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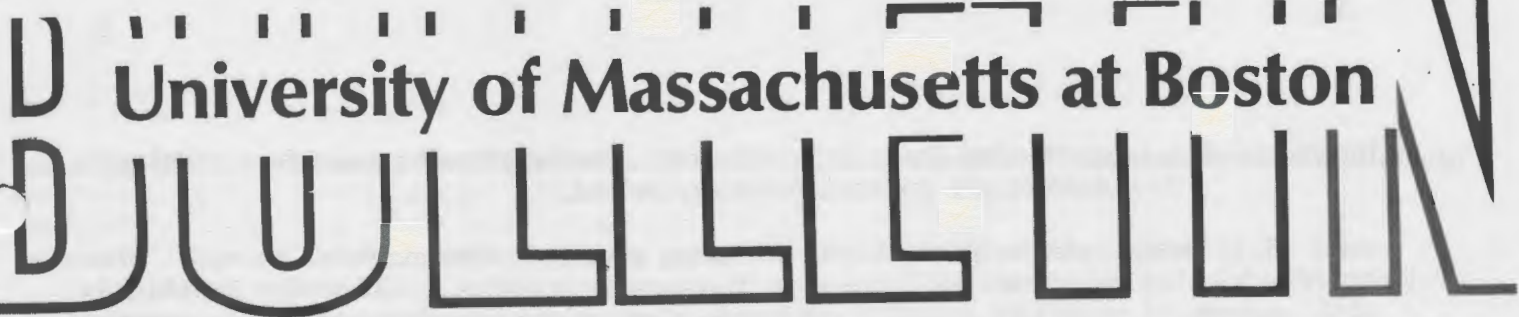
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# University of Massachusetts at Boston

Volume 8, Number 8

September 25, 1973

## Chancellor Golino Addresses Faculty

In one of the largest faculty meetings at UMass-Boston, Chancellor Carlo Golino met with old and new members at the new Dorchester campus last week to welcome them and to outline some of the issues that will be faced in the months ahead.

He noted that 800 more students are enrolled over last year and there are now 124 new faculty members teaching in the colleges.

Dr. Golino cited the four graduate programs now at UMass-Boston and added that "I am also happy to inform you that the Master's program in history which had been relegated to Limbo is now being rescued therefrom. I have received full support from President Wood and the program will be presented to the Trustees for their approval at their meeting either in October or November. I welcome all these programs along with College III, they will help to move us beyond the liberal arts colleges we have been, toward status as a true university."

In review of his observations about Colleges I and II, he said: "I have been impressed with the efforts that have been made, under the leadership of Deans Rosen and Tagliacozzo, to preserve and strengthen the liberal arts programs that have been established during the past 8 years as well as to initiate new programs to meet newly recognized needs. The foundation courses in College I are a clear indication that curriculum development is as much the concern of our liberal arts programs as of our new colleges. Colleges I and II are also both initiating new efforts this year to strengthen our efforts in the area of basic skills development. I want to encourage the faculties of both colleges to get involved in these efforts and cooperate fully with them. Without them, the full value of our liberal arts programs will not be available to many of our students."

On fiscal matters, he said the budget has been well supported by the State Legislature, providing the number of faculty positions to maintain the 15-1 student-faculty ratio. He said the way the "political tide is running against education in the

## Chancellor Golino Addresses Faculty (cont.)

country, we can consider ourselves relatively lucky indeed."

Noting administrative matters, he said: "Since I assumed my duties as Chancellor in mid-July, one of my major concerns has been to organize the central administration to respond to the problems I think we will face this year. In this effort I have been aided by the full cooperation of Vice Chancellors Marshall and Hamilton. They have provided the institution with stability and continuity during this period of transition, and I am grateful to them. I am grateful also to the non-academic professionals and the classified staff who continue to provide dedicated service and support through all kinds of change. I hope we shall soon be able to welcome a third Vice Chancellor in the area of student affairs. A search committee has been at work for almost three months under the chairmanship of Alma Armstrong. I anticipate that by the end of this term this major administrative post will have been filled. I have also brought directly into the Chancellor's office three important functions that I feel should be the responsibility of the Chancellor. They are: Planning and Development, Community Services, and Educational Planning.

"These administrative developments are the first step in what will be a continuing effort on my part to strengthen the administrative operations of this campus. In my view, the administration of a university exists for one purpose only, which is to facilitate the instructional, research and service goals of the institution. Administration is not an end but a means to an end. For this reason, expenditures of institutional resources and energy on administration should be limited to those required for responsible self-government and effective management. These goals are not easy to achieve. They require clear and legitimate procedures in all areas of institutional decision-making; and they require explicit definitions of administrative authority and responsibility for each part of the University. Too often and too easily procedures are invented to meet the demands of the moment and responsibilities are vaguely shared among several competing sectors. One of my chief priorities will be to make progress toward the establishment of clear procedures and understood terms for sharing responsibility. This applies to the internal operations of the campus and to the relations of the campus to the three-campus system."

## Chancellor Golino Addresses Faculty (cont.)

Speaking about multi-campus and central office relationships, Dr. Golino said:

"The relationship of this campus to the other campuses of the University and to the President and the Trustees will never be simple. It is not easy in any multi-campus system that I know. But it can be orderly, if not always rational. In this area I can report significant progress. During the past year, under the leadership of President Wood, a comprehensive set of policies for pan-university governance was developed. Tom Brown and Jim Broderick represented the campus ably in the discussions that preceded the establishment of these policies. I believe their work will result in substantial clarification of the responsibilities of different parts of the University. Since my own arrival, I have found President Wood receptive to my ideas about relationships between the campus and the President's Office. My ideas on this matter are simple and clear. The job of the President is to recommend policies affecting the three-campus system to the Trustees. A major part of the job of the Chancellor within a multi-campus system is to facilitate the development of a campus position on policy issues and to represent that position to the President and assure his concurrence and support. I intend to take both jobs seriously. I shall take positions for the campus on policy matters with the advice of appropriate governance bodies. I think I have already begun to establish a cooperative working relationship with the University Assembly through its representatives, Ms. Marquis, Ms. Harding, and, during the summer, Mr. Kirsch. I look forward to further collaboration and an opportunity to work with other members of the Assembly. Once this campus has a position on a policy issue, I shall advocate it to the President and, through him, to the Trustees. To facilitate this, I have reached an agreement with President Wood concerning communications between the campus and the President's Office. The agreement is simple. The President and his officers communicate with me. I shall refer them to appropriate individuals on this campus. The principle works equally well in reverse. Anyone here wishing to contact the President's Office, for whatever official reason, should contact me and I will make the appropriate arrangements. Only in this way will we be able to conduct our internal affairs and our relationships with the President in an orderly manner. I think this is important. President Wood and his staff have

## Chancellor Golino Addresses Faculty (cont.)

already shown themselves willing to cooperate with these arrangements. I ask your cooperation also. I might also say that this general principle of keeping communications within channels is the proper way to do business internally; I think the institution will work best when spokesmen at each level -- department, college, vice chancellor -- are permitted to represent their membership in discussions with the next highest administrative level."

Describing the complexity and the innumerable details on moving into the college buildings on the new campus, Dr. Golino said "everything that can be done to assure the move from Park Square is accomplished with a minimum of inconvenience all around is being done." He said, of course, that there are bound to be some problems, and he urged for tolerance and helpfulness during this period.

Dr. Golino spoke about the future growth of the university: "With Colleges III and IV we have now completed preliminary planning for programs that can enroll approximately 10,000 students. At the same time, our target enrollment for 1980 has been reduced from 15,000 to 12,500. Thus, in terms of new resources, we have yet to plan for only those associated with 2,500 additional students: approximately 167 additional faculty positions. Yet there are many areas of potential program development for which firm plans have not been made. Despite the sound beginnings in graduate work at the Masters level in four areas, we have not yet developed a comprehensive plan for graduate work at UMass-Boston. I think this campus did the right thing in adopting a two year moratorium on new graduate work until we have such a plan. I am personally anxious to encourage graduate work on this campus; but this to occur along lines clearly set by policy. Another area where work needs to be done is on programs to accommodate students who cannot participate as regular, full time, day students. We have no long term plans to offer evening work. Our summer school remains an under-funded and neglected enterprise. We must think hard about what to do in both these areas. Also, there are important gaps in our undergraduate programs in Colleges I and II. We have no program in astronomy, geography, Asian languages and cultures; there are undoubtedly other areas we need to think about. Cutting across all these programmatic issues is the question of standards. I am particularly concerned that UMass-Boston retain a reputation for high standards and that this reputation reflect real achievements by our students. I shall want to examine our performance in this respect very carefully."