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Jordan faces challenges as new Gallaudet president

By 9 a.m. on Monday, March 14, Dr. I. King Jordan Jr. had already met with three of his vice presidents and was beginning his duties as president of Gallaudet. He learned of his selection only 14 hours earlier and had stayed up late celebrating on campus with his family and the Gallaudet community, but he was eager to get to work.

Using words like "thrilled" and "absolutely delighted" to describe his thoughts about becoming president, Jordan immediately dug into the tasks facing him. On Monday and Tuesday he was still working with media people to continue the positive attention that Gallaudet had received for more than a week. But he was also turning his attention to congressional hearings that begin this week on the report of the Commission on Education of the Deaf, at which Jordan will testify, and a myriad of other concerns.

Those concerns included impending changes in Gallaudet's top administration, most notably the early departure from campus of Provost Catherine In-

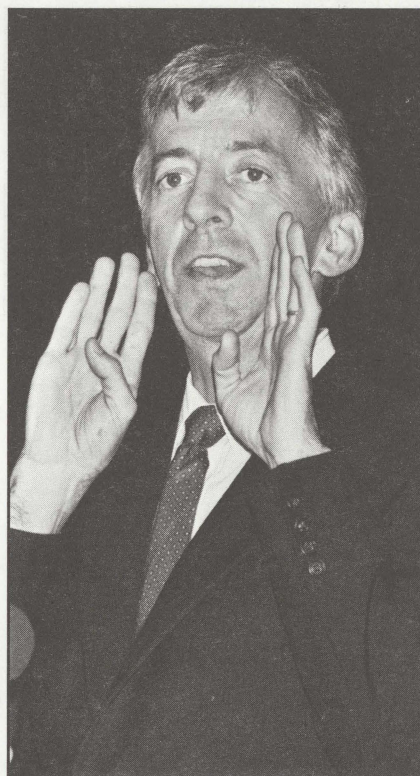
gold [see related story]. Jordan said he would be asking someone to assume the duties of provost on a temporary basis, with Dr. Ingold's help in the transition.

The challenges are many for Jordan, Gallaudet's first deaf president, but he seems undaunted. Looking strong, energetic, and self-assured in his first week on the job, he made it clear that the role of president suits him and that he has much to offer.

"I'm an academician," he said. "I have great respect for the field of higher education and know that we really need to work hard to enhance our academic programs and capitalize on the positive image that Gallaudet has now."

"I want to work with the academic faculty to develop programs," Jordan continued. "I want to work with all constituencies. I need to immerse myself in all of the units to learn what's happening now. But that's one of my strengths: I'm a quick learner and a good listener. I bring out the best in

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Dr. I. King Jordan appears at a press conference after being selected president.

'Things will never be the same again'

"Things will never, never be the same again."

These words were repeated many times by Greg Hlibok, president of the University's Student Body Government and primary leader in the revolution that shook the campus and deaf communities worldwide last week.

But how, exactly, have things changed?

Gallaudet students, alumni, faculty, staff, and administrators found many ways to answer that question. From the deaf community came the following responses:

- Paul Setzer, an instructor in Gallaudet's Art Department, said, "It seems to me that the whole world changed. This was history in the making. Right now we are still between the deaf and hearing worlds, but beginning to feel free of suppression."

- Ausma Smits, assistant professor of history, noted the "greater unity in the academic world among its deaf, hard of hearing, and hearing students, faculty,

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A week of upheaval ends in victory for deaf community

The week that was.

Beginning Sunday, March 6, with the appointment of Dr. Elisabeth Ann Zinser as the seventh president of Gallaudet University, the nation—and finally, the world—watched with growing interest and involvement a weeklong struggle for deaf civil rights. The week culminated Sunday, March 13, with the appointment of Dr. I. King Jordan as Gallaudet's first deaf president and Philip W. Bravin as the new chairman of the Board of Trustees.

"I am thrilled to accept the invitation of the Board of Trustees to become the president of Gallaudet University," Jordan, dean of the College of Arts and

Sciences at Gallaudet, said in accepting the position. "It is an historic moment for deaf people around the world."

Just how historic events would become was not at first apparent when students marched to the Mayflower Hotel March 6 to confront board members about their selection of Zinser over two deaf candidates, Jordan and Dr. Harvey Corson, superintendent of the Louisiana School for the Deaf.

The board had met with the three finalists March 5 and 6 before voting 10 to 4 for Zinser over Jordan. The board has four deaf members. Three voted against Zinser; the fourth, Corson, could not vote because he was a

candidate.

The following is a chronology of events that resulted from the board's selection of Zinser.

Monday, March 7—Gallaudet students blockaded entrances onto campus, effectively shutting down the University. They held a spirited noon-time "human wave" performance on campus, walked out during an emotion-charged meeting in the Field House with the Board of Trustees, and conducted a rush-hour march and demonstration outside the White House.

The presidents of the National Association of the Deaf (NAD) and the Gallaudet University Alumni Association (GUAA) came to campus to affirm their groups' support for a deaf president.

The board met with a delegation of students, faculty, and staff who had drawn up a list of four demands. The demands were the appointment of a deaf president; the resignation of Spilman; the protection of protesters from any punishment; and that a majority of the 20-member board be hearing impaired.

The board refused all the demands and stated that its selection of Zinser was final.

Tuesday, March 8—The University entrances were open, but students boycotted classes. Rallies and marches continued throughout the campus, and the GUAA Board of Directors met in an emergency session to help support the students' demands. More than 200 members of the University's faculty and staff met with student protesters to organize a lobbying campaign to influence

Congress, which provides \$62.2 million of the Gallaudet's \$76 million total budget.

The Deaf President Now Council was formed. Members included faculty, staff, students, alumni, and representatives of deafness related organizations.

Rep. David E. Bonior (D-Mich.), a member of the Gallaudet board who favored a hearing impaired president, said he feared the controversy over Zinser's appointment could hurt federal funding. He noted that Senate Minority Leader Robert J. Dole (R-Kan.) and House Majority Whip Tony Coelho (D-Calif.) had already taken strong stands in sympathy with the protesting students. Vice President George Bush also supported the selection of a deaf president.

Spilman was quoted in the *Washington Post* as being "surprised by the intensity of the reaction to the board's decision. I knew there would be severe disappointment, deep disappointment. I did not expect this." Nevertheless, Spilman said that the board intended to stand by its decision.

Wednesday, March 9—Entrances to the campus were again blocked, and a communications center was set up in "Ole Jim" to answer questions and solicit support.

At noon, Zinser announced during a national press conference that she planned to immediately assume control of the University and to take whatever steps necessary to return Gallaudet to normalcy. "I am in charge," she told reporters assembled at the National Press Club.

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Students gather at the 8th Street entrance to campus to protest the selection of a hearing president. The campus was virtually closed for the week as support grew for a deaf president.



New board Chairman Phil Bravin, President King Jordan and Student Body Government President Greg Hlibok meet with the press March 14 after Jordan was chosen the eighth president of Gallaudet.

Leaders speak at press conference

Using symbolism to describe the deaf community's seven days of solidarity, three of its most visible members spoke to reporters at a news conference on March 14 in Ely Auditorium.

"We have climbed a mountain and climbed it together," said Greg Hlibok, president of the Student Body Government. "When it was announced that [Dr. Elisabeth] Zinser had been named president, we fell to the bottom of the mountain, and we had to climb for seven days—and we will stay there forever."

Before the week-long protest began at the University, deaf people were "invisible," Hlibok said. "This past week we became visible, and we will continue to be visible for the rest of our lives, as will deaf people all over the nation and around the world."

Newly selected President I. King Jordan said that the much publicized events on the campus had put Gallaudet "in a fishbowl," under close scrutiny by the world.

But, he said in response to a reporter's question, he did not think the pressure would be unfair. "I think it's quite good that we'll live in a fishbowl. I welcome the opportunity to share with the world what deafness is."

And Philip Bravin, who was appointed the night before as chairman of the Board of Trustees, said that the week had been "an emotional roller coaster for me." But, he added, the effect of the activities that had emanated from Kendall Green "are deep and phenomenal and will reach from Africa to New York City."

"Deaf people can do anything that hearing people can, except hear," Jordan stated. He received enthusiastic applause and cheers from Gallaudet community members and supporters in the audience.

The news conference was Jordan's first face-to-face meeting with the media since his appointment the night before by the Board of Trustees.

"I'm thrilled more than I can possibly say to stand here today," Jordan said. "To be named the eighth president of Gallaudet overwhelms me." He expressed thanks to the students, faculty, and staff of Gallaudet, and to the thousands of other supporters "who worked so hard to show the world that we need a deaf president now."

Bravin took the opportunity to say that Gallaudet is "off and running and back in business."

But although the campus was again fully operational, business would not be the same as usual. Bravin said that the task force of board members, most of whom are deaf, was established to fulfill the wish of the Gallaudet community for a deaf majority membership on the board. But there are no time constraints, Bravin said, because the job "is very complicated."

Hlibok said that the students have put a vote of confidence in the task force's ability to carry out its responsibilities.

Jordan said he felt that the spotlight into which Gallaudet has been thrust would prove favorable, possibly even garnering more funding for its programs. "I intend to capitalize on the publicity," he said. "I see the press coverage as very positive in making Gallaudet more widely known."

Historic week ends with deaf president, board chairman

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After acknowledging that the "governance system on the campus [had] broken down," Zinser said that she would "have to take some kind of action" if it went further out of control.

Jordan also spoke at the press conference, saying that it was his responsibility as a dean at Gallaudet to give Zinser support in her new position as president.

In a face-to-face meeting with Zinser in the afternoon, Bonior urged her to resign, and he later issued a public statement calling for her resignation.

At two separate meetings of the faculty and staff, both groups voted overwhelmingly to support the students' demands. The faculty voted 147 to 5 to ask for Spilman's resignation or urge the board to remove her if she refused to step down. The faculty also voted 190 to 11 to request an independent study of the board and the system that permits the board—like the boards of many other universities—to be "self-perpetuating."

Gallaudet staff voted unanimously to endorse the four student demands, and nearly 300 staff members signed a petition to that effect.

A growing number of people relayed messages of support. Mitch Snyder, an advocate for the homeless, stopped by to offer encouragement to the protesters. Campus clubs established food stands, and a "Deaf President Now" bank account was started for fund-raising.

Zinser, deaf actress Marlee Matlin, and Student Body Government President Greg Hlibok were interviewed by Ted Koppel on ABC's "Nightline."

Thursday, March 10—Zinser appeared on ABC's "Good Morning America," during which she stated that she would attempt to establish communications with students that day. Students made it clear that they did not want her on campus.

The protesters continued to be deluged with expressions of public support, including those of Democratic presidential candidates Jesse L. Jackson and Sen. Paul Simon (D-Ill.) and several other members of Congress. Moe Biller, president of the American Postal Services Union, arrived on campus, spoke to students, and presented them with a check for \$5,000.

During an emotional afternoon news conference, Jordan expressed concern that his statement of the day before had created distress for students, faculty, and staff.

"Yesterday, because I had been a candidate and wanted to be both

responsible and fair, I gave a statement recognizing the legal authority of the board to name the president of Gallaudet University," Jordan said.

"In fact, my personal reaction to the board's decision was—and is—anger at the continuing lack of confidence that they have shown in deaf people. ... I must now publicly affirm my support for the point of view held by the Gallaudet community. The four demands are entirely justified and appropriate and I fully support the efforts to achieve them."

Friday, March 11—At approximately 1 a.m., Zinser announced her resignation after an hours-long meeting attended by Zinser, Spilman, and other University officials.

"I concluded that the best way to restore order and return this University to its business of education was to pave the way for the Board of Trustees to consider the selection of a president who is hearing impaired," Zinser said at a 10 a.m. press conference. "I tendered my resignation last night."

She noted that in resigning she was responding to "this extraordinary social movement of deaf people, not to the demands of the protesters." She said she was returning to her position as vice chancellor at the University of North Carolina.

At that news conference, Spilman said, "We all have learned from this week's events—the value of free expression, the difficulties of providing leadership for a complex institution, the danger of selective interest in vital questions about Gallaudet's future."

Questioned about the meaning of selective interest, Spilman said these were external interests of people who "perhaps are not as intimately involved in the day-to-day operation of our institution." When asked to give examples, she said, "I think it is wiser not to."

Deaf board member Frank Sullivan, asked if the three deaf board members had felt there would be protest if a hearing person were elected president, said, "Oh, yes, most certainly. We felt the backlash would be terrible." He added, "I don't think the hearing members of the board really understood the intensity of the selection of a hearing president."

Busloads of supporters from Pennsylvania, New York, and Massachusetts arrived at the campus throughout the morning, and at noon more than 3,000 people marched to the Capitol. Many carried signs thanking Zinser for resigning and demanding the resignation of Spilman.

Marchers returned to campus for a

joyous rally in the Field House, at which representatives of a variety of deaf organizations offered their support and congratulations.

During the day, about 20 Gallaudet deans and administrators met. They issued a statement to the Board of Trustees and Deaf President Now Council recommending that the board appoint a new president immediately.

Students reassembled in the evening to celebrate and continue demonstrations. On the ABC evening news, Student Body Government President Greg Hlibok was named person of the week by newscaster Peter Jennings, and Tim Rarus, former SBG president, was interviewed by Tom Brokaw on the CBS evening news.

Saturday, March 12—Hundreds of students, faculty, staff, and supporters massed again on campus on what was termed "board buster day." Students received free hamburgers and read the latest news clippings about their activities and bulletins on the Deaf President Now fund, which by mid-afternoon had reached \$27,000.

The Deaf President Now Council met in yet another closed session to continue planning. Volunteers handled the bank of 16 telephones in "Ole Jim," and protesters continued to await word on their demands.

Sunday, March 13—Shortly after 8 p.m., the Board of Trustees, after a day-long emergency session at the Embassy Row Hotel, announced that it had selected Dr. I. King Jordan as Gallaudet's first deaf president. University officials also announced that Jane Bassett Spilman had resigned from the board, that Phil Bravin was chosen to replace her as chairman, and that the board had established a task force to study its bylaws and the composition of the board. The board stated that there would be no reprisals against protesters.

Spilman, chairman of the board for six years, said, "In some minds, I have become an obstacle for the future of the University. Because I care deeply about Gallaudet's future, I am removing that obstacle." She said she had submitted her resignation "willingly."

Bravin notified student leaders of the board's actions about half an hour before the formal announcement. He spoke to Hlibok via TDD in "Ole Jim," and the news spread quickly across campus. Hlibok told Bravin that the students were giving up control of the campus immediately.

Students then gathered in the Field House to celebrate. "We will never let deafness stop us again," said student leader Bridgetta Bourne.

on the
GREEN

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Editor
Vickie Walter

Editorial Staff
Todd Byrd
Lynne McConnell

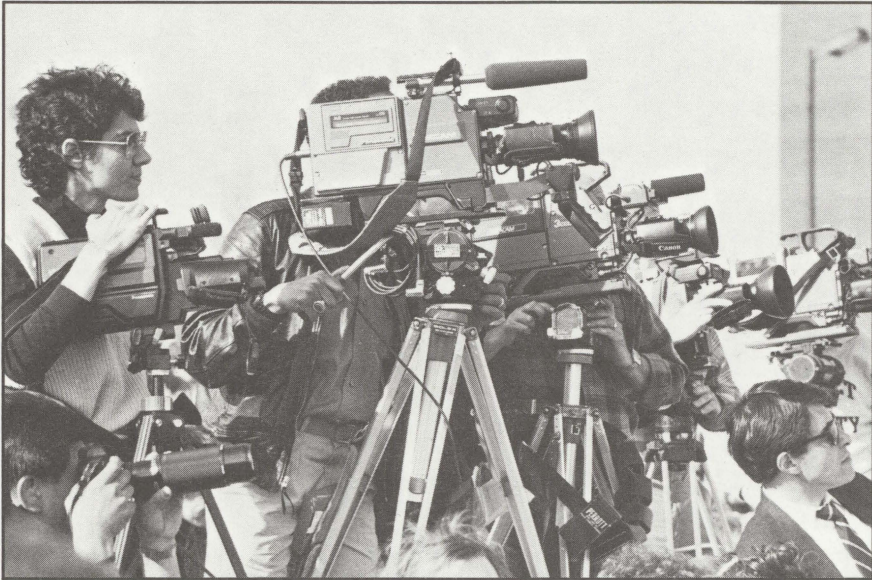
Photography
Chun Louie
Johnston Grindstaff
Kelly Butterworth

Desktop Production
Marie Emmanuel



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A week of change



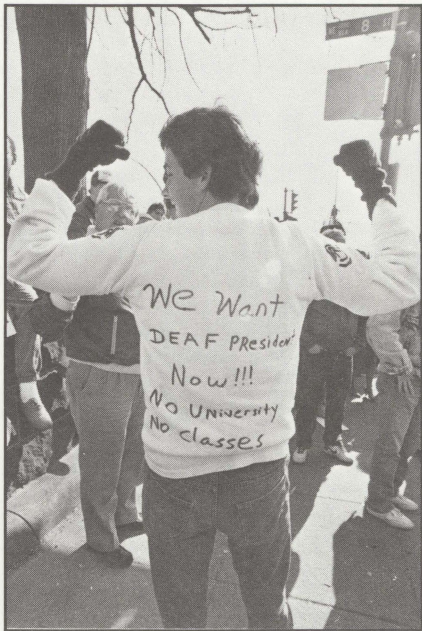
The eyes of the world are on Gallaudet as the week progresses.



(ABOVE) More than 3,000 people march to the Capitol in support of Gallaudet protesters. (RIGHT) activist Mitch Snyder encourages protesters.



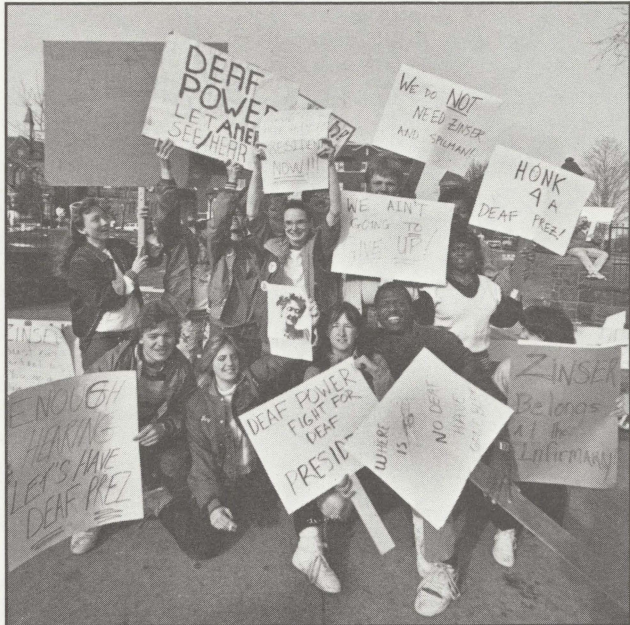
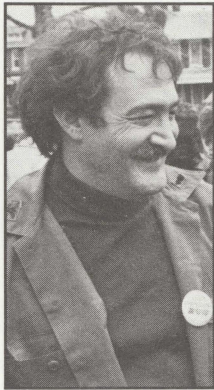
(ABOVE) Marchers rally at the Capitol to celebrate and continue the protest. (RIGHT) Dr. I. King Jordan Jr. is surrounded by supporters as press people move in for interviews.



(LEFT) Students show strength in solidarity, and (RIGHT) Jane Bassett Spilman and Dr. Elisabeth Zinser at a press conference. Both later resigned as board chairman and president, respectively.



United at an afternoon rally are protest leaders (l-r) Gary Olsen, Gerald "Bummy" Burstein, Frank Turk, Allen Sussman, and Greg Hlibok.



Students express their demands at every entrance to the University.



Jordan begins tasks as president

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people, and they're willing to work hard for me. I expect I'll be able to capitalize on that high level of energy.

"I will represent Gallaudet well—and that's a crucial role for the president, to represent Gallaudet to Congress, parents, donors, and the general public, both nationally and internationally."

Jordan said that improved communication will be one of the most important characteristics of his administration. "Information is something that should be shared as soon as possible with the people who need to know," he said. "I will be very communicative and I will expect my administrators to be the same."

"A good administrator has to use every management style," Jordan said. "There are times when one has to be a fireman and make decisions right away. But I function best in a participatory kind of government."

Jordan said, though, that the tough decisions would be his to make. Responding to the question of whether he is too nice a guy to be an effective president, Jordan said, "I take that as a compliment, not as a criticism. One only has to look at my record as dean of the College of Arts and Sciences—I've made hard decisions. And the decisions I make as president, I promise you, will always be in the best interest of Gallaudet."

Jordan, who has been at Gallaudet since 1973, was dean of the College of Arts and Sciences for the past two years. He has also been chairman of the psychology department, and received both his master's and doctoral degrees in psychology from the University of Tennessee. He graduated from Gallaudet in 1970.

Jordan acknowledged that he will be under pressure by deaf organizations to hire and promote more deaf people, but, he said, "I don't intend to have a deaf-only administration. I see Gallaudet as an institution that employs both deaf and hearing people."

Also recognizing that some members of the Gallaudet community will expect rapid change as a result of the week-long protest and appointment of a deaf president, Jordan said, "People will have to realize that change doesn't happen overnight. The change between the

seventh and eighth presidents may seem to have happened overnight, but when you stand back and look at it, you see that it didn't. It was festering in the deaf community for years and years—it had been building. The changes that happen now at Gallaudet will require time."

To work on those changes, Jordan is employing the services of outside consultants to help with the administrative transition and re-organization. But, he added, "I think that my openness will facilitate change. People will realize change is on the way, and they will also feel ownership in those changes."

"I will pull together a team of people who I know will help me succeed. I'm confident that I have the overwhelming support of the institution, and I have the unanimous support of the board. A president couldn't ask for more than that. I won't fail."

Part of Jordan's team is his family, whose members, he said, have been very supportive of his bid for the presidency and during the resulting furor when Dr. Elisabeth Ann Zinser was selected over him. His application for the post was "a family decision," Jordan said.

He and his wife, Linda, stayed awake talking most of several nights during the week of protests, and she was by his side when he told the campus he had made a mistake in publicly supporting Zinser's selection.

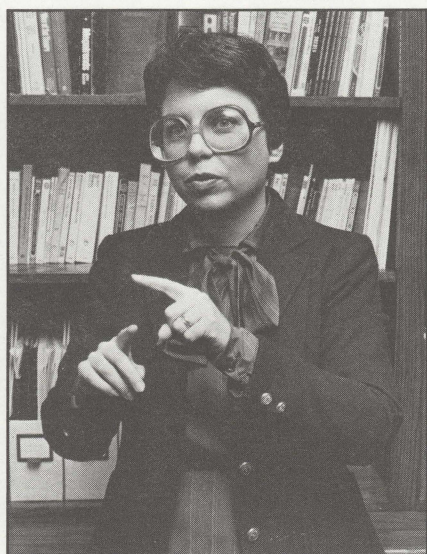
The couple's two children, King, 17, and Heidi, 15, joined their parents at the press conference the evening of March 13 to watch their father accept the presidency, and continued with their parents to Gallaudet to celebrate into the morning. "Linda and I left about midnight," said Jordan, "and my children stayed until 2 a.m., mingling with the students."

The family will move to House One when the children's school terms are over, but Jordan said that he has already moved in some belongings and is using the residence for dinner meetings.

Jordan recognizes that he will have less time to socialize than in the past, and that he will have to make difficult decisions that may alienate close friends. But, he said, it goes with the territory. "I think of myself as president. I'm the boss."

volvement would only confuse the issue," she said.

Ingold added that she and Jordan will meet in order to "work out what really makes sense in terms of the transition [of administration] and how I can be helpful."



Dr. Catherine Ingold



Mac Sweeney (R-Tex.) tries for a basket during the Congressional Charity Basketball Game held on campus March 1. The Republican team defeated the Democrats 45-43.

Reactions positive to recent events

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staff. The spirits of the campus community members are higher than ever before."

• Margie Tarwater, a freshman who recently returned to the University to study after leaving here 20 years ago, said she never dreamed of all this happening at Gallaudet. "It's about time that the hearing world was awakened," she said.

• Florence Vold, a mathematics instructor in the School of Preparatory Studies, said that one of her personal feelings about newly elected Gallaudet president King Jordan is an appreciation of his "closeness" to the community. "Before, Gallaudet's presidents were at a distance. Now the president is right here for us all the time."

• Jack Levesque, a Gallaudet alumnus and executive director of the Deaf Counseling, Advocacy, and Referral Agency in San Leandro, Calif., said, "March 13 will stand out in history as a victory for deaf people all over the world. The message from this experience is that deaf people can and will achieve their rightful place in the sun."

Hearing people on campus also expressed optimism related to the week's events:

• Robert Johnson, research editor for the University's Graduate Studies and Research Department, said he feels that "all the units and staff at Gallaudet who had gotten out of touch with the needs and wishes of the deaf community in recent years will surely now have a clearer sense of purpose in all of their efforts, which certainly must be on behalf of the deaf community."

• Dr. Robert Williams, chairman of the Psychology Department, said he felt that the week's activities "did wonders for our public image. It showed both people who only knew of Gallaudet

vaguely, or who had a patronizing attitude toward deaf people, that deaf people can take control of their lives."

• Anna Fowler, administrative secretary in the English Department, said, "Everybody I've talked with is very pleased and hopeful." She added that she thinks that Jordan will be "very responsive" to the needs of the campus.

• Dr. Catherine Ingold, Gallaudet's provost, said that March 6-13 "was a very difficult time for the University and I'm very glad things are resolved and back to normal." She added, "I think it will be very important to unify the campus as quickly as possible and to set a vigorous, forward-looking agenda for the next administration. I have every confidence that King can do that with the support of the campus community behind him."

Classified Ads

FOR RENT: Room in house in Beltsville, Md., prefer female nonsmoker, \$250/mo. inc. util. and access to rest of house. Call Polly or Mary, x5356 (TDD) or 937-6122 (V/TDD) eves.

FOR SALE: Two roundtrip tickets from BWI to Boston's Logan Airport, leaving Friday morning, April 8, returning Sunday morning, \$124.50/ea. '86 Sprint Plus, 4-dr., A/C, manual transmission, 3 cyl., 45 mpg/city, 55 mpg/highway, exc. car, \$1,500 (firm) and take over payments; call Lynn J., x5721 or x5200.

FOR RENT: Spacious 1-BR condo in Greenbelt area, near shopping center and BW Pkwy, inc. W/D and util. Call Marianne, 772-4014 (TDD) after 5 p.m.

FOR SALE: Kenmore casement window air conditioner, 10.5 BTUs, w/automatic thermostat, \$150. Call x5554 or 587-9199 (V) eves.

FOR SALE: '88 Boston AAAD Basketball Tournament combo tickets, \$50 each; unused UNI-PTC modem, \$325. Call Sam, x5040 or 345-2015 (TDD).

FOR SALE: '83 4-dr. Ford Escort, AM/FM cassette stereo, AC, clean, good cond., BO. Call Donna, 292-0051 (V/TDD) after 7 p.m.

Announcements

The Gallaudet Dance Company will perform "Dancing in the Light" on March 25 at 11 a.m. and March 25 and 26 at 8 p.m. in Elstad Auditorium. For tickets, call x5493 or x5591.

Dr. James Speegle, dean of the School of Management, will speak about "Setting Up the School of Management" at a lunchtime lecture March 23 at 1 p.m. in the Ely Center Abbey. Participants must bring a brown bag lunch. The lecture is sponsored by the University Center.

Job Openings

Some of the advertised positions may already be filled. The list below includes only new staff and faculty openings and does not represent all jobs available. To get a recorded message describing the complete list, call x5358 or x5359 (TDD).

RECORDS ASSISTANT: Records Management
SECOND CLASS ENGINEER: Physical Plant
GRAPHIC ARTIST: University Press
THREE TENURE-TRACK FACULTY POSITIONS: Department of Communication Arts
TEMPORARY INSTRUCTOR/ASSISTANT PROFESSOR OF ENGLISH: English Department