.

The Sun editorials also rip into the higher costs per student at UMBC than at some other local institutions. Never mind that UMBC is still a developing campus growing carefully rather than an established college pushing at the limits of its growth, so bold comparisons are unfair. An overly simplistic comparison of costs per student has little meaning. Of course research-oriented and graduate programs are more expensive than others, and scientific areas that are strong at UMBC tend to be more expensive than other disciplines.

A meaningful figure for Maryland’s costs in public higher education can be obtained if one multiplies the number of each discipline and level by the national average cost per student for that discipline, level and type of institution. Such a comparison will demonstrate that the University of Maryland as a whole is remarkably cost effective when compared with other major public institutions.

At the heart of The Sun editorials there is a fundamental contradiction. There is the expressed wish for more public funding of programs, but the reality of more bureaucracy and control.

Yes, there is some waste in higher education. Leaders have not always responded as rapidly and courageously as we should to novel conditions. But the answer is hardly authoritarian control, especially when the precious matter of academic freedom and quality is at stake. A certain degree of what sometimes seems like duplication is absolutely necessary for the democratic way of life. Americans have three gas stations at an intersection, two department stores in one shopping center, three branches of the military and the government. We even have four daily newspapers in Baltimore. The apparent overlap is our guarantee of free choice, an insurance policy for our liberties, a spurt to greater excellence through competition.

Just as one doesn’t get quality cheaply and fast, one doesn’t get it by bureaucratic dictates. The Sun has performed a great service by pointing to higher education’s need for greater order, restraint, and courage about hard choices. Maryland’s colleges should work still harder to put their houses in order, their jealousies and fears of new high-quality ventures aside. But a shotgun would be the real “redundancy.” We have adequate mechanisms now for co-ordination and should use them with wisdom and restraint.

The New Maryland

One of the most surprising omissions of The Sun’s lengthy editorial series on higher education was mention of the radically new conditions in this state and the place of higher education in the new scene. What was left out was the reason that a truly high-quality public university in Maryland is now imperative.

During the past quarter century Maryland has been quietly transformed. From a state of relatively moderate means, Maryland has become one of the richest states per family income. From a state largely devoted to manufacturing, small business, farming, and fishing, Maryland’s economy, while maintaining these important components, has also exploded with service organizations and information industries, as well as natural resources and tourism.

It’s time that Maryland has a public university that is truly competitive in the nation. We have the resources to achieve this goal.
never been changed since authorization by the Regents in 1967. This extension of business programs from College Park will have an expert research-oriented faculty to provide the professionally accredited, academically strong, and research-oriented business school that Baltimore has never had. And UMBC will develop a small journalism school of a new kind, not just to train newspapermen of the Ben Hecht variety but highly skilled, multi-faceted graduates for the new, varied communications center that the Baltimore-Washington corridor is rapidly becoming for this nation.

In short, the high-quality public university that The Sun editorial writer is yearning for is actually blossoming seven miles away from his typewriter.

Yet some of the most vitriolic language in the editorials is reserved for UMBC. The Sun seems obsessed with what it regards as the campus’ queer location. Five times in eight editorials the writer refers to UMBC’s “ill-suited” site as if it were somewhere south of Richmond instead of being as close to Lexington Market as Pimlico Race Track. Can anyone imagine the Boston Globe lambasting Harvard for being in nearby Cambridge instead of a few blocks from its own line of machines?

In fact, the campus is only 15 minutes drive from downtown Baltimore. Furthermore, since much of the Baltimore region’s future development will be near the Beltway as well as downtown, the campus’ Beltway location will be increasingly significant in the future.

Without apparently reading the UMBC’s prospectus carefully, The Sun series blasts the “duplication” of UMBC’s proposed new business program, which is tailored in its design to serve Baltimore’s special needs in the 1980’s with concentrations in such fields as transportation, international trade, and production management, taught by national experts. UMBC’s business school will be something quite new—a high-quality program designed specifically for Baltimore’s future economic and business leadership needs, taught by full-time research-oriented experts, and containing a strong graduate school component. It will no more duplicate existing offerings than the current College Park programs duplicate the courses in the state colleges, community colleges or high schools.

At present, Philadelphia, Atlanta, and Pittsburgh each has three professionally accredited business schools. But Baltimore has none. This despite the fact economic development is one of the city’s major concerns. That is why something is needed and that is why UMBC has been able to attract a faculty to do the job.

But quality cannot be decreed. It is built carefully, painfully, over the years by capable people working together. The entire nation is now suffering through the hangover from a binge of government overregulation, excessive paperwork, and undue centralization. During the past five years the paperwork at the University of Maryland required to satisfy some governmental requirements has in-