

January Meeting, 1921.

(January 31, 1921)

Tuition for Outside Students - Voting Privilege of Associate Professors - Retiring Allowances.

At opening of meeting Mr. Gilbert made a preliminary report on results of statistical study bearing on the relative needs for library and science buildings. The gist of the report was that the mass of figures collected and compiled do not point to any very definite conclusions except with reference to housing of psychology and zoology departments in the present library building when the library collections are moved to better quarters. The space thus vacated would seem to be ample for the two departments concerned provided it could be adapted to departmental needs. The decision of this question must hinge on a conference between architect and departments concerned.

President Campbell made a report on the status of Medical School appropriation and indicated that the outlook was favorable for an appropriation of \$200,000 to \$300,000. The Portland delegation was active and the project had the backing of the city Chamber of Commerce. The Metropolitan press was reported favorable except the "Oregonian" which was non-committal with perhaps a bias toward "saving the taxpayer's money."

The measure now before the legislature imposing a tuition charge of \$30 on non-resident students was discussed. The discussion turned on possible effect tuition charge may have on the graduate school. The University is now actively bidding for graduate students from eastern Washington and Idaho and tuition charge might prove an obstacle in getting students from colleges outside the state. Mr. Onthank reported 206 students from outside the state, most of which were undergraduates. Many of the 206 while registered from outside the state could establish a legal residence in Oregon if the tuition charge on non-residents made it financially desirable to do so. It was suggested that fee be imposed even on graduate students and in case of desirable and needy students the charge might be remitted in the form of scholarships carrying exemption from tuition charges. At any rate council thought it best policy not to oppose the measure now before the Legislature.

The question of the voting privilege for associate professors was considered. The council in recommending the creation of this rank last June had intended that it should carry voting privileges, but no definite action had been taken by the regents. It was thought that young men holding rank of associate professor might be dissatisfied if excluded from a voice in faculty affairs. Opinion also expressed that such men are likely to be progressive. Prof. Howe moved that "the definition of voting 'members' as prescribed by board action be revised to include associate professors as well as full professors". The motion was carried.

At the instance of the President the Council next considered the question of retiring allowances. It was opinion of council and President that time has not arrived for definite action but that consideration of the merits of schemes for reasonable retiring allowances as a basis for recommendations to the faculty and legislature at later session was worth while. It was believed that a just scheme of retiring allowances would attract and hold better men and offset in some measure the attractions of business and other professions which now take some of the ablest

men. Regents would seem somewhat freer in taking action looking toward retiring older men. On motion of Dr. Sheldon a committee of three was appointed to consider and study the question in preparation for a report to faculty and Legislature. The committee appointed consisted of Mr. Onthank, Dr. Barnett and Dr. Robbins.

A brief discussion of the central audit system of the state brought out the opinion that local audit by a bonded officer of the institution would save complications in accounts, insure prompt payment and make possible advantage of cash discounts but that problem was a legal one and the system, cumbersome and objectionable as it is, results from duty of secretary of state as defined by the constitution. Some suggestions were made with reference to a commission to study the question and co-operate with the Secretary in simplifying the system as far as the law and the constitution will permit. No action taken.

Wednesday was considered most desirable date for council meeting and the next session will be held on the last Wednesday of February. Council adjourned.

Secretary Advisory Council.

Meeting of Advisory Council, May 3, 1921

Gifts and Endowments, Academic Freedom, Budget Procedure, Date of Meeting, Building Program:

Council met at call of the President. The administration reported some uneasiness with regard to possibility of repeal of the millage tax. Opposition was reported from some quarters occasioned largely by the increasing tax burden. The council discussed ways and means of meeting any such movement should it finally materialize. At present nothing could be done but to assume an attitude of "watchful waiting."

President also asked advice of council with regard to policy of attracting gifts to meet the growing needs of the university. With completion of Woman's Building through popular subscription, the receipt of the Fenton Library and the prospect of a gift to the Medical School, the question of aid to higher education through benefactions has been brought prominently before the citizens of the state. President suggested the possibility of outlining the needs of schools and departments which might be met by gifts either large or small. These needs might be brought to attention of those who are engaged in drawing wills and are frequently asked for advice with regard to worthy beneficiaries. Scholarships, research fellowships bearing the name of donors, gifts of books and collections to library and departments were suggested as worthy objects. The opinion of the council was that this policy must be carefully guarded and that alumni would be the best representatives of the University in soliciting gifts. Alumni lawyers might prompt clients in making lists of benefactions incorporated into wills. It was also suggested that only the lesser needs of the University could be taken care of in this way. Library building, maintenance, etc. ought properly, in the case of a state university, to come out of funds raised by taxation.

Mr. Gilbert raised the question of the resolution passed by the council asking the Board to provide for a hearing before the council before dismissals or demotions are made in the case of professors holding indefinite tenure. The President did not think it an opportune time to place the matter before the Board when an investigation of "radical teaching" was pending. The move might be construed by the Board as a "confession of guilty" or a desire to fortify the faculty against a perfectly legitimate inquiry into the tone of its work.

Dr. Sheldon raised the question of budget procedure. By next year the University should be "back to normal" and the budget should be framed early and on scientific lines of procedure, classification, etc. Motion was carried to appoint a committee to report at next meeting on the main lines of budget procedure as a basis for discussion. The committee consists of Dr. Robbins and Mr. Gilbert.

Dean Robbins raised the question of the desirability of regular monthly sessions of the council. If the absence of President Campbell makes it impossible to meet with the council it was suggested that Dean Dymont be present at all sessions and in the absence of President act as presiding officer. Motion was carried to invite Dean Dymont to attend sessions. The regular date of meeting was fixed on the third Wednesday of each month and the next session set for May 18th.

Dr. Barnett inquired with regard to building prospects for 1921. President Campbell thought that a margin of \$150,000 might be available for construction. The uncertain factor was the heating plant. With wet wood the plant was working below the reasonable norm of efficiency. Only when tests with dry wood are made can the question of added expenditure for heating plant be definitely decided. President also reported that Dean Lawrence is now working on plans for a library building taking account of the possibility of construction in separate units.

The meeting adjourned.

Secretary of Advisory Council.

MEETING OF ADVISORY COUNCIL, May 18, 1921

Budget Procedure - Standardization of Accounts - Definition of Field of Extension Division

Meeting met at the call of the President. The main business of the session was to formulate plan for budget procedure. The report of the budget committee of the Council was read and the discussion dealt mainly with the question of harmonizing the plan of budget procedure with the accounting and budget system made necessary by state law. Aim of the state law is to enforce on all state institutions something approaching uniform budget reports. The precise form of these reports will be determined in conference between financial heads of state institutions and the Secretary of State's office. If the requirement of the state law as construed by state officials requires a change in accounting system of the University it would be desirable to make our own budget procedure conform as nearly as possible to the system of accounting. Until the question of state procedure is solved, it will be impossible to say whether the classifications outlined in the committee's report could be harmonized with the state procedure. President suggested that the part of the committee's report touching accounting practice and the classification of items be referred to Messrs. Onthank, McDougale and Comptroller Johnson pending the decision with regard to precise requirements of the state law. Motion to refer to committee designated above was carried with the understanding that the question should come up again at the June meeting of the council.

Mr. Kilpatrick presented for discussion a written report affecting the status of the Extension Division and attempting to formulate its function and place in University activity. The Extension division, the director explained, has just grown up without deliberate attempt to define its functions. Many of its functions have been determined by accident and the scope of its jurisdiction defined only by customary understanding. The time had come when, in the interests of better understandings and organized cooperation the functions and duties of the Extension Division should be defined in more precise terms. The report of the director was intended to reduce to writing as a basis for future action some of the customary understandings that had grown up in the past. The aim was to make clear that the Extension Division is the organ through which the departments and schools seek to serve outside communities in the state. The report was taken up and discussed by sections and the meaning of certain phrases more carefully defined. In the course of the discussion the following interpretations were agreed upon.

1. The report does not intend to define the functions of extension division in such a manner as to put a veto on or seriously handicap members of the faculty in carrying out purely private activities, researches or public services.
2. The sole aim was to outline a program for coordinating activities of departments and schools when they reach outside the campus and aim to render service to groups and communities. Purpose is to avoid wasteful duplication and introduce system into the extra-campus activities of the University.
3. The function of the Extension Division is not to acquire or promote knowledge or scientific research but to diffuse the knowledge available and serviceable to the state.

4. When extra campus activities involve calling of conferences, in which it is sought to organize and enlist the cooperation of groups and communities the Extension Division should be the recognized agency.
5. It was definitely understood that research activities of faculty members undertaken on their own initiative or subsidized by the research council are definitely excluded from the jurisdiction of the Extension Division. It was understood that no action would be taken until a revised copy of the report should be discussed at the June meeting. Date for June meeting was set for June 8th.

Meeting adjourned.

Secretary of Advisory Council

JUNE MEETING OF ADVISORY COUNCIL

Report on Function of Extension Division - Passage of Budget Report - The Policy of the Library.

The June meeting postponed from June 8th was held on June 13th, the President presiding.

The revised report of the Director of the Extension Division was again submitted for discussion. Some dissatisfaction was expressed with regard to its provisions and the meaning of certain clauses was still thought to be obscure. It was decided to postpone definite action until such time as the Director could be present and further elucidate its meaning. Certain definite stipulations should be made to safeguard against interference with purely departmental matters.

Nothing definite was done yet, the President reported, with regard to standardizing accounts and budget practices of state institutions. It was suggested that the principles underlying budget procedure as outlined by the budget committee's report at previous session might be put into effect whatever decision is reached on budgetary requirements of state law. The main principles of budget procedure as formulated by the committee were as follows:

1. Estimates were to be called for from departments and schools shortly after the opening of the school year. Estimates must be itemized under three heads of capital account, maintenance and operation.
2. These estimates must be returned to the executive offices before November 1st of each year.
3. The administration shall prepare a budget showing the distribution of funds between the several main division of expenditure, addition to plant, maintenance, operation, salaries of instructors, etc., as outlined in report.
4. This budget shall be submitted to the Advisory Council for review and discussion at the November meeting held on the third Wednesday of the month.
5. The budget revised and made to assume a final form shall be submitted for ratification by the Board at the January meeting.
6. A reserve or contingency fund of adequate size shall be set aside to take care of incidentals and emergencies, thus avoiding the necessity of encroaching upon allowance for library books, apparatus, supplies, etc. apportioned to the departments.

On motion of Dr. Sheldon the principles of the program as formulated by the budget committee and described above was endorsed by the Council and its adoption recommended. It was understood that classification of items was not a vital part of the procedure and can be made to conform to accounting practice as required by law.

Secretary of the Advisory Council.

Meeting of Advisory Council, September 28, 1921.

Salary Schedule Associate Professor - Relation of Extension Division to
Departments and Schools.

Dean Dymont brought up the matter of salary scale affecting associate professors. The existing scale fixes salary at \$2750 to \$3400. Dean Dymont favored raising the lower limit of associate professors' salary to \$3000 leaving more room to advance the salary of assistant professors before reaching the rank of associate. Some members of the Council suggested that the salary limits for the several ranks be left elastic and that the rank be determined by salary and election. This was opposed on the ground that it would leave room for arbitrary discriminations and give rise to dissatisfaction. On motion of Dean Sheldon seconded by Professor Howe the salary limit of associate professor was fixed at \$3000 to \$3400 and recommendation made to the Board to that effect.

Council then took up the question of defining the position of the extension division on the basis of suggestions submitted by Director Kilpatrick. A number of questions were asked by members of the council to bring out more clearly the meaning of the document submitted by the director. Dean Robbins raised the question of participation in activities connected with the 1925 fair and inquired whether such participation should be handled by the schools and departments or by the extension division. Mr. Kilpatrick emphasized the necessity of unity of action and insisted it could be best secured through the extension division. Such participation the director said might be handled through a committee but the director should be a member. Dean Robbins also asked if the department of accounting should be invited to audit bills for the state fair whether such action would come under the extension division. The director replied that such assistance would be regarded as laboratory work and would not require any organization or present administrative problems.

Dean further inquired whether the extension division might conduct surveys or investigations in any field without first consulting the department concerned. The director said that there is nothing to prevent the extension division with the consent of the President and the availability of funds from undertaking such surveys, appointing men to do the work wholly without the consent of the departments concerned. Dr. Sheldon pointed out the danger of centralizing too much control in the hands of extension in case of matters affecting in a vital way the work of departments. The director insisted that in the interest of economy and efficiency departments and schools should use the administration machinery already provided by the extension staff. This department, he contended, is already on the ground and in the game.

Dr. Sheldon moved as an amendment that: "In case of surveys, investigations in which the school or department as well as the public is concerned such activities shall be undertaken on the joint consent and concurrent action of the dean and the director of extension and that in case of inability to agree reference should be made to the administration for decision." The motion was carried and ordered inserted following paragraph one on page two of document submitted by the director.

Participation of the extension division in the publicity activities of the University came up for discussion. Professor Howe moved as a substitute for paragraph III on page two of the document the following stipulation: "In matters affecting publications for circulation in the state the director of extension shall be ex-officio member of the publications committee." The motion was carried.

In discussing paragraph 5 and 6 on page two it was the consensus of opinion that performances given in the name of the University by University organizations as extra campus activities should be brought under the jurisdiction of the extension division for the sake of reconciling dates, avoiding conflicts and insuring unified action.

The document as amended was endorsed by the council and ordered spread on the minutes for future reference. The text of the amended document follows:

September 26, 1921.

President P. L. Campbell,
Campus.

My dear President Campbell:

Greater benefits than hitherto through extension service will be available both to the administration and to the several schools (and therefore to the people of the state) if certain simple administrative and cooperative relationships may be accepted as definite.

On the contrary, to fail to establish very soon a policy of unified extension service may result ultimately in considerable confusion and duplication.

I therefore propose for your consideration the following elementary statement of the status and functions of the Extension Division. I request that this statement be approved and used hereafter as the basis of reference and determination of matters that concern the Extension Division and as a guide in the development of extension service, both for the general University and for the several Schools and Departments.

General Definition

The Extension Division is the official agency through which the University of Oregon renders service to organizations and individuals outside the campus. All such service is administered through the Extension Division.

Interpretation.

The following interpretations are subject to addition and amendment as new activities are developed:

All class instruction, whether for credit or not, conducted outside the campus, is administered through the Extension Division. The term campus naturally includes the campus of the School of Medicine and likewise the actual or constructive campus of any other school of the University which may have

headquarters outside of Eugene.

All instruction by correspondence in the name of the University of Oregon, formal or informal, graduate or undergraduate, for credit or not for credit, is administered through the Extension Division.

Lectures given as University service outside the campus by members of the faculty are under the auspices of the Extension Division.

All visual instruction service in the name of the University, outside the campus, is administered through the Extension Division. This includes all exhibits; and all official loans, rentals or showings of stereoptican slides, scientific or other apparatus or material. Not included are loans of books from the University library to persons and organizations outside the campus. The University Librarian and the Director of the Extension Division are understood to be charged with the responsibility of extending in all proper ways the usefulness of the library to the state and of keeping all services rendered in harmony with extension policy.

In case of surveys and investigations in which schools and departments as well as the outside public are concerned such activities shall be undertaken on the joint consent and concurrent agreement of the University dean concerned and the director of Extension and that in case of inability to agree reference should be made to the administration for decision.

The director of the Extension Division or his representative will be a member of all committees concerned with the arrangement of University direction of or participation in conferences, convention, institutes, surveys, studies, etc., which are in the nature of public service, or which are directly for the public welfare, or which involve any extended contact with the public. In case such activities are wholly or mainly outside the campus, the Extension Division will ordinarily be expected to take the initiative; in case the activities are on the campus the school or department interested will normally take the initiative. If there is no appointment of a special committee, such matters will be handled by the head of the School or Department and the Extension Division in consultation, with reference of matters which they cannot decide, including matters of general University policy, to the president of the University.

In matters affecting publications for circulation in the state, the director of extension shall be ex-officio member of the publications committee.

The director will ask counsel of the administration and of the several schools in arranging such high school visitation and other promotion travel as funds and available personnel will permit.

Performances, contests, etc., held outside the campus under the auspices of the Associated Students of the University of Oregon are not under the direction of the Extension Division.

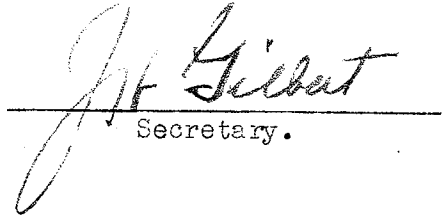
Performances, contests, "extension work", etc., under the auspices of any organization of students or faculty other than the legally recognized student body and faculty, may be given outside of Eugene only after approval by the Extension Division, in addition to any other sanction required by faculty regulations. This does not apply to activities which do not involve the public, such as purely student conferences. Before giving approval, the Extension Division is to be satisfied as to the nature, purpose, content, date and auspices of the proposed activity.

The dean of each School and the head of each Department in the College of Literature, Science and the Arts should plan at least once each year with the director of the Extension Division the program of state-wide service for or from that school or department for the year. These programs should bear definite relation to those of the preceding and following years.

Sincerely yours,

(Signed) EARL KILPATRICK
Director.

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Secretary.

Meeting of Advisory Council, November 23, 1921.

Budget Reports - Thirteenth Street Nuisance - Regulation of Bonfire -

Honolulu Trip and Athletic Situation.

Council met in President's Office. The question of budget and budgetary reports was taken up. President Campbell suggested that the budget in skeleton form be submitted for discussion at the next meeting of the council one week hence, and that high points of the budget be determined at that time. The problem of working out a form consistent with the system of accounting in the University and College and in harmony with the requirements of the secretary's office is still under consideration but no definite progress has been made. At the association of University presidents the Washington plan of classification was submitted for discussion and seemed to find favor although some objections were raised. The Washington plan is simple making only two main headings - Capital account and Maintenance and Operation - the latter two items being combined in one. The Council decided to meet again on Wednesday afternoon, at 4 p. m., November 30th.

To determine positions on the Council for next year lots were cast. Secretary reported that Dr. Sheldon and Dr. Gilbert retire on account of serving out maximum term of two years. By the process of flipping a coin Dean Robbins and Professor Barnett were eliminated. The two holdover members were Dean Hale and Professor Howe. At the December meeting of the faculty four members will be chosen to succeed Deans Robbins and Sheldon and Professors Barnett and Gilbert.

The Council then discussed possibility of suppressing or mitigating the noise of thirteenth street. President promised to report later findings of a committee on which Superintendent of Properties is working. The crucial point in the scheme is to find a suitable avenue to which heavy traffic can be diverted. Franklin Boulevard is the natural highway but at present unpaved. Whether town council would feel justified in undertaking paving now is a serious question.

The bonfire nuisance was next discussed. Members of the council submitted information with regard to disastrous effect which building and guarding the fire had registered on freshman scholarship. In the opinion of the council the faculty legislation limiting size of bonfire should be strictly enforced. Professor Howe also suggested that construction should not begin until within two or three days before homecoming event.

The athletic situation was taken up and Dean Robbins pointed out the perilous position in which some football men are placed by the necessity of the long trip to Honolulu during the examination period. Some members of council suggested early examinations but in opinion of president this was not desirable. Favored instead assigning incompletes to members of team officially absent. Also suggested that amount of work carried during winter term be purposely lightened in order that incompletes be removed in time. Dean Dyment suggested that a resolution be introduced in faculty authorizing all faculty men to grant incompletes to members of team taken to Honolulu.

The Council adjourned.

J. D. Gilbert
Secretary.

Action of Faculty Affecting Council.

At the regular faculty meeting on December 7th, 1921 election of new members for the Advisory Council was taken up. Two deans retiring were Deans Robbins and Sheldon and two members not deans retiring were Professors Gilbert and Barnett. In the election to fill vacancies Deans Robbins and Sheldon were elected to succeed themselves. Mr. Gilbert was also reelected. Dr. Packard was chosen to fill vacancy left by retirement of Dr. Barnett.

Secretary

Council Meeting December

Discussion of Budget

The Council met at the call of the President on December 12, 1921 for the consideration of a tentative budget prepared by the Administration. Both estimates of receipts and expenditure were reviewed by the council and ways and means of increasing the income and paring down the expenditure were taken up. The President explained that the estimate of receipts for the year 1922 made by the Comptroller was a conservative one and that there might be some possibility of increase affecting non-resident fees and fees of the Portland extension center. In the opinion of the President the non-resident fees might be increased somewhat and the Portland extension center might yield some \$3000 more. Even with possibility of increase in income fully accounted for the projected scheme of appropriations would yield a deficit of \$20,000 or \$30,000 for the year 1922. This was of course due to deficiency carried over from 1921.

The council then took up the consideration of specific items with a view to making some cuts and bringing the expenditure within the compass of the income for 1922. The council and the President were agreed that it would be extremely inadvisable to end the year 1922 with a deficiency even though the amount were not considerable. Some of the items in which cuts were suggested by the council were as follows:

Repairs and Replacements	cut from	\$15,000	to	\$10,000
Work on Grounds	" "	5,000	to	3,000
Fuel Item	" "	39,000	to	29,000
Clerical Help	" "	7,000	to	5,000
General Supplies	" "	10,000	to	6,500
Office Supplies	" "	8,500	to	5,500
Printing	" "	18,000	to	15,000

In the course of the discussion the expense of the Comptroller's office came up for consideration. Suggestion was made that an expert might be employed to examine into the system of accounting and suggest ways and means of simplifying while still conforming to essential requirements of the state law. The council also suggested the desirability of a comparative study to show whether expenditure of the comptroller's office was excessive as compared with other institutions.

Status of the Portland Center also came up for discussion in connection with the appropriation for the Extension division. Opinion was stated that there is a constant danger that the Portland center may grow to the point where it may overtax the funds that should be used for more intensive work on the campus. Criticism was also made that the Portland work in some cases makes unreasonable demand on the time of instructors preventing adequate attention to research and even interfering with faithful preparation for work done on the campus. Frequent trips between Eugene and Portland also involve heavy expense for travel besides a loss of time that might be spent in productive. In the opinion of the council, the work in the Portland center might be abridged in scope somewhat with a material saving in time, energy and traveling expense.

The council adjourned.

Secretary

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Action of Colloquium Affecting Council

At Colloquium meeting January 5, 1922 two resolutions affecting council and its part in the preparation of the budget were passed.

The first of these referred to the council the desirability of making budget exhibits in graphic form showing sources of income and distribution of the University dollar between various schools and interests and lines of activity. The second resolution asked for a different classification of the Publication item. As placed in skeleton budget it is now classified under "Overhead". The Colloquium recommended the segregation of Publications from Printing and Advertising, and since Publications generally represent research and productive work the resolution asked that Publications be made a sub-head under Research as follows:

Research Activity

- (a) Departmental Allowances for Research
- (b) Publications

Secretary