

ADVISORY COUNCIL MEETING

July 6, 1937

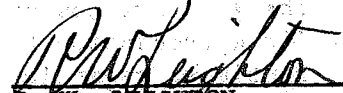
Present: Gilbert, Burrell, Hollis, Leighton, Rebec, Smith.

At this meeting, the sub-committee appointed to present a list of qualifications which should be considered in the selection of a president for the University, made the following report:

ADVISORY COUNCIL EVALUATION OF QUALITIES TO BE CONSIDERED  
IN CHOOSING A PRESIDENT OF THE UNIVERSITY OF OREGON

- 1) He should be a man of deep personal culture who lives in and participates in the social and cultural movements of our time. He should be sensitive to cultural values. He should be deeply sympathetic with the opportunity offered in a Pacific Coast institution for establishing cordial cultural and human relationships between the United States and the Orient.
- 2) He should have a deep appreciation of the function of scholarly research and of creative scholarship.
- 3) He should be strong in physical health, vigor, and reserve energy.
- 4) He should have mental poise, mental balance, intellectual and moral integrity, and public courage to a marked degree.
- 5) He should have the age qualifications that would enable the University to look forward to twenty years of active, constructive service on his part.
- 6) He should have a strong sense of the value of democratic faculty participation in University affairs; and a strong sense of the value of civic and academic freedom, since these matters have traditional and legal status at the University. He should be tolerant in matters of controversy and willing to weigh criticism. Criticism should not unduly disturb him.
- 7) He should have demonstrated administrative ability. The institution is highly organized now and strong administrative ability is needed to make effective values that are possible through that organization.
- 8) He should have the habit of eliciting and weighing all pertinent evidence thoroughly before reaching decisions.
- 9) He should be skilled and ready in public relationships. He should understand the importance of establishing a strong and friendly feeling for the University among visitors to the campus and among people of the State.
- 10) He should be capable of meeting and associating readily and easily with men outside the academic field.
- 11) He should have the ability to establish University contacts and relationships with civic and educational foundations.

- 12) He should be a man who appreciates and understands the functions of a state university, particularly its increasing responsibility in a changing democratic society. He should have the ability to develop an appropriate educational policy for such a university and he should also have the ability to carry out such a policy.

  
 R. W. LEIGHTON  
 Secretary, the Advisory Council.

The above report was sent to Dr. Hunter with the following letter of transmittal:

July 13, 1937.

Dr. F. M. Hunter, Chancellor  
 Oregon State System of Higher Education

Dear Dr. Hunter: Pursuant to your request that the Advisory Council submit to you a statement of the qualifications they deem desirable in a president of the University of Oregon, I have been authorized to submit to you the following statements which express the Council's collective opinions concerning qualifications.

Sincerely yours,

R. W. Leighton  
 Secretary, the Advisory Council

Discussion of specific candidates centered around the following names:

Justin Miller	David Faville	Donald G. Barnes
Harold Benjamin	Donald Erb	Ernest Price
Sam Evenden	John Almack	Dexter Keezer
Elam Anderson	Hugh Jackson	John Buwalda
Wayne Morse	Charles McKinley	Victor Morris
Howard Taylor	Judge James Brand	Homer Price Rainey
Orlando Hollis	Bruce Baxter	

From this list the following were chosen to recommend to the Chancellor:

Justin Miller  
 Harold Benjamin  
 Donald Erb  
 Wayne Morse  
 Judge Brand  
 Orlando Hollis

Meeting adjourned.

  
 R. W. Leighton, Secretary.

To the Chancellor:

The Advisory Council of the University Faculty desires again to express its appreciation for your willingness to consult us and ascertain faculty sentiment regarding suitable men for the presidency left vacant by the resignation of Dr. C. Valentine Boyer.

Pursuant to your invitation we are submitting herewith a list of six names, any one of which we believe would be acceptable to the majority of our faculty. This is, as you will recall, to be regarded as a tentative list for preliminary discussion with the Committee of the Board. After consultation with the Board's Committee and with the Council it may seem desirable to revise the tentative list by eliminating some names or by the addition of others.

Following each name is a brief statement of academic training and experience which we believe will assist you and the Board in making an appraisal of their fitness for the job at Oregon. May we add that all of the persons mentioned are personally known to us on the Council and are now, or at sometime have been, associated with the teaching staff of the institution. Because of the necessity of rather prompt action in submitting our first list, the Council believes it desirable to stick to persons known to us instead of attempting to explore extensively in the field of potential candidates. Since there are, within the scope of our acquaintance, several excellent possibilities, there seems to be less need for looking beyond.

May we add that we have not attempted at this stage to arrange our candidates in order of preference. They are presented in two groups, the first one consisting of two from our own faculty, and the second group consisting of four outsiders well known to us. Within each group the prospects are listed in alphabetical order. The Council may, after your conference with the Board's Committee and the collection of additional information, desire to arrange the names in order of preference, but for the present they are presented as persons acceptable to us and, we believe, to our faculty without attempting to arrange them in rank order.

Respectfully submitted,

Faculty Advisory Council

  
James H. Gilbert, Vice-Chairman.

MEETING OF THE ADVISORY COUNCIL

August 2, 1937

(Meeting with Chancellor Hunter)

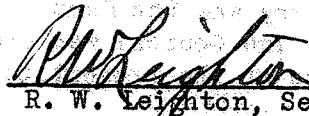
Present: Rebec, Burrell, Gilbert, Leighton, Morse, Smith.

The meeting was called by Chancellor Hunter to discuss possibilities for getting information concerning candidates for the presidency.

After general discussion of the situation it was decided that Wayne Morse should obtain information concerning Albert Harno, Vice-President, University of Illinois, S. S. Smith should obtain information concerning Professor Weber, University of Maine. Chancellor Hunter stated that he was going East soon and would interview Justin Miller; also that he would ask Frederick Keppel of the Carnegie Corporation concerning other candidates. Mr. Leighton was asked to obtain information concerning President Ament and Homer Dodge, and also to ask Mr. Savage, Mr. Merriam, and Mr. Moulton to name other candidates not now under consideration.

Chancellor Hunter asked the Council to reduce their recommendations to three candidates and submit the names to him before he went East. Mr. Rebec advised the Chancellor that he was leaving for an extended time and would make personal recommendations direct to the Chancellor before leaving. Mr. Burrell stated he was leaving also and would likewise make recommendations to the Chancellor.

Meeting adjourned.

  
R. W. Leighton, Secretary.

MEETING OF THE ADVISORY COUNCIL

August 14, 1937.

Present: Gilbert, Leighton, Morse, Smith.

The meeting was called to consider new information concerning candidates for the presidency and to formulate recommendations to Chancellor Hunter. Communications concerning the following men were considered by the Council:

Ament	Dodge	Benjamin
Miller	Brand	Weber
		Harno

Mr. Morse reported that Albert J. Harno, Vice-President of the University of Illinois, was not interested in the position at the salary offered. Mr. Smith reported that he had a communication from the president of the University of Maine saying that Professor Weber did not have the qualifications necessary to be considered as a presidential candidate.

Motion by Morse: That the secretary write Chancellor Hunter and inform him

that it is the opinion of the members of the Council present that either Judge Brand or Justin Miller would meet the qualifications desirable in a president of the University; that either would make an excellent president, and that the Council feels unable to choose between the two. That the secretary be instructed to inform Chancellor Hunter that the Council was still gathering information concerning other candidates and would make further recommendations as they were needed.


The secretary reported a communication from Mr. Burrell to the effect that he wished the Council to know that in his estimation --

- (1) A president should be chosen from among the present faculty.
- (2) The choice should be made as soon as possible.
- (3) Wayne Morse and Orlando Hollis would be his choices for president in the order named.

The secretary reported that he had been asked to propose the name of Burt Brown Barker as an interim president and to urge consideration of the desirability of an interim period which would give more time for the selection of a president. Mr. Gilbert and Mr. Morse reported that Mr. Barker would not act in such a capacity, according to his own statement.

The Council discussed the present status of the University budget, particularly with reference to the unsettled nature of such matters as graduate assistants and new instructors. The matter of Mr. Jameson's proposed advance in salary and the fact that it did not materialize, came up for discussion also. The Council was unable to find ways and means of promoting budget matters at the present time, so action was deferred.

Meeting adjourned.

  
R. W. Leighton, Secretary.

ACTIVITIES OF CHAIRMAN AND SECRETARY  
SUBSEQUENT TO THE AUGUST 14 MEETING

Chancellor Hunter called Chairman Gilbert and Secretary Leighton to his office on two different occasions to ask that the Council collect information concerning the following men if the Council has sources of information:

Edmund Day  
Raymond Kent

Homer Dodge  
John Buwalda

Charles F. Remer  
Clarence Updegraff

All letters concerning these and other men considered as potential candidates will be found in the accompanying file and not included in the regular minutes.


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September 1, 1937.

To Members of the Advisory Council:

The members of the Council will remember that I reported difficulty in keeping the Minutes up to date because of lack of some documents and because of the pressure of time.

The Minutes have now been brought up to date and have been filed in Dean Gilbert's office. I haven't the necessary secretarial help to send each member a copy of the minutes since they are rather voluminous. I believe, however, that each member of the Council should take occasion to check through them for errors and corrections.

  
R. W. Leighton, Secretary.

MEETING OF THE ADVISORY COUNCIL

September 29, 1937.

Present: Gilbert, Rebed, Burrell, Smith, Morse, Hollis.

Absent: None.

On motion duly made, seconded and passed, O. K. Burrell was elected secretary, and was instructed to ask the administration for the necessary clerical assistance.

There was an extended discussion of the matter of committee appointments with particular reference to the Course Committee and the Graduate Council. It was moved, seconded and passed that the chairman of the Sub-Committee on Committees of the Council be instructed to study the matter and report to the Council as soon as possible on the effect of the recent faculty action on committee appointments.

The matter of the Presidency was discussed at considerable length, and the qualifications of several candidates were discussed. It was decided informally to postpone action until a luncheon meeting September 30 on the following two motions:

First, by Morse, as follows: That the secretary be instructed to inform the Chancellor that in the opinion of the Council the President should be selected from those whose past associations with the problems of the University of Oregon lend weight to the belief that they could competently and vigorously advocate the University case.

Second, by Burrell: That the secretary be instructed to advise the Chancellor that in the opinion of the Council the name of Wayne L. Morse should be added to the list of approved candidates for the Presidency of the University of Oregon.

Meeting adjourned.

O. K. Burrell, Secretary.

MEETING OF THE ADVISORY COUNCIL  
September 30, 1937.

Present: Gilbert, Rebec, Burrell, Smith, Morse, Hollis.

Absent: None.

P It was moved by Rebec, seconded by Morse: That the Council include the name of Harold Benjamin on the list of approved candidates for the presidency of the University of Oregon. Mr. Morse stated that he was seconding the motion only in order to get it before the Council for a vote. After considerable discussion, the motion was withdrawn.

There was extended discussion of the pending motion by Morse, (minutes of September 29, 1937), but no action was taken.

P On motion by Hollis, seconded by Rebec, the following motion was unanimously passed: Because of the particular educational system in Oregon we believe that first of all serious effort should be made to select for the Presidency of the University of Oregon one whose familiarity with the problems of higher education in Oregon, and the place which the University should occupy in that system, gives reasonable assurance that the welfare of higher education in Oregon and of the University of Oregon as an institution will be safe in his hands.

The secretary was requested to convey to the Chancellor the request for an early audience for the purpose of discussing the implications of the foregoing motion and its application to the various candidates for the Presidency of the University of Oregon.

Meeting adjourned.

*O. K. Burrell*  
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O. K. Burrell, Secretary.

MEETING OF THE ADVISORY COUNCIL

October 4, 1937.

Present: Gilbert, Rebec, Morse, Burrell, Smith, Hollis.

Absent: None.

P The president presented the matter of the conflicting views between the Head of the German Department and the members of the staff. The matter was discussed at some length but no action was taken.

P The proposed reorganization of the Graduate Council was presented by Dean Rebec. This proposal follows on the next page. It was moved by Hollis, seconded by Morse, and passed that the Council approve the proposed reorganization subject to the following: (Yes: Gilbert, Rebec, Morse, Burrell, Hollis; No: Smith on amendment.)

1. That the School of Business Administration be included as a separate category rather than included with Journalism and Social Science.
2. That a member of the Business Administration School committee be included in the Graduate Council.

*O. K. Burrell*  
 O. K. Burrell, Secretary

PROPOSED REORGANIZATION OF GRADUATE  
 COUNCIL AT UNIVERSITY

The Graduate Administration proposes a combination of the fields of graduate work, with a committee appointed in each field, and each committee having a representative on the Graduate Council.

The Graduate Council committees proposed are as follows:

Arts and Letters: (including Philosophy) Dr. R. P. Bowen, chairman, Dr. E. C. A. Lesch, Dr. F. M. Combellack.

Social Science: (including Business Administration and Journalism) Dr. James H. Gilbert, chairman, Dr. R. C. Clark, Dean Eric W. Allen, Dr. Victor P. Morris, Professor O. K. Burrell.

Education: (Education and Physical Education) Professor F. L. Stetson, chairman, Dr. R. W. Leighton, Miss Florence Alden.

Fine Arts: (Architecture and Allied Arts and Music) Professor Percy P. Adams, chairman, Dr. John J. Landsbury, Professor Eyler Brown.

Medicine: Dr. Olof Larsell, chairman, Dr. G. E. Burget, Dr. F. R. Menne.

The proposed membership of the Graduate Council is as follows:

Graduate Council: Dr. H. R. Taylor, chairman, Dr. R. P. Bowen, Dr. James H. Gilbert, Professor Eric W. Allen, Professor F. L. Stetson, Professor Percy P. Adams, Dr. Olof Larsell, Dr. George Rebec, (ex officio), Mrs. Fitch, secretary.



MEETING OF THE ADVISORY COUNCIL

October 5, 1937

2:00 P.M. - Dean Gilbert's  
Office

Meeting in Dean Gilbert's office with Vice-President Barker for a discussion of the qualifications of the various candidates for the presidency of the University of Oregon.

Present: Gilbert, Rebec, Smith, Hollis, Burrell, Morse (from 3:00 to 4:00), Vice-President Barker.

P. Vice-President Barker presented a report concerning his analysis of various candidates for the Presidency, particularly C. F. Remer, Homer Dodge, and Homer P. Rainey.

P. It was moved by Burrell, seconded by Smith, and passed (Yes: Burrell, Smith, Hollis; No: Rebec, Gilbert; Morse, absent) that we ask the Chancellor to discuss with us the reasons for the elimination of the names of various candidates for the presidency of the University of Oregon who have a local background.

*O. K. Burrell*  
O. K. Burrell, Secretary.

MEETING OF THE ADVISORY COUNCIL

October 5, 1937

4:00 P.M.

Meeting with the Chancellor to discuss the qualifications of various candidates for the presidency.

P. Pursuant to the motion passed at the meeting of September 30, 1937, and also pursuant to the resolution adopted at the earlier meeting October 5, the Council discussed with the Chancellor the qualifications of various candidates for the presidency of the University of Oregon who have a local background of experience. This discussion included particularly the following: Harold Benjamin, Donald M. Erb, David Faville, Judge Brand, Orlando John Hollis.

The Chancellor stated that he was favorable to the inclusion of the name of Donald M. Erb and that he had already set in motion machinery for the collection of evidence concerning the qualifications of Mr. Erb for the position, and that as soon as this material became available he would place it in the hands of the Council.

*O. K. Burrell*  
O. K. Burrell, Secretary.

MINUTES OF THE ADVISORY COUNCIL MEETING

October 7, 1937

Dr. Gilbert's Office, 8:00 P.M.

Present: Gilbert, Rebec, Morse, Burrell, Smith, Hollis.

Absent: None.

Mr. Gilbert reported that the Chancellor would like to have the Council submit to him and to the Board a panel of names of four acceptable candidates for the presidency of the University of Oregon.

There was considerable discussion of the matter, and it was informally agreed that in addition to the submission of such a panel it was the obligation of the Council to express its views concerning any of the candidates who might be under consideration but who might not find inclusion in the Council's panel.

The following resolution was made by Mr. Hollis, seconded by a member of the Council and passed unanimously:

After interviewing Mr. Updegraff and reviewing his credentials we do not believe that Mr. Updegraff measures up in reasonable degree to the qualifications necessary in the presidency of the University of Oregon. We recognize that Mr. Updegraff has had a rich experience in Iowa, particularly in the field of representing the University before the people and in the Legislature. It is our conviction, however, that Mr. Updegraff lacks the necessary grasp of the problems involved in the internal administration of a state university.

It was moved by Mr. Hollis, seconded by a member of the Council and unanimously passed that:

On the basis of material submitted to us, and on the basis of the reports of persons who have interviewed Mr. Homer L. Dodge, we are persuaded that Mr. Dodge does not measure up in reasonable degree to the qualifications required in the presidency of the University of Oregon. Although Mr. Dodge has apparently made an excellent record as an administrator of the Graduate School of the University of Oklahoma, he has no particular distinction in his own field of scholarly endeavor. In addition, it appears to us that Mr. Dodge would be inadequate so far as representing the University before the public is concerned.

It was moved by Mr. Hollis, seconded by a member of the Council, that the following four names be submitted to the Chancellor and to the Board as being men who possess to a marked degree the qualifications heretofore prescribed as essential and desirable in the presidency of the University of Oregon. The names listed below are arranged in alphabetical order. The vote on these names was unanimous with the exception that Mr. Morse was asked to leave the room during the consideration of his name:

Donald M. Erb, Professor of Economics, Stanford University, and former member of the University of Oregon faculty.

David E. Faville, Professor of Marketing, Stanford University, and former member of the University of Oregon faculty.

Wayne L. Morse, Dean of the University of Oregon Law School.

Charles F. Remer, Head of the Department of Economics, University of Michigan.

It was moved by Mr. Hollis, seconded by a member of the Council, and unanimously passed that

In the communication to the Chancellor and to the Board we again suggest the very great importance of familiarity with the problems of higher education in Oregon as evidenced by present or past association.

It was moved by Mr. Hollis and seconded by a member of the Council that

In the communication to the Chancellor and to the Board we suggest that before final appointment is made the Council urges the very great importance of a personal interview with the candidate by the Council, and that we would appreciate an opportunity after such interview or interviews to report our final recommendations to the Chancellor and to the Board.

Dear G Mr. Morse advised the Council that at the next meeting he intended to present the matter of the conflict of views in the German Department as he had been requested to do by Dr. Schmidt.

O. K. Burrell  
O. K. Burrell, Secretary.

October 8, 1937.

Dr. Frederick M. Hunter, Chancellor  
Oregon System of Higher Education  
University of Oregon  
Eugene, Oregon

Dear Dr. Hunter: Pursuant to your request of yesterday the Advisory Council met in my office last night and undertook the consideration of the several candidates now before the attention of the Council and the Chancellor as possibilities for the presidency of the University of Oregon. The Council decided that it was desirable in addition to submitting a list of four acceptable names, to express their opinion with regard to two of the candidates who have been under consideration, and who may be brought to the attention of the Board:

Dr. Clarence M. Updegraff, Professor of Law, Iowa State University. The Council believes that the name of Dr. Updegraff does not deserve serious consideration.

The Council grants him a certain degree of expertness in the handling of public relations and legal situations in which the University of Iowa has been involved. These functions are adequately provided for in Oregon through the position of the Chancellor and through Vice-President Burt Brown Barker in charge of public and legal relations. The University under the unified system needs above all else dynamic intellectual leadership within the field appropriate to the institution. The Council doubts the ability of Dr. Updegraff to supply this type of leadership.

Dr. Homer L. Dodge, Professor of Physics and Dean of the Graduate School, University of Oklahoma. For different reasons the Council questions the fitness of Dr. Homer L. Dodge for the Oregon situation. His administrative ability in building the Graduate School at Oklahoma is indeed impressive. As a scholar, however, his standing falls short of expectations, considering his age and opportunity for achievement. Dr. Dodge's ability in public address leaves much to be desired, and the University needs an able spokesman for its interests before alumni, students and friends throughout the State. In the opinion of the Council Dr. Dodge falls short of this essential requirement.

After full consideration the Council unanimously recommends for further consideration by the Chancellor and the Board of Higher Education the following named persons. The names are listed alphabetically with no indicated order of preference. Dean Morse's approval applies only to Erb, Faville, and Remer. He was not present when his own name was considered and when the vote on his qualifications was taken:

Donald M. Erb, Professor of Economics at Stanford University, and acting head during the year 1936-37, and Professor of Economics at the University of Oregon, 1927-1933.

David E. Faville, Professor of Marketing, School of Business Administration, Stanford University. Dean of the School of Business Administration at Oregon 1928-1932.

Wayne L. Morse, Dean of University of Oregon Law School since 1932.

Charles Francis Remer, Professor of Economics, University of Michigan and acting head of the department.

In selecting a president the Council believes that due weight should be given to familiarity with the Oregon situation and the distinctive problems of the institution. Some of the educators recommended above are known to us, but even if the choice should incline to one of these the Council would appreciate an opportunity for a personal conference with the candidate before final decision is made. His reactions toward specific problems and situations at the University are a matter of importance to our faculty. In case the choice should incline to one

not previously identified with our faculty the desirability of a personal conference is all the more manifest. The cooperation of the Council with the Chancellor and the Board in making the final decision might be advantageous both to our faculty and to the administration of higher education in Oregon.

Respectfully submitted,

(Signed) James H. Gilbert  
Orlando John Hollis  
O. K. Burrell  
S. Stephenson Smith  
George Rebec  
Wayne L. Morse

**MINUTES OF THE ADVISORY COUNCIL MEETING**  
October 8, 1937  
College Side Inn

Present: All members of the Council.

The meeting was called for the purpose of passing upon the form and content of the communication to the Chancellor, mentioned in the minutes of October 7.

It was moved by Mr. Hollis, seconded by a member of the Council, and unanimously passed: That the communication as presented by the vice-chairman be approved; that it be transmitted to the Chancellor with the request that he communicate it to the Board; that this communication be signed by all members of the Council, and that a copy signed by each member of the Council be included in the minutes. (See foregoing communication)

It was moved by Mr. Burrell, seconded by a member of the Council, and unanimously passed: That a copy of the minutes of the Advisory Council be regularly sent to the Chancellor.

  
O. K. Burrell, Secretary.