

# ngton Post

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# The Washin

## 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

service, 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 stunned aides with a dizzying work schedule that requires three secretaries working in 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 five minute 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 got here, he was 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:

toral degrees in marine-estuarine-environmental sciences.

- 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 PhD 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

• Begun upgrading the chronically troubled, underenrolled and predominantly black Eastern Shore campus, long plagued by low academic standards. "For the first time in the history of this institution, the UMES family feels that we have a future. Not only are we going to survive, but we are going to be a major part of the university system," said UMES Chancellor William P. Hytche.

• Persuaded the university Board of Regents to adopt a similar program aimed at correcting problems of underenrollment and academically upgrading the University of Maryland Baltimore County. The plan calls for boosting enrollment at UMBC from the current 5,000 to 7,500 by 1983 and for adding new programs in business management, journalism, geography, chemistry and physics. "This is an historic occasion," Toll said when the plan was approved.

• Launched a new, university-wide program leading to master's and doc-

Ten years later, under Toll's leadership, the department had more than 70 members, had added an astronomy department and had gained a national reputation for excellence. It was not unusual, recalled a departmental colleague, for Toll to keep a sleeping bag in his office in those days 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 academicians 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 than 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 Wilson 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 Gluckstern, 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



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 soon after he took office paid a call on acting Gov. Blair Lee III, who later distributed a memo to staffers describing 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 Gluckstern, the chief academic officer at College Park. Elkins bucked 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 thought the decision was properly the president's and just after completing three weeks in office, 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 only the very top people would be acceptable for major positions at the University of Maryland and that Ollman, while 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 his colleagues, he had turned down nearly 40 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 prerogative 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. Bergmann, an economics professor at College Park and chairman of the campus chapter of the American Association of University Professors. "He conveniently forgot that there had been a lot of pressure against 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, Bergmann observed that "he will not be able to do that unless 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 winding 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 monotonous regularity, 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 informed media representatives on the Eastern Shore that he was committed to making that institution an integral part of the university system. That declara-

tion 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 curricula 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 fly 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 he wants it to be, 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 out of state to schools that don't have as fine a faculty as the University of Maryland," Toll said.

For the 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."

## 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 who is responsible directly to 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, UMBAR 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.



## Higher Education Editorials

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 opportunity 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

tacks on Towson State and UMBC, against agriculture, a leading segment of Maryland's economy, and against public higher education itself.

So what could have been an historically significant editorial series often reads, sadly, more like a set of cranky, unjustified complaints. But perhaps this initial attack will be followed in later reporting and editorials by a more sober and factual assessment of Maryland's needs and strengths.

### Quality and Design

The editorials lament particularly the lack of two things about Maryland's public higher education. One is what *The Sun* believes is the lack of quality. The other is what *The Sun* editorial writer conceives to be the "jerry-built" nature of the system, its lack of coherence and tidy design.

Yet, one of the dramatic facts about higher education in Maryland is the remarkable increase in quality in the past few decades. Towson State is becoming a fine liberal arts college, with a concentration on good teaching. Loyola is moving toward becoming the first-rate Catholic college that Maryland, with its unique Roman Catholic early history, deserves; the new science building there strengthens an important dimension in its education. Morgan State remains one of the better known predominantly black institutions in the East and has in recent years received a special mandate for urban-related programs.

The present system is not as "intolerable" or "irrational" as the editorials allege. The 17 community colleges provide excellent educational opportunities near home for most of Maryland's citizens. The complementary private colleges and universities offer a superb research university in Johns Hopkins, a leading college for women in Goucher, some good religiously affiliated colleges besides Loyola, and several fine liberal arts campuses. Annapolis has one of the world's greatest military academies, and St. John's College's distinctive curriculum emphasizes the greatest original works of scholarship and culture in an historical framework.

The editorials curiously slight the University of Maryland's professional

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 without 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 2,511 students to Virginia; 2,363 to California; 1,602 to North 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 boating 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, and 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 that 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 out 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 profes-

universities. Maryland has two members (the University of Maryland and Johns Hopkins University), twice the number for the average state. Fewer than half of the states have any public university in this distinguished group.

The series hits hard at what it calls "duplication and waste" and labels "mismanagement." It is true that expansion plans for many of today's public colleges were drawn up in the 1950's and 1960's, when there was an energetic attempt to provide more campus places for the surge of young people born in the late 1940's and 1950's. *The Sun* is correct to point out the upcoming problem of retraction in some academic areas. However, this is a problem which Maryland's higher education leaders have taken into account; and recent plans have been developed accordingly. The Master Plan approved last year by the State Board for Higher Education led to adjustments in proposed enrollments for most units and provided for a sensible allocation of the projected future enrollment among the various institutions.

*The Sun's* new yearning for increased excellence in the state's public higher education sector is a historically important event.

## A Peculiar Tone

Unfortunately, the tone and the lack of accuracy and balance of *The Sun's* eight editorials were as peculiar as its attention to education was commendable. In fact, given the usual quality, fairness, and the stature of *The Sun*, the series was extraordinary.

The extensive name-calling alone stamps the editorials as unusual. Words and phrases like "hodgepodge," "misshappen and mismanaged," "empire-builders," "overblown fruits," "gross excess," "rampant redundancy," "bloated educational behemoth," and "frenzy of self-perpetuation" made the series seem so shrill and cantankerous that the many issues raised are lost in uncharacteristic invective. Certainly few of the distinguished educators that led Maryland's institutions in recent decades could even remotely be described as having "go-it-alone egos . . . whose idea of public service is to offer the least quality for the most money that can be sucked from the public purse." If *The Sun* wants to keep its reputation for editorial responsibility, some apologies are clearly needed.

The editorials rage against competition as if it were a dirty word rather than an important strategy of freedom and prosperity. The series gives the appearance of having bias against

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 UMAB 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 ridiculed 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 land. 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 Jane Cahill Pfeiffer '54; Maryland's Chief Judge, Robert Murphy '51; and Charles Fefferman '66, who 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. And 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 illusive.

## Baltimore

The eight editorials suggest that Baltimore's colleges and universities

sional and trained talent.

## Vive la Difference

In *The Sun's* editorials public universities and colleges are compared with private ones in admissions selectivity. The state university is blasted for its "heavy concentration" on lower-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 American higher education. Private colleges 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

## 'Cranky, Unjustified,' Says Toll

For many careers the two-year curriculum is sufficient by itself. The community college is not solely a vestibule; 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 106 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 has 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 1966. 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 curricula 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 bald 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 quality

needs is 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 spur 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, an infor-

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, variegated 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's 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 linotype 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

ty yet an admiration for colleges that provide services cheap and fill the buildings day and night. It is as if one where to demand a restaurant even better than Capriccio, Tio Pepe, and Danny's while asking that it operate at McDonald's prices and Pizza Hut's turnover. Certainly public universities have a strong obligation to operate as efficiently as possible. But everyone knows that effectiveness—especially the quality that is delivered—is as important as efficiency.

## Education Czar?

The White Knight who is to deliver the besieged City of Baltimore from the profligate institutions is the Maryland Board of Higher Education, according to *The Sun's* editorial writer. By "chopping them down to size," the board will cut waste and trim expenses. Then, by combining all of Baltimore's very different public colleges into one stew, the state board will create—presto!—a many-headed "first-class greater Baltimore university." It sounds as if *The Sun* wants all major operational decisions in higher education made by an all-powerful state ministry.

We are lucky to have in Maryland an enlightened board and a Commissioner of Higher Education who are working to provide co-ordination among Maryland's varied colleges and universities, public and private. The board's 1978 Master Plan is a good document. Commissioner Sheldon Knorr has said recently that Maryland's greatest need for higher education in the 1980's is more quality. This aim agrees with *The Sun's* editorials, with UMBC's aims, with the progress being made by many of Maryland's colleges, and with my hopes for the University of Maryland. I came back to Maryland because of the enormous potential for the University of Maryland to become one of the greatest state universities, especially since the Baltimore-Washington corridor promises to be one of the prime areas for economic development in North America as well as an area containing the nation's capital and the focus of so many international concerns. This is certainly a location that deserves one of the nation's best state universities.

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-

mation industry, high-powered research centers, electronics, international trade, and finance. Fishermen now use sonar, farmers sophisticated chemicals. We have rediscovered the importance of art and our diverse ethnic heritage. Blacks have moved from a position of being discriminated against to being sought after.

Fifty-five years ago, the Janney Commission proclaimed that Maryland does not need a good state university. Today our economy and our culture are almost entirely dependent upon highly trained intelligence, new research findings and inventions, superior science and technology, sophisticated finance, more productive agriculture and matriculture, superb artists, and businessmen with vision, international outlook, and highly attuned knowledge. University research and teaching of high quality, once sneered at and neglected, is now the indispensable motor for Maryland's continued progress.

Faced with the challenge of developing nations, who have vast pools of less expensive labor, the United States—and especially its leading states like Maryland—will be pushed increasingly into selling highly trained expert services and high quality products to the world. Hence, education of the highest quality is from now on the chief requisite for economic health and progress. As Baltimore businessman John Curlett prophetically wrote in his 1962 report for the Governor's Commission for the Expansion of Higher Education, "It's not water, or real estate, or labor or power, or cheap taxes which bring industry. It's brainpower."

Armed with a population that is intelligent, well-trained, enterprising, and creative, and located between the nation's vigorous capital and a magnificent port that opens onto three continents, Maryland can rival Athens and Elizabethan London as a commercial and cultural center. But it will take a superior and diverse school, college, and university system in this state to lift up all the people for this possible future.

As *The Sun* senses, Maryland and its people are at a turning point in their history. All of us do need to put aside our petty fears, animosities, stereotypes, and territorial demands and foresightedly invest in a higher quality educational network that will be appropriate not just for next year's enrollments but for Maryland's magnificent opportunities in the coming decades.

John S. Toll,  
President