

RECORDS
of the
Faculty Advisory Council
of the
UNIVERSITY OF OREGON

Established in 1916.

History of the Founding of the Faculty Advisory Council.

The Board of Regents of the University of Oregon, at a meeting held in Eugene, April 10, 1915, passed a resolution, upon recommendation of President P. L. Campbell, requesting the Bureau of Education, Department of the Interior, to undertake a general survey of the University's activities and its relations to the state.

The Commissioner of Education, Philander P. Claxton, thereafter assigned the execution of such a survey to Dr. S. P. Capen, Specialist in Higher Education of the Bureau of Education.

Doctor Capen devoted the period from September 2, to September 24, 1915 to an investigation of the University. His report was printed by the University under date of December, 1915, as Volume XIII, Number 4, University of Oregon Bulletins, New Series.

Under the heading "Administrative Officers, Deans, and Department Heads," the report contained the following paragraphs:

Under the rules and practice of the Board of Regents, the President has in recent years exercised the bulk of administrative authority. The University of Oregon is still in the stage of transition from a small college to a full-fledged university. Complicated administrative machinery is not necessary or desirable in a small institution. Aside from the office of the President there has been little such machinery here. In making of new appointments and promotions the President, as a matter of wisdom and courtesy, consults the heads of departments. He himself then selects the men whose names are presented to the Board. Matters of general University policy have, for the most part, been determined by him. The President has, in fact, administered the institution, with the sanction of the Board, using such faculty advice as seemed desirable.

Deanships at the University of Oregon have not yet developed into administrative offices, with the possible exception of the deanship of the School of Education. Otherwise, the function of the deans has been that of minor executive officers, concerned with questions of discipline and department routine.

It seems probable that the office of dean will in the near future have to be clothed with larger powers and responsibilities. As the institution grows, a group of executives of the second rank will be necessary to conserve the President's time and to keep him thoroughly informed of the work and needs of the several divisions of the University. It will doubtless be found necessary also for the President to associate with himself the heads of departments or faculty committees in the determination of new policies. Indeed, the writer believes it safe to recommend the immediate formation of an academic council to advise and assist the President in developing the wider educational policies of the institution. The creation of such a body has a double advantage. It furnishes the President with organized, well-considered advice and it enlists still more thoroughly the loyalty of the teaching staff.

Soon after the issuance of this report President Campbell submitted to the "Colloquium," or informal and extra-legal meeting of the faculty, a suggestion that an advisory and administrative council be formed to be composed of the Deans of the Colleges and Schools of which the University was composed. This proposal and suggested amendments, principally to the effect of introducing an elective element into the proposed council, were discussed at length at several meetings of the "Colloquium" in the spring of 1916. Finally a committee was appointed to draw up a definite plan. This committee was instructed to report back, not to the colloquium, but to the formal and legal faculty.

The committee consisted of Dean Eric W. Allen, chairman, Dr. George Rebec, Dr. R. C. Clark, Hon. Allen Eaton, and Dr. J. D. Barnett.

The report of this committee, as received by the faculty and adopted without amendment at a special meeting held October 19, 1916, was as follows:

- FIRST: There is hereby established a general ADVISORY COUNCIL of the University of Oregon.
- SECOND: The members of this ADVISORY COUNCIL shall be three deans and three members of the Faculty not deans. The President of the University shall be ex officio chairman of the ADVISORY COUNCIL.
- THIRD: All members of the ADVISORY COUNCIL other than the President shall be elected by the legal

Faculty of the University and the assistant professors.

FOURTH: Except as hereinafter noted, the term of membership shall be restricted to one year, and no retiring member shall be eligible to reelection for the ensuing year.

FIFTH: At the end of each year term one dean member and one general faculty member shall be chosen by lot to hold over in office for a second year; but no member shall be eligible to a third successive year in office.

SIXTH: Nomination and election to membership in the ADVISORY COUNCIL shall be by secret ballot.

SEVENTH: On the first, or nominating ballot, each member of the faculty shall nominate as many candidates as there are vacancies to be filled.

EIGHTH: If any candidate shall have been nominated by a majority of all votes cast, he shall be declared elected.

NINTH: The other members of the council shall be elected from a number of the other candidates equal to twice the number of the vacancies yet to be filled (if so many candidates have been nominated), and from the candidates who have been nominated by the highest number of votes. After a third ballot a tie shall be broken by the drawing of lots.

TENTH: The ADVISORY COUNCIL shall hold STATED MEETINGS, to be called by the President at least once a month.

ELEVENTH: The ADVISORY COUNCIL shall appoint from its own number a secretary, who shall keep minutes of the matters considered by the ADVISORY COUNCIL and the decisions reached.

TWELFTH: The minutes of the deliberations of the ADVISORY COUNCIL shall be open to the Faculty, and shall be read at Faculty meetings whenever the Faculty shall so direct either by special motion or general rule.

At a subsequent regular meeting of the Faculty held December 7, 1916, the following were elected members of the first Advisory Council: Dean Joseph Schafer, of the Extension School, Dean H. D. Sheldon, of the School of Education, Dean Eric W. Allen, of the School of Journalism, Dr. George Rebec, head of the Department of Philosophy, Dr. J. D. Barnett, head of the Department of Political

Science, and Dr. John F. Bovard, head of the Department of Zoology.

MINUTES

The first meeting of the University of Oregon Advisory Council was held in the President's office in Johnson Hall on December 12, 1916, at 7:30 p.m., all members being present.

Mr. Allen was elected secretary of the council.

The President advised with the Council regarding action to be taken at the coming session of the legislature. The needs of the University, he reported, would run about \$200,000 over the amount the millage bill would provide and the budget had been made out and submitted to the secretary of state on that basis. The President reported that on account of decrease in valuations the income from the millage bill would be \$16,000 or \$17,000 less than last year, and about \$36,000 less than had been held out as a reasonable expectation at the time the millage bill was passed; which decrease in income was to be contrasted with an annual increase in enrollment of 18 per cent. The President reported that if the present rate of increase in enrollment kept up, additional buildings would be indispensable long before the end of the three years which must intervene if the coming legislature should not provide them, but should leave the matter to a subsequent legislature. An initiative measure might furnish an alternative.

In spite of the above considerations, the President reported that it might be advisable not to press upon the legislature the University's needs at this time excepting two items that stood on somewhat different ground. Times in the state were hard, he reported, and the legislature's resources were limited by the Six Per Cent Tax Law complicated by the fact that the six per cent increase must be figured on an unusually low assessment as base. The President advised with the Council on limiting the University's requests to the two following items:

1. A bill asking for \$70,000 per biennium instead of \$20,000 per biennium for Extension work and Summer School.
2. A Bill authorizing the secretary of state to issue warrants against University funds for

the year as same may be needed; i.e., beginning January 1, instead of (as at present) when the taxes are collected in May.

On being put to a vote, the Council unanimously advised the President to pursue the policy he had outlined.

Doctor Rebec addressed the council regarding the manner in which the needs of the Summer School might best be presented. No vote taken.

Doctor Sheldon reported the present state of the law in regard to teachers' certificates, and indicated certain questions that might arise in future. No vote taken.

The next meeting was set for the evening of the second Wednesday in January at the office of the President.

The President discussed the possibility of getting the legislature to remedy the present "bunglesome and cumbersome" accounting system under which the University Comptroller is compelled to operate. He reported that the present system has the advantage of being very safe, but that it is slow and expensive. No vote taken.

The President invited the Council to present other matters for consideration.

Doctor Sheldon gave notice of a desire to have discussed at some future meeting the following topics:

1. A geographical study of the effectiveness of the University in getting hold of high school students in different parts of the state, with the underlying causes, and possible improvements in means used.
2. Means of preparing for submission to the faculty a report on the administration of the Carnegie pension fund, and on the advisability of taking steps to gain for the University admission to the benefits of these pensions.

The President suggested the possibility of including under the last head a proposal for some kind of sick benefit, either cooperative or financed by the state.

Doctor Barnett questioned the jurisdiction of the Council. A lengthy discussion followed as to the limits the Council should set upon its own activities. A precedent was set in a concensus decision that the

Council would discuss at its next meeting the first matter proposed by Doctor Sheldon, on the ground that this was an administrative, or largely administrative matter, but that the second matter proposed could be handled to equal advantage by some other faculty committee, or the colloquium, or the faculty itself, and that the Council, therefore, would not accept it as a topic for discussion. No formal vote taken, but each member spoke to the question.

Doctor Schafer proposed that the administration provide adequate facilities for printing syllabi for the faculty, announce to the faculty the free provision of such syllabi, and take steps to advocate strongly the preparation of syllabi and outlines in all appropriate courses. Discussion seemed to favor the first clause of the proposal, but objection was made to action or influence that might savor of interference in departmental matters. No vote taken.

The meeting adjourned.

Eric W. Allen
Secretary.

MEETING OF THE ADVISORY COUNCIL

Monday, April 2, 1917.
President's Office.

Those present were: The President, Dr. Schafer, Dr. Sheldon, Dr. Barnett, Professor Bovard.

HA
The matter of the introduction of Household Arts into the University was discussed, and the President announced that the Board of Higher Curricula would be petitioned to authorize at its next meeting the introduction of such courses to the University.

SL
Dr. Sheldon brought up the matter of sabbatical years of absence. After discussion, Dr. Clark was suggested as a committee to investigate the practice in regard to granting such leaves of absence and report back to the Advisory Council.

JJA
The appointment of graduate assistants in the various departments was discussed and the President offered to lay the matter before the Board of Regents.

0
Dr. Sheldon also brought up the question of the Carnegie pensions and similar types of annuities available for college professors. After a discussion it was suggested that Professor DeCou be requested to make a report on the situation with relation to the University of Oregon.

The meeting adjourned.


Secretary

Meeting of Advisory Council.

May 22, 1917, 7:30 P.M. President's Office.

Present: The President, Dr. Schafer, Dr. Sheldon, Dr. Barnett, Dr. Bovard, Mr. Allen.

The president gave an account of the meeting of the association of University Presidents at Washington, D. C., under the auspices of the Council of National Defense.

Based upon the recommendations of the Washington meeting, a discussion arose concerning possible changes in the calendar.

The Council discussed various activities in connection with the war in which the University might engage.

Ernest Allen

Secretary.

Meeting of the Advisory Council.

Minutes of meeting held Tuesday, October 9, 1917,
at 8:00 P.M. in the office of President Campbell.

All members present: The President; Deans Schafer, Sheldon and Allen; Professors Bovard, Barnett and Rebec.

Reading of minutes dispensed with because the record book had not been taken from the safe.

The President brought up the question of the large and increasing expense of the University in furnishing students with quiz paper without charge, and asked for suggestions in regard to a remedy. The general opinion of the council was against imposing small additional fees upon the students.

The President then brought up the matter of working of the new underclass adviser system, which was discussed at some length.

Dr. Sheldon brought up the question of the graduate school, which he said had not grown proportionately to the rest of the University. He suggested the establishment of teaching fellowships, and also expressed the belief that it was highly necessary at this time that professorial salaries should be increased. He took the position that fellowships might in some instances take the ~~position~~ ~~that~~ ~~of~~ ~~assistant~~ ~~professor-~~ ~~ships,~~ ~~and~~ ~~in~~ ~~this~~ ~~way~~ ~~a~~ ~~margin~~ ~~be~~ ~~left~~ ~~for~~ ~~the~~ ~~increas-~~ ~~ing~~ ~~of~~ ~~professorial~~ ~~salaries.~~ place of assistant professorships, and in this way a margin be left for the increasing of professorial salaries.

S.S. The discussion brought a consensus of opinion to the effect that the graduate school ought to be developed, first strengthening the year leading to the degree of Master of Arts. Members of the council believed that it was advisable to establish a certain number of fellowships, but the consensus was to the effect that this would not save expense, and that the question of professorial salaries would have to be taken up in some other connection. Dr. Sheldon then made the following motion, which, seconded by Dr. Schafer, was unanimously passed. "Resolved: That the President bring the matter of strengthening the graduate school and the establishment of fellowships before the graduate council, and that it be urged that other steps be taken to put the graduate school upon a better teaching basis."

After a brief discussion of problems connected with the schedule of hours, and plans for the second term, the council adjourned.

Ernest W. Allen
Secretary.

MEETING OF THE ADVISORY COUNCIL

Minutes of meeting held Tuesday, October 23, 1917,

at 8:15 P. M. in the office of President Campbell.

The meeting was called by the President on receipt of the following petition,

"Mr. President: We the undersigned members of the faculty advisory council would hereby request that at your earliest possible convenience (Tuesday evening, tomorrow, would be a preferred date) you call a meeting to investigate ~~the~~ question of the functions and usefulness of this council.

"Very respectfully,

(Signed)	George Rebec	Joseph Schafer
	E. W. Allen	J. D. Barnett
	H. D. Sheldon	

Eugene, October 22."

All members were present at the meeting. Karl W. Onthank, secretary to the President, was in attendance as a guest of the council.

The President brought up the question of creating a half-holiday Friday afternoon, October 26, in connection with the Liberty Bond Loan campaign. The matter was discussed and referred by the President to the general faculty for action in the form of a petition to be circulated by messenger.

Dr. Rebec brought up the question of the functions of the council, expressing in behalf of himself and other members, dissatisfaction with the type of problems that were referred to the council by the President for discussion, calling particular attention to the recent important case of Allen H. Eaton, an instructor in the fine arts department, for whose dismissal public pressure was being brought to bear upon the University at the time of the last regular meeting, October 9, and citing the fact that while this question was obviously in the minds of all present, a different and very minor matter had been submitted to the council at that meeting by the President as the only question then pending that would seem to require consideration at that time. Criticism was made of the methods employed by pretty nearly every one who had anything to do with the Eaton case, including the council itself and its members, Mr. Eaton, the President, and the board of regents. The question was raised as to whether anything could be done by the council to safeguard and enhance the security, effectiveness and dignity of the university teaching profession, or whether it would be better for the council to pass out of existence. Discussion of the above topics was indulged in by all members except Professor Bovard.

It was finally stated by the President that the administration would be willing to consider a further step in the direction of utilizing the advisory council as a genuine, effective factor in dealing with the more vital problems of University management, including possibly matters of budget, matters concerning the separation of members of the faculty from the University, and matters appertaining to the strengthening of the prerogatives and dignity of the academic profession. The President pointed out that there were differences of opinion concerning these matters and that in his belief the case was not clear for any change that might be considered radical, but stated that he would cordially acquiesce in the council's taking the initiative in attempting to work out reforms. Dr. Sheldon thereupon moved that a committee of three be appointed to formulate a statement of such vital, important functions as, in the opinion of the council, the University might well submit to the deliberations of such a body. The motion was seconded by Dr. Bovard and, after being informally amended by President Campbell to the effect that the body should be elected rather than appointed, was unanimously passed.

Dr. Rebec nominated Dr. Sheldon. The suggestion was made that Dr. Sheldon act as chairman and select his own committee, but he declined, nominating, however, Dr. Barnett, as ~~being~~ a political scientist. Dr. Rebec then nominated Dr. Schafer as being just like himself but not so radical. *Dr. Rebec was overruled and was himself nominated.* Mr. Allen moved that the nominations be closed. The committee was declared to be composed of Dr. Sheldon, Dr. Barnett and Dr. ~~Rebec~~.

A point was now raised by some member that no very significant change can be made in University methods without the formal consent of the board of regents, and the inquiry was made of the President as to whether the administration felt that it could acquiesce in and approve of a faculty petition directed to the regents covering these matters. By common consent upon the suggestion of the President, the committee just elected was authorized to prepare to submit to the council at its next meeting, as a component part of its report, a draft of such petition.

After cracking a few jokes the council adjourned.

The next meeting was set for Wednesday evening, November 22, 1917.

Ernest W. Allen

Secretary.

Secretary's memorandum for meeting of November 22, and for succeeding meeting of the general faculty.

Under the terms of the faculty action of October 19, 1916, the November meeting is the last that can be held by this council as at present constituted. At this meeting it is necessary to select by lot one dean member and one professor member, to hold over for next year. Any meeting held in December should be a meeting of the new council.

The secretary wishes to bring up for verification at this time the following list of faculty members who are eligible for election to the new council.

DEANS

Drucker	Hope	Fox	Kilpatrick	
Lawrence	Miller	Straub	Young	<i>Landsbury</i>

Query: Does Professor Drucker belong on the permanent list of deans? Do Mr. Miller and Mr. Kilpatrick, who are entitled directors, rank as deans under the meaning of the faculty action?

PROFESSORS

Adams	Bates	Burgess	Caswell
R. C. Clark	Cloran	Conklin	Crockatt
Cummings	De Busk	De Cou	Douglass
Dunn	Edmondson	Gilbert	Hamilton
Harthan De Fell	Hayward	Howe	Jeremiah
Krantz	McAlister	Onthank	Parsons
Perkins	Prescott	Reddie	Reeder
Schmidt	Schroff	Shinn	Smith
Stafford	Stetson	Sweetser	Thatcher
Thorstenberg	Tingle	Turnbull	Winger

Boydak
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MEETING OF ADVISORY COUNCIL.

Minutes of meeting held Wednesday, November 21, 1917,

at 7:30 P. M. in the office of President Campbell.

All members present: The President, Deans Schafer, Sheldon and Allen; Professors Bovard, Barnett and Rebec. *K.W. Outback, secretary to the President, was present as guest of the council.*

The meeting opened with the receipt of the report of the special committee appointed at the last meeting, consisting of Dr. Sheldon, Dr. Barnett and Dr. Rebec. The report on the functions of the advisory council was explained as embodying an effort to mark out for the council a field of activity that should in no respect encroach upon or overlap the functions or prerogatives of the general faculty. The report as presented by Dean Sheldon was as follows:

"To The Advisory Council of the University of Oregon:

"Your committee, appointed to consider and report upon a definition of the proper scope of the Council's actions, recommends the adoption of the following resolutions:

I. That the functions of the Council are wholly advisory and imply no encroachment whatsoever upon the responsibility of the Administration for final decision and action.

II. That the proper scope of the Council's functions includes the deliberation and recommendation upon the following matters of major interest and other matters of like importance affecting the welfare of the University, and that decision by the Council in regard thereto should always precede final decision and action by the Administration and by the Board of Regents:

1. The Annual Budget.
2. Legislation before the Legislative Assembly or the People affecting the University.
3. The establishment and abolition of schools and departments.
4. The general standards of qualifications of instructors.
5. The general standards of compensation of instructors.
6. The bases of promotion of instructors.
7. The demotion or separation from the University, forced or voluntary, of individual instructors having indefinite tenure or of instructors having definite tenure affected before the end of their term.
8. The general policy in regard to the Library.
9. The general policy in regard to students' dormitories.
10. The general policy in regard to students' fraternities. (In the above the word "instructor" is used as meaning University teachers of any grades.)"

The report was gone over section by section with considerable discussion on the different points involved, especially on ~~the special~~ sections Nos. I and VII. None of the suggested amendments were regarded as improvements upon the original report; and finally the report received the tentative approval of the President and of all members of the Council.

The President stated however that he did not think that he ought to announce the adoption of the principles involved *in Section Seven* as a permanent policy of the Administration until he had given the matter further thought, ~~and sounded out at least some members of the Regents and had paved the way for its acceptance by them.~~ He suggested that instead of adjourning sine die, the 1917 board should meet in special meeting on Wednesday, December 5, for further consideration of the question and for the announcement of policy if such policy still seemed to the President to be advisable and practicable. A special meeting was thereupon called for that date.

The committee thereupon reported that it had also arrived at a proposed plan of seeking a definite arrangement with the Board of Regents in the matter of ~~a~~ demotion or separation from the University of members of the faculty. The committee however reported that it believed that this question ought to be taken up in the Colloquium rather than in the council or by the Administration or in faculty meeting. The formal proposal advised for submission to the Colloquium for discussion was as follows:

"Resolved: That the Board of Regents of the University is requested to adopt a procedure whereby, in the demotion or separation from the University, forced or voluntary, of individual instructors having indefinite tenure or of instructors having definite tenure affected before the end of their term, the Board shall always hear a report from the Advisory Council in the case before taking final action thereon."

Upon discussion it was decided that it would be better not to bring this matter before the Colloquium at once, but to postpone it for a couple of months until the proposed agreement between the Administration and the Advisory Council as to the functions of the Advisory Council should have been adopted and should have become more or less familiar in its operation to Administration, council members, faculty and Regents. This policy was agreed to by all present as being desirable.

by the President,

It was suggested (the secretary thinks he remembers) that it would be better for the council's year to begin and end in some other month than December, at which time the annual budget is pending and could best be considered by a council which was neither about to go out of office nor so new in office as to be unfamiliar with its possibilities of service. It was finally agreed that the faculty should be asked to fix the date for council elections for the regular faculty meeting in October, new council members to take office immediately.

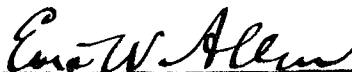
Dr. Rebec asked the President whether it would be within the scope of usefulness of the Advisory Council to take a cooperative part in the rumored or proposed general scrutiny of working hours and department conditions by the Board of Regents. The President replied that he thought it would be within the scope of appropriate usefulness of the Advisory Council to be asked to cooperate with such members of the Board of Regents as might be appointed to investigate internal conditions in the University.

Mr. Allen asked the Council whether the individual members would favor a motion in faculty meeting to ammend the advisory council election legislation so as to provide that only one dean and one non-dean member of the council should retire each year, and the other two hold over. It was agreed that such change would be advisable.

Mr. Allen introduced the following resolution:

"Resolved: That we hereby ask the President to petition the Board of Regents to provide that in case of the death of a member of the faculty there shall be paid to his widow or estate in addition to the portion of the annual salary accrued in the month of his death, and any arrears of salary that may be due for unpaid work in the September of his first year in the service of the University, a further sum representing the portion of the salary for the coming summer vacation which he would have received had his annual salary been payable in nine installments instead of twelve."

The Council thereupon adjourned, to meet for the next time on Wednesday, December 5.



Secretary.

A SPECIAL
MEETING OF ADVISORY COUNCIL.

Minutes of meeting held Wednesday, December 5, 1917,
at 7:30 P.M. in the office of President Campbell.

All members present: The President, Deans Schafer,
Sheldon and Allen; Professors Bovard, Barnett and Rebec.

Minutes of the previous meeting ~~red~~ and approved
with the changes subsequently entered in ink.

The President thereupon announced that he would confirm the working agreement between the Administration and the Advisory Council as proposed and discussed and entered in the minutes of the previous meeting, with the proviso, however, that while Section #7 should stand for the coming year as a part of the agreement between the administration and the council, it should not ~~be~~ yet entered as a definite and permanent principle of the University procedure, but that an honest effort would be made to handle cases of demotion or separation along the lines of agreement sensibly and reasonably interpreted. The council ~~then~~ ^{at} considerable length ~~and~~ discussed possible war activities for the University and its members, and urged the President to go to Washington later in this month in connection with this general matter.

The council then drew lots to select its hold-over members in accordance with section #5 of the faculty legislation of October 19, 1916. The three deans matched pennies and Dr. Sheldon, holding the odd, was declared the hold-over member. The three professors then matched, and Dr. Barnett, holding the odd, was declared to be the hold-over member.

The 1917 council then adjourned sine die.

End W. Allen

Secretary.

Memorandum

Read in Faculty Meeting December 6-1917

I was instructed at the ~~last~~ meeting of the advisory council last night to prepare a statement to be read at this meeting if called for, which statement should cover the activities of the first year of the ~~Advisory~~ Council's existence.

I will state for the information of the faculty that we have prepared a book which starts with the minutes of the ^{meeting of the} Board of Regents, ^{at} which called for a survey of the University by a representative of the United States government; which includes ^{also} those sections of the report made by Dr. S. P. Capen at the conclusion of the survey ~~which was~~ conducted by him, ~~which that~~ recommended the institution of ~~an~~ ^{an} Advisory Council by the University, and ~~as~~ ^{as} reported ~~of~~ of a later meeting of the Colloquium and the legislation passed by the faculty, last year, which finally created the council. Thereupon follow~~e~~ the minutes of each meeting held.

The minutes have been written up after every meeting, and the book has been kept in the office of the Registrar, subject to the following rule passed by the faculty October 19, 1916:

"The minutes of the deliberations of the Advisory Council shall be ~~open~~ ^{open} to the faculty or shall be read at faculty meetings whenever the faculty shall so direct."

In the course of the year the faculty has never called for the reading of the minutes of the Advisory Council.

To sum up the work of the year, it is safe to say that until the last couple of meetings the work was largely experimental. The Council and the Administration were trying to see in just what fields of activity the Council could be of use in the progressive development of the University. There was undoubtedly at the beginning some scepticism both within the Council and outside, as to whether it could be of use at all. To some undoubtedly the idea appeared to be a monster of so frightful mien ~~as~~ ^{as} to be hated had but to be seen.

But, now at least, those of us who have seen her most often and are most intimately familiar with her face have gradually learned to first endure, then pity, then embrace. As a matter of fact, I think I am safe in saying that the members of the 1917 Council are unanimous in the belief that the experiment is well worth continuing for another year, and may lead to very valuable results for the University.

A very definite field of activity has been marked out in the course of the last two meetings thru agreement by the Administration and the Council. The principle ~~is~~ adopted was that the Council should find its field of usefulness in matters outside of the usual and customary jurisdiction of the general faculty; in other words, the precedent has been established of not considering matters that could well be brought up in faculty meeting. This would probably not exclude matters definitely referred to the Council by the faculty for any reason the faculty might see fit. The experience of the year has lead to some pretty definite conclusions on the part of members of the council in regard to conditions under which future councils could do their best work.

In the first place, there is a fairly definite concensus of opinion to the effect that it was not merely because the council was new that it took it nearly a year to find itself. It was felt that even future councils would be spending most of their time in learning the ropes unless the ~~Board~~^{Board} of office were somewhat ~~amplified~~. It was suggested that we present to the ~~general~~ faculty a proposal to the effect that hereafter each year two members in each branch of the council should ~~be~~ hold over and one retire, instead of the present arrangement under which one holds over and two retire.

It was also felt that the council year for several ~~important~~ reasons should be the same as the University year and that of all the months, December was probably the worst in which to make the change. It was suggested that we ask the faculty to set the next election for the regular October meeting.

It was also adopted as a definite limitation upon the activities of the Council that it should confine itself entirely to advising the Administration and should take no action whatever except thru the Administration.

I will give here a brief summary of the matters discussed at the various meetings this year, except at the last meeting, the minutes of which I will read in full.

December, 1916: The President advised with the Council on the policy to be pursued by the University in asking for additional appropriations from the State Legislature. Other miscellaneous matters were taken up, including plans for getting hold of high school students as prospective University freshmen. It is probably a coincidence and ~~due~~ more to Mr. Onthank *and others* than to the Council, but this work was never handled before with half the efficiency shown between then and now.

April meeting: Introduction of the Department of Household arts discussed. Sabbatical year discussed. Carnégie pensions and renewals discussed and referred to Professor DeCou with the request that the matter be explained before the Colloquium.

May meeting: President gave an account of the meeting of the Association of University Presidents at Washington, D. C., under the auspices of the Council of National Defense. Possible changes in the University calendar based upon the recommendations of the Washington meeting were discussed. War activities were discussed.

A might be noted here that on all the ~~board~~ principals matters discussed during the year, with one exception, a ~~action~~ of one kind or another has followed.

October meeting: Miscellaneous matters discussed. A special meeting was called October 23 by the President upon the request of the members of the Council to bring to a head the question of just what functions, if any, the Council was to be regularly expected to perform in the processes of the University. This was a long and ~~very~~ interesting meeting, and resulted in the appointment of a sub-committee to draw up a report which appears in the minutes of the meeting I am about to read--that of Wednesday, November 21.

Ernest Allen