

HOOKER FROM PAGE 1

the economy and have become "private university wannabes" locked in ivory towers.

Hooker sees a changing world in which knowledge and science increasingly matter to the economy.

"The reason we need to refocus the university in this area is because of the changing character of the economy. I think the faculty understands that our future is going to be secure only if we are demonstrably a benefit to the commonwealth."

Public-private partnerships have been a theme of Hooker's administrative career. He was initially identified during UMass search for a president because of his success at the University of Maryland at Baltimore County in cultivating the support of biotechnology companies.

At UMBC, Hooker was credited with turning a little-known school into a leader in biotechnology research and for helping to build a Baltimore-Washington corridor of technological industry.

"I've never had an easier time getting a bunch of top CEOs in Maryland to come up with endorsements for the university," Tom Chmura of the Greater Baltimore Committee told the Journal.

Technology for Life

But Hooker, who earned a UNC philosophy degree with highest honors in 1969, is not just interested in technology for its economic potential.

He envisions a future where advances in biotechnology unearth a slew of decisions for human life. And he wants the university to prepare students to pick their way through these problems in a way that will affirm their humanity.

CHANCELLOR FROM PAGE 1

his own position in the search. McCormick came to UNC from Rutgers University in 1992 to assume the position of provost. He took over many of the day-to-day duties of the chancellorship in 1993, and was widely known to be a contender for UNC's top job after Hardin's departure.

"The regulations require that you submit two names, so we submitted two names. I think McCormick got a fair hearing," said a member of the search committee.

At UMass, Hooker currently draws a salary of \$189,000. Hardin made \$150,000 at UNC. In April, Spangler obtained approval to supplement the chancellor sala-

form specific skills.

Hooker suggests that a traditional liberal arts education won't cut it anymore, even if coupled with good science classes. Instead, he advocates a curriculum that will teach students how to make decisions in an environment of ambiguity, uncertainty and inadequate information.

"Education that consists mainly of fifty-minute lectures and recipe-book laboratories will not suffice to meet the challenge. Education must be a highly interactive, consistently challenging, open-ended process that will assure the results of predisposing students confidently toward reasoned action," he wrote.

Still, Hooker seems to think it will be an uphill battle to educate the generation that grew up in suburban shopping malls, that he told The Christian Science Monitor he visits in free time on business trips.

"The shopping mall is a contemporary opium," he said. "Half of the kids there are stoned anyway, but the other half are stoned by the mall. The mall provides a kind of transfusing environment which takes their mind off whatever their issues are. They walk around—you look in their eyes, and there's nobody home."

The people who will be successful in the next generation are the antithesis of the mall slacker, he said.

All Talk?

Even critics acknowledge that Hooker lives up to large portions of his definition for success—he is routinely called an energetic, confident visionary who takes on tough challenges—but some question his ability to work with others.

Throughout his career, Hooker has built a reputation for pushing the envelope of higher education to the point that some have concluded he plays poor politics.

In one episode in spring 1994, Hooker apparently irked Mass. Gov. William Weld by going around him and approaching legislative leaders after Weld offered a \$4 million budget increase, the Boston Herald reported. Hooker ended up winning a \$10 million increase. This year, however, Hooker apparently fared better with Weld.

Hooker's wife, Carmen Buell, is a Democratic Representative in the Massachusetts State House, and serves as chairman of the Legislative Oversight Committee.

ries in the UNC system with private funds, raising the UNC chancellor's salary to \$200,000. In April, Spangler said he thought the salary increase was probably crucial to retaining the pool of chancellor finalists. But at least one member of the search committee disagreed. "Pay is not an issue. When we interviewed Hooker, the pay increase hadn't come into effect and he was obviously interested," the member said.

Almost all the 22 members of the search committee met Hooker before issuing their final recommendation. The committee originally received Hooker's name from the private consulting firm Korn Ferry International Inc.

The Boston Globe reported that Hooker convinced Gov. Weld to reduce his proposed cut for higher education from \$25 million to \$10 million. And state legislators and trustees were warm toward his critical report card that admitted shortcomings in fundraising, SAT scores and research funding and proposed remedies.

On campuses, however, faculty protested the C-plus grade and Hooker's subsequent salary increase, while chunks of concrete fall from some campus buildings for lack of repair money.

"It's very confusing that the university got a C-plus rating and the person who runs it gets a raise. How is he outstanding if the university is average?" demanded secretary of the faculty senate John Bracey, the Boston Globe reported.

Dissatisfied faculty at UMass have criticized Hooker for setting ten-year goals but leaving after only three years. Members of the UNC search committee wouldn't speculate as to whether they thought Hooker would stay at UNC or use the chancellorship as a stepping stone to an even more prestigious administrative post.

"I think he was very sincere when he spoke of his commitment to North Carolina," said one search committee member. "But you never know."

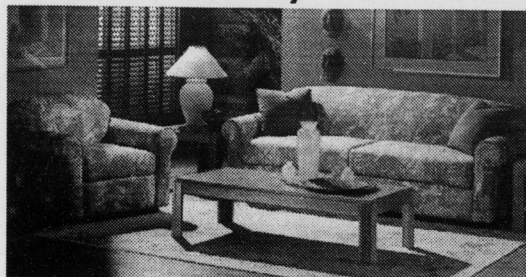
Hooker has also attracted some controversy with his plan to promote "big-time" football and basketball at UMass as a way of bolstering its reputation to that of "world-class" status.

But Hooker has run into criticism for supporting an athletic program with a history of lax academic standards. One trustee went public with his concern about sacrificing academics.

The Boston Globe found that the school has no limit on the number of players with poor academic records who can be admitted under a "special talents" exception. Unlike UNC, UMass accepts Proposition 48 players, who fail to meet the NCAA standard of a 2.0 average and 700 SAT score.

For his part, Hooker seems to chalk up some of the difficulties of selling Massachusetts on his "world-class" plan to the nature of a recession-battered state. "I was not prepared for the difficulty of convincing people in Massachusetts that we too

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UMass President MICHAEL HOOKER poses on the UMass system's flagship campus at Amherst, where many faculty members have criticized the president's leadership style.

could have a great state university," he told the Boston Globe.

But when it comes to race, Hooker has been willing to jump into the fray of campus life, and he has done so successfully. Little more than a month after he arrived at UMass, racial tensions flared on the Amherst campus after a black student was assaulted in his dorm and anti-black and anti-semitic graffiti were scrawled on the walls of the building.

Hooker won praise for meeting with students and a U.S. Justice Department mediation team following the incidents.

At UMBC, Hooker reprimanded administrators for mishandling two racial incidents and created an office of minority affairs following a campus sit-in. The office was charged with recruiting minority faculty, students and staff.

Hooker's success at recruiting strong minority students at UMBC was noted when he became a finalist to be president of the University of Central Florida in late 1991. He later dropped out of the race.

A Popular Guy?

Despite his critics, Hooker remains a popular figure with many constituencies

Stephen Birdsall, dean of the College of Arts and Sciences, said he was "glad" to have a permanent chancellor coming in June. "Now we have an opportunity to learn his ideas early enough in the summer that we can get things underway in a manner he would like," Birdsall said.

BOG members said they were prepared to discuss Hooker at Friday's meeting. "I was impressed with what I read in the papers," said BOG member Joe Thomas.

A member of the search committee said that Hooker's leadership style—characterized by some at UMass as autocratic—was better suited to running a single campus rather than an entire university system.

An Alumnus Comes Home to Roost

A biography of Michael Hooker, UNC's next chancellor

- Born 1945 in Richlands, Va. He is the only child born to a coal-mining father.
Wife: Dem. Mass. State Rep. Carmen Buell.
Child: Alexandra, born 1981.

BIOGRAPHY

- 1969 Graduated from UNC with highest honors in philosophy. Spent summers working on oil rig.
1973 Earned master's degree and doctorate in philosophy from the University of Massachusetts at Amherst.
1973-75 assistant Professor of philosophy at Harvard University.
1975-77 assistant Professor of philosophy at Johns Hopkins University.
1977-78 Assistant Dean of Undergraduate and Graduate Studies, Johns Hopkins University.
1978-80 Associate Dean of Undergraduate and Graduate Studies, Johns Hopkins University.
1982-86 President, Bennington College, Bennington, Vt.; Assumed first top post at college or university at age 37. Presided over a financial restructuring of the small private college that at the time was the most

- expensive in the US.
1986-92 President, University of Maryland, Baltimore County; Created an office of counseling for minority students.
1992-95 President, University of Massachusetts; Tried to increase state funding for the five-campus UMass system. Addressed racial tensions on campus. Angered faculty by giving system a C+ rating while getting an eight percent pay raise.

NON-PROFIT BOARD MEMBERSHIPS

- Economic Development Commission, Baltimore Co., Md., 1987-
Chesapeake Bay Outward Bound, 1987-
Committee on International Programs, American Association of State Colleges and Universities, 1986-
National Aquarium in Baltimore, 1987-
Institute for Global Ethics, 1990-
State of Maryland Office of Technology Development, 1988-
Commission on Leadership Development, American Council of Education, 1988-

CORPORATE BOARD MEMBERSHIPS

- Columbia Bancorp, 1987-
Biotechnology Development Corp., Inc., Boston, 1987-
Interacts, Columbia, Md., 1988-
Grace Ventures, Cupertino, Calif., 1988-

for his proposals to make the university more responsive to the state's needs, his ambitious goals and his sheer style.

"I think he's done a very good job," said John Robison, chairman of the UMass philosophy department. "He's been a very activist figure."

Robison, who also knew Hooker as a doctoral student, cited Hooker's ongoing struggle to defend university funding against the shrinking Massachusetts budget. "Hooker's just the messenger who was here to deliver the bad news," Robison said. He acknowledged that some UMass faculty members blame Hooker for cuts to the university budget.

As for style, Hooker once told a panel that he works out every day, but finds it too intense to be relaxing. So he took up acupuncture. And then there was the story of how Hooker applied to be a deputy in Golden, Colo. A sheriff who was a former philosophy student put a notice in a philosophy journal that he needed a deputy. As a young professor at Harvard, Hooker responded and was called for an interview.

But rather than living out his dreams of life in the wild west, Hooker stuck to the academy and wrote about Descartes. What his personal blend of brawn, brashness and business will mean to UNC remains to be seen.

finalists chosen. Pamela Gann, Dean of the Duke University Law School, was discussed by the search committee as a potential candidate late in the search process, but didn't make it onto the short list. Gann was out of town and could not be reached for comment Wednesday. At the University of Maryland at Baltimore County, Hooker told the DTH that he made a concerted effort to reverse gender inequities in faculty salaries.

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