

OUTLOOK

A WEEKLY NEWSPAPER FOR FACULTY AND STAFF AT THE UNIVERSITY OF MARYLAND AT COLLEGE PARK

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State of the Campus: Fall 1993

The following is an edited transcript of President William E. Kirwan's remarks to the College Park Senate on Monday, September 13, 1993:

The traditional "State of the Campus" address is an opportunity I especially welcome at this time, not only because there is some good news to report but also because there are some major issues and challenges ahead of the campus that we need to address.

Time does not permit me to do justice to the many examples of excellence and progress but I would like to cite a few.

In one of the most notable achievements of this or any other year, two doctoral students in Astronomy, David Davis and John Mulchaey, participated in the discovery of a huge concentration of "dark matter," thus advancing our understanding of x-ray emissions from galaxy clusters and the evolution of the universe. Their discovery was reported widely in scientific publications as well as in the popular media.

This year, as in previous years, many faculty were awarded grants for independent study and other forms of recognition for outstanding achievement. Among the many honorees is Professor Mikhael Gromov (Mathematics), co-winner of the Wolf Foundation Prize, an award considered second in distinction only to the Nobel Prize. Professor Gromov becomes College Park's third Wolf Prize winner, joining Theodore Diener, professor of botany, and Michael Fisher, recently designated as Regents Professor of Physics.

Another faculty honor of exceptional distinction was the award of Mexico's National Prize for Literature

to Jose Pacheco (Spanish and Portuguese). This is Mexico's most prestigious literary award. Previously, Professor Pacheco had won the equivalent prize for journalists.

Despite the increasing competition for federal research dollars, this campus' contract and grant totals rose from \$116 million in 1991-92 to \$122 million in 1992-93. When the effect of research dollars going to medical schools is factored out, College Park's total places us, among public universities, as one of the 10 largest recipients of competitively funded federal grants. This is dramatic evidence of the quality of our faculty and research programs.

Programmatic initiatives and intensified recruitment efforts, involving many faculty and staff, have succeeded in attracting almost 600 entering students to our Honors Program. It is the largest and most racially diverse class in the program's history.

During the past year no less than nine new or completely renovated facilities totalling more than \$80 million in expenditures were turned over to academic units on the campus. The two largest are the new College of Business and Management/School of Public Affairs building and the renovated and greatly expanded McKeldin Library. The library project has more than doubled shelving and seating space, created a number of new instructional spaces, and brought about the modernization of a wide range of library services for faculty and students.

Two other important campus-related facilities are just about to open. The new Archives II built by the federal government at a cost of \$205 million and with 1.7 million

square feet will open this fall. It will be the largest and most advanced archival research facility in the world, and the nation's most comprehensive repository for research on American public life. Its presence will support College Park's drive to become a national center for the study of American history, and enhance the strength of our already internationally recognized public policy programs. Similarly, with the headquarters of the American Center for Physics soon to open near the university's Metro station, we will enjoy even closer working relations with the American scientific community.

This past year also saw a dramatic increase in the university's fund-raising efforts. The total of private gifts received in 1992-93 rose 42 percent from \$18 million in 1991-92 to almost \$26 million in 1992-93. There was also an increase of 33 percent in membership in the Colonnade Society, our premier giving organization. The largest single gift in our history—\$5 million—was made recently by Mr. Leo Van Munching, a 1950 alumnus. In recognition of his gift, the new College of Business and Management/School of Public Affairs building will be named Van Munching Hall. We anticipate the announcement of an even larger gift later this year. I believe these examples show that, although our fund-raising efforts are still at a relatively early

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President William E. Kirwan

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Art Center Architectural Design Competition Begins Today

The Maryland Center for the Performing Arts takes one step closer to becoming reality today as interested architects submit letters of interest to participate in the university's invitational architectural design competition.

The competition involves several stages leading to the award of a contract sometime next spring. After participants submit statements of qualifications in early October, a jury will narrow the field to six to eight firms to be interviewed during the month. Three to five finalists will be selected in early November and will be compensated for their designs, which are due in late January. The

finalists will then present their designs to the jury in February, with the winner being announced by the end of the month.

According to Roger Lewis, professor of architecture and professional advisor for the design competition, several measures have been taken to ensure participation by the university community.

"Many of the procedures, rules and evaluation criteria have been formulated by representatives from the departments who will actually use the building," says Lewis, who is

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Fall 1993 OUTLOOK Schedule

During the Fall 1993 semester, *OUTLOOK* will be published every Monday (except Nov. 29 for Thanksgiving). Copy and calendar deadlines are two weeks prior to the publication date. For more information or to suggest story ideas, please call 405-4629.

Distinguished Lecturer Series Will Explore Metamorphoses

Well-known authors and lecturers Ronald Takaki and Noam Chomsky will present the first two lectures in the university's sixth annual Distinguished Lecturer Series.

The theme of this year's series, which is sponsored by the Graduate School, is "Metamorphoses."

According to June Hargrove, chair of the Distinguished Lecturer Series



Ronald Takaki

Committee, the series strives to foster interdisciplinary interest on campus by inviting scholars of such outstanding reputation that, regardless of their field, enthusiasm is generated in different quarters of academia.

Leading this year's series is Ronald Takaki, professor of ethnic studies at the University of California, Berkeley, and scholar of race and culture in American history. Takaki will present "Race at the End of the Century" on Wednesday, October 6, at 3:30 p.m. in Room 1400 of Marie Mount Hall.

Noam Chomsky, professor of linguistics at Massachusetts Institute of Technology, will deliver the series' second lecture, "Language and the 'Cognitive Revolution,'" on Tuesday, November 2, at 3:30 p.m. in Room 0204 of the Architecture Building. Chomsky has written and lectured extensively on linguistics, philosophy, intellectual history, contemporary issues, international affairs and U.S. foreign policy.

Presidential biographer James MacGregor Burns will deliver the third lecture, "Can Clinton Transform the System?" on February 23 at 3:30 p.m. in Room 2203 of the Art/Sociology Building. Recently, Burns joined the university's Center for Political Leadership and Participation as a senior scholar.

Jerrold Meinwald, professor of chemistry for Cornell University's Baker Laboratory, will give the final lecture, "Chemical Defense, Sexual Selection, and Drug Dependency in the Insect World," on May 1 at 3:30 p.m. in Room 2203 of the Art/Sociology Building.

For more information, call Elissa Auther at 405-1482.

—Beth Workman

Visiting Fellows at CIDCM Announced

The Center for International Development and Conflict Management has announced that Benjamin Arditi and Kang, Kwang Suk will serve as visiting fellows for the academic year.

Arditi, a Fulbright scholar and native of Paraguay, is an expert in electoral processes in Latin America and on civic education in his country. During the fall semester he will teach

two classes in the department of government and politics.

General Kang, Kwang Suk is a Brigadier General in the Republic of Korea Army, and has served for 27 years with assignments primarily in artillery and infantry units. He will do independent research in conflict resolution with special emphasis on the future of North Korea-South Korea relations.

Davis Voted Senate Chair-elect



Christopher Davis

At its September 13 meeting, the College Park Senate selected Christopher Davis to be its chair-elect for the 1993-94 academic year.

Davis, professor and associate chairman of Electrical Engineering, won a second ballot after the first ballot resulted in a tie between Davis and

Robert Gaines, associate professor of Speech Communication. Davis and Gaines were the only candidates.

As chair-elect, Davis will serve on the Executive Committee, the President's Advisory Council, and chair

the Governmental Affairs Committee. The chair-elect also chairs senate meetings in the chair's absence.

According to the new Plan of Organization, the chair-elect also will chair the new Committee on Committees—charged with making appointments to senate committees and nominating candidates for chair-elect and the Executive Committee. The bylaws to form that new committee have not yet been written, but will be by spring, according to College Park Senate Chair Hank Dobin.

For the last two years, Davis has served on the Executive Committee. He is also a member of the Academic Planning Advisory Committee.

Correction

• In *OUTLOOK*'s September 7 interview with Provost Daniel Fallon, a transcription error turning "most" into "not" significantly altered his response to a question about teaching and service in tenure decisions.

Fallon said "The complication, especially for research universities, is that the validating criteria of a faculty member's ability to work at the frontier of the discipline are *most* readily based upon the intellectual activity that is demonstrated through research."

• In the September 13 *OUTLOOK* article, "Towards the Paperless Office," Academic Data Systems should have been credited with doing most of the work in creating an online Academic Resource System.

OUTLOOK

OUTLOOK is the weekly faculty-staff newspaper serving the College Park campus community.

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Letters to the editor, story suggestions, campus information & calendar items are welcome. Please submit all material at least two weeks before the Monday of publication. Send it to Editor *OUTLOOK*, 2101 Turner Building, through campus mail or to University of Maryland, College Park, MD 20742. Our telephone number is (301) 405-4621. Electronic mail address is jfritz@umdacc.umd.edu. Fax number is (301) 314-9344.

UNIVERSITY OF MARYLAND AT COLLEGE PARK

New Faculty Handbook

A new two-volume Faculty Handbook is being distributed, the first since 1987. This new edition contains changes resulting from the 1988 restructuring of the University of Maryland System, ranging from redrafted faculty appointment, promotion, and tenure policies to conduct and facility-use policies. A two-volume format was chosen to facilitate more timely changes in general information, occupying Volume II, rather than force the reprinting of the policies contained in Volume I, which tend not to change as often. Any suggestions for improvements should be sent to: Faculty Handbook Editor, Office of Academic Affairs, 1119 Main Administration Building, or email facbook@vpaap.umd.edu.

NEWS

Are Good Leaders Born or Raised?

The question is an old one, but in trying to answer it, organizers of Leadership Week 1993 will be part of a growing interest in leadership as a field of study.

One man who is helping define the key issues, is political scientist and new scholar-in-residence James MacGregor Burns, who will present or moderate several events during Leadership Week from September 27 to October 1 (see calendar on page 6).

For Burns and other self-styled "students of leadership," the need for leadership training is especially evident through popular opinion polls that reveal decreasing confidence in elected officials and consistently low voter turnout.

"But lack of leadership is not just a failure of presidents," says Burns, who has written award-winning biographies on FDR and JFK. "The whole system of leadership in this country has failed. In all fields, it's hard to imagine many of today's

leaders who'll be remembered as great leaders in 50 years."

In the fledgling field of leadership studies, Burns has defined two kinds of leadership: 1) transactional, which involves consensus building skills similar to those exhibited by President Bill Clinton; and 2) transformational, which involves major changes to systems and structures, not unlike FDR's social and economic New Deal reforms.

"Great leadership emerges from conflict, but our current political structure does not easily foster the transformational leadership that so many people are seeking," says Burns, who describes Clinton's domestic agenda (including health care reform) as being potentially transformational.

Though he says President Clinton "shows signs of being a good transactional leader," Burns says it's too early to tell if he will be a transformational leader. During his three-year



James MacGregor Burns with students from his leadership class.

tenure as a senior scholar with the Center for Political Leadership and Participation (sponsor of Leadership Week), Burns and center director

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Survey Looks at U.S. Counties' Public Health

Public health is one of the five most important problems facing U.S. counties today, say public health officials across the country. County government leaders disagree.

While 76 percent of public health officials list public health among their county's five most important problems, only 38 percent of elected and administrative officials list it among the top five problems facing their counties today. Beating out public health were economic development; infrastructure/construction and maintenance; law enforcement or jail facilities; sewage/waste management; public schools; and land use planning/zoning. Trailing public health on the list were poverty, housing, and parks and recreation.

Only 15 percent of public health officials believe that public health is treated as one of the county's top five

priorities, compared with 32 percent of elected and administrative officials who believe public health is given priority.

These are some of the preliminary findings of a recently completed national survey designed to determine how public health competes at the county level for funding and other government assistance.

The survey, conducted by Vincent Marando, professor of government and politics, and funded by the Robert Wood Johnson Foundation, was sent to elected and appointed officials in each of the 596 counties randomly chosen out of a possible 2700 U.S. counties with public health departments. Each county's public health official, governing board chairperson and either the elected executive or the county administrator completed the survey. Response rate

was 65 percent.

"Perhaps our country's public health departments are doing too good a job, thereby receiving less attention than other issues," suggests Marando, who cautions that careful analysis of the survey results is needed before conclusions are drawn. Still, elected and administrative officials were more likely to rate their health departments "very effective" than were the health officials.

"Historically, public health departments have been tasked with stopping the spread of communicable disease, such as tuberculosis, and they have been hugely successful with this," says Marando. "Now, they are addressing problems that are of a more individualized nature and often provide primary care to the indigent."

Survey respondents listed drug and alcohol abuse; prenatal, infant and maternal health; indigent care; and child and adolescent health to be the most urgent public health problems facing their county. And, 92 percent agreed that the cost of health care was a serious problem, while 88 percent were in agreement that the large number of uninsured patients was a serious problem. The availability and quality of health care facilities were not widely recognized as problems.

Marando is beginning the second phase of the project. He will conduct case studies of 12 counties—three each in California, Georgia, Maryland and Texas. Results are due summer of 1994.

—Beth Workman

Art Center Design Competition

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coordinating the university's planning committee. "There will even be representatives from Arts and Humanities on the final design jury."

In addition to university and state representatives, the jury for the competition will include several nationally-recognized architects. "My job is to play referee," says Lewis who is also a practicing architect in Washington, D.C.

While the competition is the first step toward designing the new center, Lewis stresses that selecting a

design team, not the final design, is the goal of the competition.

"Ideally, the competition process will result in a design that reflects most people's desires for the center," says Lewis. "But the winning team's design is still subject to elaboration and change after the contract is awarded in the spring." The 283,000 gross square foot center, which will house the music, theater and dance departments, will contain a 1,200 seat concert hall, a 650 seat theater, a 350 seat recital hall, a 200 seat experimental theater and a 200 seat dance theater.

—John Fritz

Pedestrian Bridge Closed

The pedestrian bridge between Parking Garage 2 and Hornbake Plaza will be closed Monday, September 20, due to construction activities at the Plant Sciences Building site. The at-grade sidewalk leading from the steps at Hornbake Plaza to Fieldhouse Drive will be partially closed while utility work is in progress (4-6 weeks). Pedestrian traffic will be redirected to the sidewalk at the east side of Zoo/Psych. The construction of a new pedestrian bridge is included in the Plant Sciences Building project.

State of the Campus

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stage of development, we can take heart by the progress being made.

I could go on for some time talking about accomplishments and progress but, given the time available, there are other matters I need to discuss. Let me just say that the examples I have given, and other examples I could give, are indicative of a strong university becoming even better, and becoming better despite many obstacles in our path.

I now want to report on the results of two studies, recently commissioned by the Board of Regents, that are of great importance to the campus.

Agriculture & Continuing Education

As you may have read in *OUTLOOK*, the university's Board of Regents passed a resolution at its August 27th meeting that will return the Cooperative Extension Service and the Agricultural Experiment Station to their historic home, the College of Agriculture on the College Park campus. The board's action corrects what, in my view, has long been a fundamental flaw in the organizational structure of agriculture within the University of Maryland System. After roughly 20 years of separate administration, the instruction, research, and service programs of agriculture and related fields are now to be recombined, effective October 1, 1993, under the Dean of the College of Agriculture.

The Regents have directed that I, along with President Hytche of UMES, the other land-grant institution in the state, develop an implementation plan for integrating AES and CES into College Park's operations, a plan that will also recognize the very important role UMES is expected to continue to play in the overall agriculture effort within the University of Maryland System.

There are many people who deserve credit for helping to make this important step possible. These include faculty and staff on this campus and in AES and CES, as well as vocal and influential persons throughout the state. One person, however, who deserves special recognition in this regard is Paul Mazzocchi. In addition to the leadership he has provided as interim dean of Agriculture, he has also travelled throughout the state gaining the confidence of the agriculture community in College Park...no small feat for a bearded chemist from the Bronx. I have been told that Paul was even seen milking cows at the State Fair this past week.

Now that the board has made its decision, Paul has asked to be relieved of his duties as interim dean

so that he can devote full-time efforts to his role as dean of Life Sciences.

Provost Fallon has reluctantly acceded to this request and, after appropriate consultation, will identify a person to serve as interim dean of Agriculture until the search for a permanent dean is completed.

I know that the manner in which we implement this decision and operate our agricultural and related programs will receive very careful scrutiny. Therefore, it is essential that we do whatever we can to ensure that the merger turns out to be a success both for the university and for the agriculture community throughout Maryland.

A second important Regents-initiated study concerns continuing education. You may recall that in this past session, the Maryland General Assembly mandated a study of continuing education within the University of Maryland System, including the feasibility of merging University College with the College Park campus.

A committee appointed by Chancellor Langenberg to study the issues raised by the General Assembly has now issued its report. Among other things, the report recommends against merger, urging instead that College Park significantly expand its continuing education offerings and, in effect, compete with University College. Provost Fallon will soon be appointing a campuswide committee to recommend an appropriate response to the System report. He will invite the Senate to suggest individuals to serve on the committee.

I have some difficulties with the report's analyses and recommendations, difficulties shared at least in part by the College Park faculty who served as members of the committee. But I am in complete agreement with the report's conclusion that College Park needs to expand its continuing education role.

I am personally convinced that the emerging telecommunication technologies will inevitably expand the means by which colleges and universities deliver their educational offerings, as well as the nature and locations of the audiences who will be receiving them. At present, our educational outreach efforts are limited primarily to our ITV network, the College of Business and Management's MBA offerings at Shady Grove, and programs offered around the state by the College of Education. As we consider expanding our role in continuing education, I note that Johns Hopkins, Georgetown, George Washington, University of Virginia, and VPI, among other schools in this region, already have established significant continuing education operations.

Budget

Let me now turn to an unpleasant topic and give you some very troubling news about our—and the state's—present and predicted fiscal condition.

Based in part on information supplied by Mahlon Straszheim, chair of our Department of Economics and currently an advisor to the governor, the state has just issued economic projections and anticipated expenditures for the rest of this decade. The news is not good. State revenues are expected to grow, but on average at a rate of only 4 percent per year. Unlike earlier decades when Maryland's growth ran ahead of the nation's, our growth is projected to be slightly below the national average for the rest of this decade. In contrast to the slow economic growth, mandated medical expenses and formula funding for the K-12 schools in Maryland are projected to grow at an annual rate of approximately 8 percent, and these two items presently account for more than half of the state's general fund. Consequently, all state agencies, including higher education, may well be competing for the remaining funds just to maintain a flat general fund budget.

As you are probably aware, we would not be entering such a competition from a position of strength. Not just in Maryland but in many other states as well, higher education is increasingly viewed with suspicion and skepticism by a significant portion of the general public and their representatives in State governments. No fewer than 30 states have passed—or are now considering—legislation mandating minimum teaching loads for college or university faculty. We must, therefore, not only continue to press for additional resources to achieve our legitimate goals but also, perhaps with equal energy, work to regain some of the public's lost confidence in universities and their faculties.

There are other related fiscal problems. The FY 1995 CPS budget, the governor's planning budget for FY 1995, does NOT include a number of items traditionally funded by the state. For the first time, there are no funds budgeted for new facilities or for academic revenue bonds. Without such funds, we would have to consider a sharp reduction or even curtailment of our capital program. Also not included in the FY 1995 CPS budget is roughly half of the normal increment to cover inflation. A significant effort on the part of the Regents is now underway to have funds for these items added as part of the so-called "Over-the-CPS Budget" request.

An especially critical need not

As Oscar Wilde once observed, "Misfortunes one can endure—they come from outside. They are accidents. But to suffer from one's own faults—ah! there is the sting of life."

Grammar Hotline is 405-3787

If your infinitive is split or your modifier is dangling by a thread, call the Writing Center's Grammar Hotline at 405-3787. Funded by the Center for Teaching Excellence and developed by the Writing Center, the Grammar Hotline's staff of trained writing tutors can advise you on word choice, punctuation, sentence structure or documentation. If they can't help you right away, they'll research the question and call you back. The hotline is available for all faculty, staff and students from 10 a.m. to 2 p.m., but you can leave a message at other times.

CAMPUS

addressed by the CPS budget is a substantial merit increase for faculty and staff. Faculty salary compensation relative to Carnegie Classification peers and other similar peer comparisons has fallen dramatically at virtually every System institution. In our case, we have gone from the 80th percentile relative to Carnegie peers to just over the 60th percentile. And that's 1992-93 data. With only 1.25 percent merit for this year and no COLA, it is entirely possible that we are now at or below the median relative to our peers. The situation with staff salaries is equally disturbing.

I am pleased to report that the Regents have identified a special merit fund as the number one priority for the "Over-the-CPS Request." This commitment from the Regents is very significant, and there will be an opportunity for the campus to work directly with the Regents in support of their effort to increase the state's allocation to the university's FY 1995 budget. But the fact remains that, at present, the projections for the FY 1995 budget and beyond are not good.

Enrollment, Retention, Graduation

If all this were not enough, some developments even closer to home have exacerbated the budget problems. Due to a combination of factors, including several academic program closures, student retention and graduation rates, and, quite possibly, internal policies that complicate admission to various majors, the level of the campus' student enrollment has been slipping further and further below the targeted figures over the past several years. At first, it was thought that this problem might be corrected simply by intensifying recruiting efforts. But this past year has been a good year for freshman recruiting and admissions, and we are still approximately 1,200 FTE students below the target set in our enrollment reduction plan. Of particular concern is the low retention rate of African American students, an issue that I hope will be addressed in a report I have submitted to the senate for review this fall. The shortfall in enrollment translates into lost revenue of roughly \$5 million.

Our fiscal problems, it is true, are not very different in scope and magnitude from those now faced by many other states and universities. State-supported colleges and universities in Virginia have just started planning for another 15 percent cut. The situation facing higher education institutions in the state of California remains very bleak indeed.

But it is important—I think very important—for us to realize that while some of the factors now

adversely affecting us are beyond our control, others are not. As Oscar Wilde once observed, "Misfortunes one can endure—they come from outside. They are accidents. But to suffer from one's own faults—ah! there is the sting of life."

If, for example, through some initiatives of our own design, we were able to increase our five-year graduation rate from its current 55 percent to just 60 percent, then—with the implicit increases in retention rates over the other four years—we would completely solve our underenrollment problem, and do so without increasing the size of entering classes. The departure from the campus of any student in good academic standing is an unfortunate development in its own right—it represents in one way or another a lost educational opportunity for the student and the institution. But we must also recognize that the decisions made by students in good standing to leave have a direct impact on the level of funds available for use by our colleges and departments.

I remain convinced that despite the nation's, the state's and the university's economic problems, we can continue to make progress as an institution, substantial progress. To do so, however, we must be prepared for the possibility of a period of economic austerity throughout the rest of this decade.

I believe that we need, systematically, as a campus, to be more responsive—where appropriate—to the needs and concerns of those who provide our funding: to students, state agencies, alumni, and private donors. Examples abound of impressive individual and group efforts in support of each of these constituent groups. But, in all candor, I think we also should admit that the degree of our responsiveness and the service we provide are not always what they could be. We must become less bureaucratic, more efficient and effective at decision making, more willing to empower people to make decisions at the level where the work is done, and more systematic in measuring our performance against the best practices in higher education.

Some of you will recognize that what I am describing is related to a concept called continuous improvement. While some are turned off by the language of continuous improvement, and others may regard its tenets as little more than common sense, I believe that many of the strategies involved in continuous improvement can provide valuable tools for our use.

Actions

In closing, let me mention several

steps I have taken, or soon will take, to address some of the problems I have identified today:

1) I will be asking the Continuous Improvement Council to begin a systematic review of campus processes and procedures with the goal of improving our decision-making capabilities; placing more decisions at the level at which the work occurs; and responding better to legitimate needs of both our internal and external constituents.

2) I have appointed a broadly based resource assessment committee, chaired by Warren Kelley, acting director of the Office of Resource Planning and Budgets, to systematically review our various revenue sources and to recommend actions to resolve our budget deficits and generate more resources for our academic programs.

3) I have asked Provost Fallon to appoint an enrollment management group charged with the responsibility of recommending actions that will lead to full enrollment and that will improve the campus graduation and retention rates; and

4) I have imposed a one percent recision on all campus budgets as a buffer against anticipated revenue shortfalls.

Finally, when I made remarks at a meeting recently, describing our budget prospects in terms similar to the ones you have heard today, someone said that it seemed out of character for me not to be more optimistic about the future. My response was and is that my characteristic optimism remains—the talent and commitment to academic excellence that have been hallmarks of this community and the basis for my faith in its future—remain very much in place. But I have also come to believe that our continuing progress in the years ahead will have to be much less dependent on state funding and much more dependent on our initiative to make internal improvements and our ability to generate non-traditional sources of revenue.

What I hope we can achieve as an institution, over the coming months—perhaps years, is to collectively organize our efforts and improve the ways in which we conduct our business so that there will be less of a "sting in our lives" brought on by our own activities. If we can do this—if we can collectively achieve a standard of excellence in our programs and services to our constituent communities comparable with the standards we set for ourselves as individuals in our own teaching, scholarly research, and classroom work—then we will have every reason to take an extra measure of pride in ourselves and our university. Thank you.

Our continuing progress in the years ahead will be much less dependent on state funding and much more dependent on our initiative to make internal improvements and our ability to generate non-traditional sources of revenue.

LEADERSHIP

Leadership Programs

The Leadership Office, part of the Office of Campus Programs, offers several programs to the university community to help develop leadership skills. The Peer Leadership Consultant Program provides leadership experience to juniors and seniors by having them give leadership training to other students. Students develop areas of expertise, such as conflict resolution or goal setting, during the training that they receive. The Leadership Office teaches an undergraduate course, EDCP 417, that studies group dynamics and leadership. The National Clearinghouse for Leadership Programs provides leadership materials, resources and assistance to leadership educators. For more information on the Leadership Office, call 314-7169.



Leadership Week Calendar

Leadership Week '93 is co-sponsored by the Center for Political Leadership and Participation & the Office of Campus Programs. For more Leadership Week program information, call 405-5751 or 314-7174.

September 27

"Leadership and Quality: Premises, Paradoxes, and Promises," Judy Sorum Brown, 8-10 a.m., Executive Programs Conference Center, MPA Building.

Women's Leadership Brown Bag Lunch Discussion, noon-1 p.m., 2141 Tydings.

Office of Human Relations Open House: presentations on diversity and leadership, noon-1:30 p.m., 1107 Hornbake.

"How Organizations Make Leadership Difficult and Ways to Make It Easier," Howell Baum, 1-2:30 p.m., 3211 Art/Sociology.

Opening Leadership Week Community Speaker: James MacGregor Burns, 3-4:30 p.m., Grand Ballroom Lounge, Stamp Student Union.

Conflict Resolution Workshop: 4-5 p.m., 1139 Stamp Student Union.

Leadership Week Reception: President Kirwan, UMCP leadership book authors, 4:30-6 p.m., Atrium, Stamp Student Union.

Leadership and National Service Panel Discussion, 6:15-8 p.m., 2111 Stamp Student Union.

September 28

"Total Quality Leadership," Lois Vietri, 9:30-10:45 a.m., 1102 Tydings.

"Super Leadership: Leading Others to Lead Themselves," Hank Sims, 11 a.m.-2 p.m., 1137 Stamp Student Union.

Staff Leadership Conference: Fundamentals of Campus Governance Brown Bag Lunch, 11:30 a.m.-1:30 p.m., Maryland Room, Marie Mount Hall.

Goal Setting Workshop: 1-2 p.m., 1143A Stamp Student Union.

"Wisdom for Leadership: A Discussion," 1-3 p.m., 3203 Hornbake.

"Volunteerism: Community Service and Self Service," Britt Reynolds, 3-4 p.m., 2146 Stamp Student Union.

Student Leadership Discussion: "Creating a Community of Student Leaders at UMCP," 4:30-6 p.m., Parent's Assoc. Lounge, Stamp Student Union.

September 29

Time and Stress Management Workshop: Good Morning Commuters Program, 7:30-8:30 a.m., Atrium, Stamp Student Union.

Community Service Program Open House: 8:30 a.m.-4:30 p.m., 1195 Stamp Student Union.

"Maryland's Political Heritage," 9-10 a.m., Maryland Room, McKeldin Library.

"March On: In Celebration of Dr. King's 'We Shall Overcome' Speech," noon-1:30 p.m., Prince George's Room, Stamp Student Union.

"Where Do You Go To Be Heard?" Opportunities for student leadership

on campus, 1-2:30 p.m., 2146 Stamp Student Union.

Communications Skills Workshop: 3-4 p.m., 1137 Stamp Student Union.

Student Leadership Discussion Series: "Increasing Diverse Memberships in Student Organizations," 4-5:30 p.m., Parent's Assoc. Lounge, Stamp Student Union.

Mobilizing Students Toward Peace: Negotiation and conflict transformation simulation, 4-6 p.m., Prince George's Room, Stamp Student Union.

"Balancing Careers and Relationships: A Panel of Partners," 4:30-6 p.m., Atrium, Stamp Student Union.

Center for Political Leadership Alumni Reception: 6-7:30 p.m., 1126 Taliaferro Hall.

September 30

"Black Survival 2000: HIV Disease in the African American Community," 8:30-10:30 a.m., 1143 Stamp Student Union.

"Total Quality Leadership," Lois Vietri, 9:30-10:45 a.m., 1102 Tydings.

The New Leadership Curriculum Panel Discussion: James MacGregor Burns, moderator, 11 a.m.-12:30 p.m., 2111 Stamp Student Union.

"Make A Difference: Volunteer Opportunities in AIDS and HIV Awareness Raising and Assistance," noon-4 p.m., Atrium, Stamp Student Union.

Poster Session: multidisciplinary research presentations on leadership, 1-3 p.m., 2111 Stamp Student Union.

"The Challenge of New Leadership," James MacGregor Burns, moderator, 2-4 p.m., Rouse Room, MPA Building.

Group Dynamics Workshop: 3-4 p.m., 1143A Stamp Student Union.

"Employee's Perspectives on Student Leadership," 4-5:30 p.m., 2111 Stamp Student Union.

SGA Candidate Debate: 4:30-6:30 p.m., Atrium, Stamp Student Union.

October 1

"Reflections On Leadership," James MacGregor Burns, 1-2 p.m., Honors Lounge, Anne Arundel Hall.

Leadership Week

continued from page 3

Georgia Sorenson may co-author a biography on Clinton.

While leadership is important, Burns admits that followership is too, and cites the growing political power of women as a form of transformational leadership.

"As more women participate in the political process, the so-called 'leaders' are empowering the 'followers' who then go on to lead and change the original leaders," says Burns. "This not only addresses specific issues of interest to women, but also transforms the meaning of leadership and the systems that cultivate it."

In addition to his scholarship on politics, Burns has taught leadership classes at William's College in Massachusetts and recently completed a three-year fellowship at the Jepson School of Leadership Studies at the University of Richmond, which recently established an undergraduate major in leadership.

While at College Park, Burns will live in the Scholar's Suite of Anne Arundel Hall, the Honors Program's Living/Learning Center. This year, he'll also help teach "Presidential Leadership & Biography," that will study the leadership styles of Democrats (this fall) and Republicans (next spring).

—John Fritz

Campus Libraries Seek Docents

The Libraries are seeking docents to serve in the Katherine Anne Porter Room of McKeldin Library. Docents will give informal tours and information to the public visiting the Porter room and an adjacent exhibition room and will monitor the area. The room will be open Tuesdays and Thursdays from 1 to 4:30 p.m. For more information, contact Beth Alvarez at 405-9298.

Chances are it's in the Prange Collection

The Gordon W. Prange Collection at the Libraries is often referred to as the most comprehensive collection of Japanese-language materials dating from the Allied Occupation of Japan, from 1945-52. Just how vast and comprehensive this collection is has been dramatically illustrated in recent weeks.

For example, consider the case of Professor Kenji Yamaryo from Kanda University of International Studies outside of Tokyo. In 1949, as a 15-year-old teenager living in Tokyo, Yamaryo decided to combine his interests in stamp collecting and writing by serving as the chief editor for a newsletter entitled *Kitte Kenkyu* (the study of stamps). Eight monthly issues of the mimeographed publication appeared. The circulation for each issue was 70 copies and the cost three yen, or about a penny.

Over the years Yamaryo never gave much thought to this publication until recently when he visited the Prange Collection and the related Justin Williams Papers at the College Park Libraries. The Japanese professor casually mentioned *Kitte Kenkyu* to Hisayo Murakami, assistant curator of the Prange Collection, never expecting that copies of a mimeographed newsletter on the subject of stamp collecting put out by a high-schooler back in 1949 would be in the collection.

The fact that the Prange contains approximately 600,000 pages of censorship documents suggested to the professor that there was a very remote chance his newsletter might be among them. During the Allied Occupation everything published in Japan had to be reviewed by the Civil Censorship Detachment (CCD) of the Supreme Commander of the Allied Powers. Yamaryo remembered bringing his newsletter, with considerable anxiety and fear, to the CCD offices located near the main railroad station in Tokyo.

An astounded Yamaryo couldn't believe his eyes when Murakami produced three issues of *Kitte Kenkyu*. They were brittle, yellowing, not in the best of condition, but certainly legible, and probably the only known copies in existence. The three issues bore the stamped approval of the Civil Censorship Detachment (CCD) of the Supreme Commander of the Allied Powers, meaning they had undergone censorship review. The elated professor quickly became a true believer in the comprehensiveness of the Prange Collection.

Then there's the search for back copies of the *Nagasaki Shimbun*, a daily newspaper. August 9 marked the 48th anniversary of the dropping of an atomic bomb on the Japanese city of Nagasaki. To commemorate this important and sad day in

Japanese history, NHK Japan Broadcasting Corporation, the country's largest national television network, made plans to telecast a one-hour special throughout Japan.

In preparing for this program, the producers and writers decided that they would like to reference, for the period just prior to and following the dropping of the bomb, the *Nagasaki Shimbun*, the only newspaper in the city.

Finding these newspapers, however, proved to be a formidable task. First, they contacted the newspaper itself but came up empty-handed. While the *Nagasaki Shimbun* apparently published during that period, the printing was done in other cities due to the devastation from the bomb and no copies were retained. The local Nagasaki Library and the prefecture, or state, library could not find copies either. Two other possible sources—the National Diet Library and the Japanese Newspaper Association—also had nothing.

After drawing a blank in Japan, somebody from the program staff remembered the Prange Collection at the College Park Libraries. This individual immediately contacted Murakami, the assistant curator, who confirmed that newspapers from the period sought were, indeed, in the collection. Murakami also was able to provide additional information needed for the program. As a result, the NHK representatives and millions of viewers throughout Japan gained a much better understanding of the significance of the Prange Collection.

Finally, in the best traditions of international cooperation and thanks to the vastness of the Prange Collection, the College Park Libraries and two prestigious institutions in London—the British Library and the Imperial War Museum—have taken steps to insure that researchers, World War II historians and military scholars have microfilm access to copies of a daily newspaper that was published from 1946-50 for the British Commonwealth of Nations' Occupation Force in Japan.

The newspaper, entitled *BCON* (British Commonwealth Occupation News), was distributed without charge to British, Canadian, New Zealand, and other British Commonwealth troops who were serving in Japan during the period of occupation. This publication was the equivalent of the *Stars and Stripes* daily that was distributed to the American forces.

The Libraries hold 211 issues of the 8-page *BCON* as part of the Prange Collection. Unfortunately, like much of the other Prange material, the *BCON* newspapers are very brittle and in deteriorating condition.



Front page of a July 8, 1949 issue of *BCON* containing a youthful Princess Elizabeth holding her first child, Prince Charles.

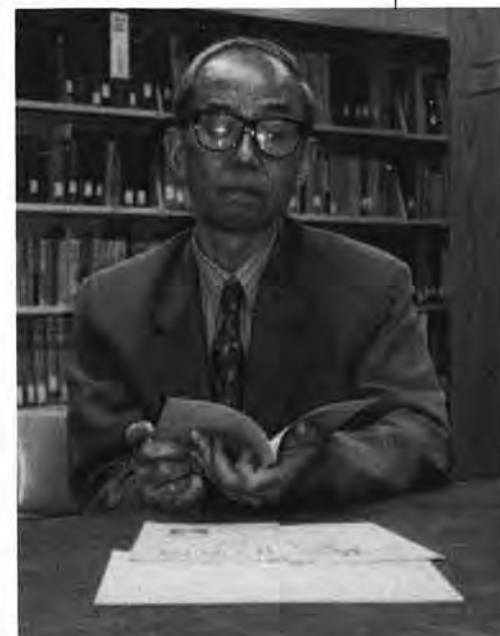
When Glenn Gardner in the Libraries' Preservation Department learned that the British Library and the Imperial War Museum also had *BCON* holdings in brittle condition, he contacted them and eventually it was agreed that all three institutions would microfilm their holdings and provide copies for the others.

As a result, the British have sent seven reels of microfilm here and the College Park Libraries have provided them with two. While there is some duplication, what's important is that each institution now has nine reels of *BCON* newspapers on microfilm.

BCON, published every day with the exception of Sunday, closely resembles a daily newspaper with major headlines and news stories appearing on page one, feature stories illustrated with pictures interspersed throughout the other pages, as well as a comprehensive sports section, and even a few comics and a daily crossword puzzle.

Gardner reports that the *BCON* holdings soon will be cataloged and entered into the Libraries' online catalog, VICTOR, for the convenience of patrons interested in the Allied Occupation of Japan from the British perspective.

—Frank Boches



After 44 years, Kenji Yamaryo finds his newsletter about stamp collecting in the Prange Collection.

CALENDAR

Individual Studies Luncheon

Individual Studies Program majors and their faculty advisors are invited to attend a "get-together" luncheon on Wednesday, September 22, from 11:30 a.m. to 1:30 p.m. in the Maryland Room of Marie Mount Hall. A light lunch will be provided. To RSVP or get more information, please call Bonnie Oh at 405-59355.

Sept. 20-29

Art

Exhibit: "Crosscurrents '93," featuring Linda Bills and Kristin Aono, through Oct. 17, The Art Gallery, Art/Sociology Building. Call 5-2763 for info.

Exhibit: "Inspirations: Watercolors and Drawings by Greg Mort," through Dec. 5, UMUC Arts Program Gallery. Call 985-7154 for info.

Lectures

Space Science Seminar: Monday, Sept. 20, "Low Dimensional Deterministic Modeling of Geomagnetic Activity," Alex Klimas, 4:30 p.m., 1113 CSS Bldg. Call 5-6232 for info.

Meteorology Seminar: Thursday, Sept. 23, "An Empirical Rossby Wave Propagation Formula," Huug van den Dool, 3:30 p.m., 2114 Computer and Space Sciences, coffee and cookies will be served at 3 p.m. Call 5-5392 for info.

Nuclear Engineering Seminar: Thursday, Sept. 23, "On the Science of Nanosturcture Materials," 4:00 p.m., 2110 Chemical and Nuclear Engineering Bldg. Call 5-5208 for info.

Undergraduate Admissions Reception: Program for children of faculty and staff, Thursday, Sept. 23, 4:30-6:30 p.m., P.G. Room, Stamp Union. Call 4-8385 for info.

Geology Seminar: Friday, Sept. 24, "History of Chesapeake Day's Contamination," George Helz, 11:00 a.m., 0103 Hornbake. Call 5-4089 for info.

Botany Seminar: Friday, Sept. 24, "Cell-Cell Communication Regulates Ti Plasmid. Transfer in Agrobacterium," Stephen Farrand, 11:30 a.m., 2242 HJ Patterson. Call 4-9082 for info.

Space Science Seminar: Mental Health Service Lunch 'N Learn Seminar: Friday, Sept. 24, "Recovery Issues in Sexual Assault," Lynn Bissett, Maryland Institute, noon-2 p.m., 3100E University Health Center. Call 4-8106 for info.

Space Science Seminar: Monday, Sept. 27, "Global MHD Simulation of the Magnetosphere for the ISTEP Program: Recent Results," Charles Goodrich, 4:30 p.m., 1113 CSS Bldg. Call 5-6232 for info.

Counseling Center Seminar: Wednesday, Sept. 29, "The Case of Transfer Students," William Spann, noon-1 p.m., 0106 Shoemaker. Call 4-7690 for info.

Miscellaneous

Meeting: Monday, Sept. 20, President's Commission on Women's Affairs, noon-2 p.m., Maryland Room, Marie Mount Hall. Call 4-8090 for info.

Peer Computer Training: Tuesday, Sept. 21, "Networked Resources, Part 1," 6-9 p.m., 4352 Computer Science Center. Cost: \$5. Call 5-2941 for info.*

First Look Fair, Wednesday, Sept. 22, 10 a.m.-4 p.m., and Thursday, Sept. 23, 10 a.m.-2 p.m., McKeldin Mall. Call 4-7167 for info.

Overeaters Anonymous: Wednesdays, Sept. 22 & 29, 4:30-6:30 p.m., 2107 Health Center. Call (301) 776-1076 for info.

Peer Computer Training: Wednesday, Sept. 22, "Intro to UNIX," 6-9 p.m., 4352 Computer Science Center. Cost: \$5. Call 5-2941 for info.*

Leadership Week, begins Monday, Sept. 27, through Friday, Oct. 1,

1993. Call 5-5751 for info.

Peer Computer Training: Monday, Sept. 27, "Intermediate WordPerfect," 6-9 p.m., 3330 Computer Science Center. Cost: \$5. Call 5-2941 for info.*

Peer Computer Training: Wednesday, Sept. 29, "Networked Resources, Part 2," 6-9 p.m., 4352 Computer Science Center. Cost: \$5. Call 5-2941 for info.*

Performing Arts

Creative Dance Lab: Saturday, Sept. 25, 10 a.m.-2 p.m., Dance Building. Call 5-7038 for info.

Recital: Tuesday, Sept. 28, Schubert's "Die Schöne Müllerin," Michael Johnson and Donald Reinhold, 8 p.m., Tawes Recital Hall. Call 5-6540 for info.

Literature Reading: Wednesday, Sept. 29, Wayne Karlin and Peter Sacks, 7:30 p.m., Maryland Room, Marie Mount Hall. Call 5-3820 for info.

Sports

Student-Athlete Convocation, Monday, Sept. 20, 7 p.m., Adult Education Center. Call 4-7020 for info.

Aerobics Classes Begin: Monday, Sept. 20, Offered 7 days a week, in Preinkert Gym and North Gym, \$20 for semester, \$1 each session, schedules available at 1104 Reckord Armory. Call 4-5454 for info.*

University of Maryland Volleyball: Wednesday, Sept. 22, vs. James Madison, 5 p.m., Cole Field House. Call 4-7009 for info.

Men's and Women's Golf Tournament: Monday, Sept. 27, noon, University of Maryland Golf Course, \$9 per person, enter by September 22, 6 p.m. Call 4-7218 for info.*

University of Maryland Women's Soccer: Wednesday, Sept. 29, vs. James Madison, 4 p.m., Denton Field. Call 4-7034 for info.

Calendar Guide

Calendar phone numbers listed as 4-xxxx or 5-xxxx stand for the prefix 314- or 405- respectively. Events are free and open to the public unless noted by an asterisk (*). For more information, call 405-4628.

Obituary

George Harhalakis, 45, campus associate professor of mechanical engineering died of cancer Sept. 13 at his home in Ashton. Harhalakis, a native of Kythera, Greece, came to the University of Maryland in 1984 with a dual appointment in the Department of Mechanical Engineering and the university's Institute for Systems Research. Aside from teaching, Harhalakis conducted research on computer-integrated manufacturing systems and was known as an authority in that field. He received an outstanding systems engineering faculty award from the Institute for Systems Research and a teaching excellence award from the College of Engineering. Survivors include his wife, Helen, and his mother, Aspasia Harhalakis of Greece.



Arthur N. Popper (left; University of Maryland at College Park) and Michail A. Ostrovsky (right; Russian Academy of Sciences), organizers of the U.S.- Russian Workshop on Sensory Biology, are pictured with workshop presenter Galina I. Rozhkova (center; Russian Academy of Science). The workshop, which ran from September 11-13, was conducted to bring together U.S. and Russian efforts in the field of sensory biology, establishing a link for use in future work and providing a forum for development of joint research projects.

