

Maryland's Administration Offices in Europe

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Zengerstrasse 1

When I joined the European Division in 1968, the offices were located on the second and third floors of Zengerstrasse 1, a typical Mark Twain Village building outside Campbell Barracks in Heidelberg. The switchboard and reception areas were located at the top of the stairs on the second floor, which also held the area directors' offices (at that time three: one for Germany and one for everywhere else except the UK, which had its own offices in the UK), logistics, the business office, the faculty loan library (the books were distributed throughout the senior staff offices), and the mail room. The business office, which included personnel, was a large, partly open-plan area, which was also the designated party area. The student affairs offices, registrar's office, student records and transcripts offices, admissions office, academic advisors, financial aid as well as the book department were on the third floor. The printshop occupied a smallish space in the basement. Two anomalies to the space assignment on the second floor, were: the microfiche office run by a venerable German woman located through a door inside the ladies room entrance, and, the graphic designer (a French man) who had a small office accessed in the same way. The faculty storage lockers were located in the attic. In those days, we had quite a few German employees, because of the Status of Forces agreement. As time went on, they gradually retired and no more were employed. The benefits and the exchange rate made them too expensive for the Maryland administration.

The space was tight and most people had to share offices. Maryland still sold textbooks through the Stars & Stripes book stores, so did not require the warehousing it would need later, when Maryland had to develop its own distribution system for textbooks after the Stars & Stripes lost the AAFES contract in 1994. But we still had the faculty loan library and the print shop, which both needed significant amounts of specialised space. I discovered later that the university paid no rent for the Zengerstrasse. space and benefitted from the services of military building maintenance to repair problems like blocked toilets and broken light bulbs.

On 25 May 1972 a party was still going in the business office, when bombs went off in two cars parked near the data-processing building on Campbell Barracks, killing three service members. There was an enormous BOOM and glass shattered in all windows in our open space. There were several war zone "professionals" amongst our midst, including Joe Arden, who advised us to take cover under the desks, which we did, the younger and tipsier of us giggling as we did so. Dr. Beyer, the math coordinator and a wonderful German colleague who treated me like a daughter, was particularly upset. She was shivering and whimpering under a table, clearly World War II experiences in her mind. I tried to comfort her but unsuccessfully. Another bomb went off shortly afterwards. We learned the next day that three men had been killed as two car bombs

parked in Campbell Barracks close to the data processing center exploded. Obviously it became very difficult to drive on base anywhere after that as security tightened everywhere.

Building 16

So where did we move that summer? On base. We moved to Building 16 on Campbell Barracks, luckily further away from the data processing center, should some terrorist decide to target it again. This was not a whim of the Maryland leadership but a decision by the US military. The disadvantage of living on the military's grace was that when they needed space for another "more important" function, we had to move on. This time, the USAREUR reference library wanted room to expand, therefore, we moved to Building 16; I think it was late summer 1972. Building 16 had a luxurious director's suite, which was about the only improvement over Zengerstrasse. The rest of the offices were not so pleasant.

The part of the staff that was housed in the director's wing (known as power alley) had the luxury of proper windows. The staff on the same floor but in the other wing were in the original stables; the windows were high up and did little to air the offices. As a lot of us were smokers back then, air quality was an issue. The offices upstairs had proper windows. The arrangement of offices was similar to Zengerstrasse. There was an attempt to continue placing the offices that worked with each other closer to each other. In 1969 I had moved from my position of assistant secretary to the director/switchboard operator and was secretary in the "everywhere except the UK and Germany" area director, then Jim Raciti and later Joe Arden. Neither Joe Arden (the incumbent of that position in 1972) nor I can remember the precise title. The only thing I remember about the title is that it did not cover all the countries for which we managed the class schedules and staffing. After that, I worked with Vida Bandis as Coordinator of Faculty and Staff Logistics and Personnel.

Building 16 had disadvantages, e.g. parking was difficult on base, we had to drive on base, which, depending on security status, could take forever, and the offices were not pleasant. I suppose it was convenient to be able to walk to on-base amenities like the bank, post office and casino (the "club" where food could be obtained) and the bookstore. But, the security procedures were a nuisance and a lot of us took to parking at the back of the base and walking through the back gate, only to discover that this often contributed to our tardiness because the security staff had decided it was necessary to keep the back gate closed and we had to walk right round the barracks to the front gate.

None of us were particularly sad when we learned that the military had a plan to move the NATO German headquarters into Campbell Barracks. What were the non-mission-essential occupants of Campbell Barracks buildings? Maryland would have to move out of Building 16 to make room. They offered us alternative accommodation in Worms and Mannheim. I visited the Worms space and several others went to the Mannheim space. Neither was adequate or scalable. Maryland's senior leaders wanted to remain in

Heidelberg, so the next step was to investigate what was available off base. With the help of Heidelberg's mayor, we found a building plot directly outside Campbell Barracks and a group of investors who were willing to take a risk on our paying rent for their building long enough to amortize the investment.

Im Bosseldorn 30

For the first time Maryland had a custom-designed building which would solve our space problems forever. Did it? No. Not even for two years. Like Topsy, the Maryland's administrative staff in Europe "just grew." In November 1975, we moved into the new prefabricated one story building. It was designed as a rectangle with an atrium and two wings extending to the north and the west. When we moved in, there were five empty offices on the east side. During the first two years in the building, we expanded academic oversight by employing additional academic directors. The computer department grew, of course. And the computer created additional work processes for the student records staff.

Lots of office changes ensued in the following years. In fact it became quite a joke amongst the staff. A clue to what was going to happen always was a senior staff member, often Joe Arden, wandering casually into one's office and gazing at the ceiling and uttering some banal words. The ceiling was a key to a quick evaluation of office space because it was covered with 50 x 50cm polystyrene tiles. (Yes, we worked in a horrible fire hazard building). And that is how the chess pieces were moved. We didn't enjoy being moved around all the time because it was really disruptive and it happened far too often to be comfortable.

In the early 80s we rented the "Teppichbodenhalle" building across the street, which had for years held huge carpet rolls as it had been a carpet wholesaler. The printshop and the faculty storage lockers were moved there, opening up space in the main building. The printshop space, which had been in the northeast corner of the main quadrangle was assigned to the publications and marketing staff. The faculty loan library was moved to the space previously used for the faculty storage lockers, and the additional space used for Dr. Golembe, who managed the library and several other unconnected operations including the printshop, publications, and the mailroom, at the time. The offices, which the library had occupied, went to student services.

But that wasn't enough. In the mid-eighties, we needed more space. We had added academic programs in computer studies to our offerings and the computer department grew as we designed a new database. Negotiations with our landlords were successful and they agreed to build another building on the land. It was intended for IT (basement) student records (first floor) and the business office (second floor.)

We moved into the new building in the mid-80's. It didn't help. The European Division's space needs changed constantly and the new norm was to expect to move as soon as we became settled in our new office. The disruption of moving had one big advantage. Most people cleaned the space they moved into thoroughly in the hopes they would

stay there for a while. By then, we did not have effective cleaning staff; the floors were vacuumed and the restrooms were cleaned but nobody ever dusted or cleaned anything else. Employees had to hope they didn't have to move to the office of someone who did not care about the cleanliness of anything around them. That was my lot...several times: to move into one of the "pigsty" offices. This obviously took time while we cleaned and made the offices fit for occupation.

Both buildings suffered from the problems of poor insulation. They were unbearably hot in the summer and quite chilly in the winter. I moved from building to building, and in the 90's found myself amidst the graduate programs in the west extension. I had a thermometer in my office and it registered 40 degrees centigrade on several days one summer. Not fun.

And so it continued. Eventually, enrollments allowed us to install air conditioners to make the buildings more comfortable. And then, after two years, the military plans interfered as they announced the US would leave the Heidelberg area among many others.

Kaiserslautern

I was tasked with finding a space in Kaiserslautern, where our contracting officer was moving. I found several interesting spaces but then we received the information that we were to downsize the staff by 40 percent, which changed the requirements entirely. I resumed the search, which included several shared spaces: for example a floor or two floors on an ex-barracks-type building—a bit like the Zengerstrasse situation. Then a glass-covered building was offered. It looked modern and nice but I thought it would cost a fortune to heat and to cool and refused it. Shortly after that the senior staff were all offered a "golden handshake" to leave. I thought about it for a while and decided (I was 65 that year) that it made sense for me. So I left before the University moved from Heidelberg to Kaiserslautern.

The European Division staff moved to Kaiserslautern in early 2014. And where? Into the glass building I had deemed too expensive. I hope they are comfortable.