

MEETING OF THE BOARD OF TRUSTEES
OF THE
UNIVERSITY OF ILLINOIS

December 15, 1942



The December meeting of the Board of Trustees of the University of Illinois was held at the Chicago Illini Union Building, 715 South Wood Street, Chicago, at 11 o'clock a.m. on Tuesday, December 15, 1942.

The following members were present: President Meyer, Mr. Cleary, Mr. Fornof, Mr. Jensen, Mr. Karraker, Mr. Livingston, Mr. Wieland. Mr. Davis took his place with the Board at 12:30 p.m.

Mr. F. H. McKelvey, member-elect, was present by invitation of the Board.

Mr. Benjamin F. Affleck, Major Lenox R. Lohr, and Mrs. Glenn E. Plumb, members of the General Advisory Committee, were present.

President Willard was present; also Mr. A. J. Janata, Assistant to the President, Mr. H. E. Cunningham, Secretary, Mr. Lloyd Morey, Comptroller, Judge Sveinbjorn Johnson, Counsel, and Mr. E. L. Stouffer, Architect.

MATTERS PRESENTED BY PRESIDENT WILLARD

The Board considered the following matters presented by the President of the University.

**DEGREE OF MASTER OF SCIENCE CONFERRED IN DECEMBER
IN CHICAGO DEPARTMENTS**

(1) The University Senate recommends award of the degree of Master of Science to the following graduate students in the Chicago Departments as of December 19, 1942:

In Bacteriology

HELEN MILLER KETCHUM, A.B., University of Michigan, 1921

In Juvenile Behavior

GEORGE KRIEGMAN, A.B., 1939

In Medicine

GEORGE VELMER BYFIELD, B.S., M.D., Indiana University, 1936, 1938

In Surgery

GEORGE DANIEL KAISER, B.S., B.M., M.D., University of Minnesota, 1936, 1936, 1937

On motion of Mr. Jensen, these degrees were awarded as recommended.

**DEGREES OF MASTER OF SCIENCE AND DOCTOR OF PHILOSOPHY
IN PLANT PATHOLOGY**

(2) The University Senate recommends authorization for offering the degrees of Master of Science and Doctor of Philosophy in Plant Pathology, for programs of graduate work to be administered by a committee appointed by the Dean of the Graduate School. This committee will function very much as a department functions in the administration of the program of a student taking his major work in that department.

The proposed programs would involve no increased expense and can be launched by means of courses which are already in existence. There are certain other courses described as desirable which the persons concerned may wish to propose later for approval, but it is understood that these new courses would be in the status of any other new work which is proposed. In any event, there is no expectation that any such new courses would be proposed while the war is still in progress.

The essential purpose of the recommendation is to make it possible for students whose major interest is in plant pathology to work out adequate programs which would utilize the resources of several divisions of the University and which would result in the conferring of a degree with such title as would indicate the students' major interest and principal training.

I recommend approval.

On motion of Mr. Livingston, these degrees were established as recommended.

DEGREE OF MASTER OF SCIENCE IN PHYSICAL EDUCATION

(3) The University Senate recommends authorization for offering the degree of Master of Science in Physical Education to be awarded under the following conditions:

Students admitted to graduate work in the field of physical education must have secured a minimum of twenty-four hours of approved undergraduate credit in this field. (Students who present evidence of satisfactory teaching experience may have this requirement reduced by a maximum of six hours.)

Candidates for the master's degree in physical education must secure a minimum of four units of satisfactory credit in the field of physical education. As a general practice, students will be required to present a thesis (2 units) as part of the requirement. Students may, however, petition for an exemption

from the thesis requirement. (It is anticipated that exemptions will be granted principally to students taking their work in the summer session only.) In general, students will be required to secure a minor (minimum of 2 units credit) in some other field of study.

It is proposed to make all courses elective. The advisors, however, will formulate programs prescribing courses for individual students in terms of needs and interests.

Students who complete the work satisfactorily will be granted the degree of Master of Science in Physical Education.

It is proposed also that, as in the past, students be permitted to take a minor in the field of physical education. The proposed regulations covering a minor are as follows: Students requesting permission to take a minor in physical education are required to present a minimum of sixteen hours of satisfactory undergraduate credit in physical education. (Students who present evidence of satisfactory teaching experience may have this requirement reduced by a maximum of four hours.) Candidates for a minor in physical education must secure a minimum of two units of satisfactory credit in the field of physical education.

It is understood that existing Graduate School regulations regarding admission, participation, and graduation will apply to all matters not specifically mentioned above.

The purpose of this program is to offer students specializing in physical education the opportunity of securing a master's degree with a major in that field. At the present time many students in physical education are compelled to major in some other field in order to secure advanced training. This program can be inaugurated without additional expense. After the war there will doubtless be a larger registration which may necessitate the addition of a full-time instructor to the staff.

I recommend approval.

On motion of Mr. Jensen, this degree was established as recommended.

DEGREE OF MASTER OF SCIENCE IN PHYSICAL SCIENCES

(4) The University Senate recommends authorization for establishing a program of graduate work leading to the degree of Master of Science in the Physical Sciences to be awarded under the following provisions:

There shall be a committee, appointed by the Dean of the Graduate School, to administer the program, and to confer with each student on his course of study. This committee should have power, not only to advise the student, but to require him to take certain courses. This is suggested because the committee in charge of the analogous program in the social sciences has found that the students are prone to specialize in one field, rather than to seek a broad training. In setting up this program in the physical sciences, we hope to turn out students who have approximately equal training in both physics and chemistry. If a student in his undergraduate days specialized in chemistry, for example, his graduate work should be weighted in favor of physics.

In general, the thesis requirement will be waived.

Every student working toward a master's degree in the physical sciences will be required to have one course in mathematics beyond integral calculus, and for which calculus is a prerequisite. In general, the high school teachers who enter our Graduate School have insufficient mathematical training for graduate work in physics. It is hoped that the mathematics requirement mentioned above will relieve this situation.

The purpose of this program is to provide a fifth year of work in advanced undergraduate and graduate courses in mathematics, physics, and chemistry, for students who wish to secure advanced training in preparation for teaching those sciences. The curriculum would include existing courses and would not involve any additional expense.

I recommend approval.

On motion of Mr. Livingston, this degree was established as recommended.

REQUIREMENTS FOR PROFESSIONAL DEGREES IN ENGINEERING

(5) The University Senate recommends the following changes in the requirements for professional degrees in Engineering:

(a) The addition of the degree of Metallurgical Engineer to the list of professional degrees.

(b) Candidates who have received an academic degree in architecture from the University of Illinois will be eligible for professional degrees.

(c) A requirement of eight years instead of four of acceptable engineering experience after receiving the bachelor's degree, and five years instead of three of experience in responsible charge of engineering work.

(d) Changing the thesis requirement to accept technical reports in lieu of a thesis or plans and specifications for engineering projects conceived and designed or directed by the candidate.

The purpose of these changes is to insure a stronger experience record and at the same time to make it possible for busy men to submit samples of their work instead of requiring them to write a thesis. There have been cases in which candidates have made application for degrees and have paid the fees, but have been unable to find the time to complete the thesis requirement. Very often these are the men to whom we should particularly like to give degrees.

On motion of Mr. Fornof, these requirements were adopted as recommended.

LEAVES OF ABSENCE

(6) The following four requests for leaves of absence are presented to the Board of Trustees for final approval in view of the nature of the war service to be rendered. While they are not requests for leaves for service in the armed forces, the work in each case will be so closely related to the war effort that in my judgment they should be granted. The departments concerned can release these men because of decreasing enrollments.

FRANCIS PARKER SHEPARD, Professor of Geology, leave without pay, from February 1 through August 31, 1943, for services at the University of California, Division of National Defense Research in the United States Navy Radio and Sound Laboratory, San Diego, California. He will be engaged in research work of a confidential character.

ROBERT PHILLIP SHARP, Assistant Professor of Geology, leave without pay, from March 1 through August 31, 1943, either for service in the Special Forces Section of the War Department on equipment for arctic, desert, and tropical military operations, or for service in the Information Center in the arctic section of the Army Air Force. His services are desired because of his geographical and geological background and field experience and participation in Alaskan exploration.

HARRY JAMES FULLER, Associate Professor of Botany, leave without pay, beginning March 1, 1943, and continuing indefinitely, for research work on rubber and supervising work on rubber plantations in Venezuela. This work will be under the auspices of the United States Department of Agriculture for the Rubber Reserve Company, a Federal agency, and is a vital part of the war emergency program.

ALFRED DWIGHT HUSTON, Assistant Professor of Speech, Assistant to Director of University Extension, and Supervisor of Speech Aids Service, leave without pay, from December 15, 1942, through August 31, 1943, for service in the Office of Price Administration.

Leaves of Absence for War Service

(The leave in each case is without pay)

RANDOLPH F. OLMSTED, Assistant Professor of Surgery (Rush), for one year from September 1, 1942.

JOHN OLWIN, Associate in Surgery (Rush), for one year from September 1, 1942.

JOHN K. SOKOL, Assistant in Surgery, for one year from September 1, 1942.

WAYNE HARDIN, Laborer at Dixon Springs Experiment Station (Department of Animal Husbandry), from November 1, 1942, through August 31, 1943.

MARVIN SUKOV, Associate in Criminology, from November 1, 1942, through August 31, 1943.

GUSTAV F. WEINFELD, Associate in Criminology, from November 1, 1942, through August 31, 1943.

ROY H. ALLAN, Advanced Registry Supervisor (Dairy Husbandry), from November 4, 1942, through August 31, 1943.

SOL M. ABELSON, Instructor in Pediatrics, from November 10, 1942, through August 31, 1943.

CARL F. PALUMBO, Instructor in Medicine, from November 15, 1942, through August 31, 1943.

JULIUS A. GURVEY, Instructor in Medicine, from November 15, 1942, through August 31, 1943.

MILDRED FISHER, Director of the Chicago Illini Center, from November 15, 1942, through August 31, 1943.

CECIL DAVID BROWN, Instructor in Surgery, from November 26, 1942, through August 31, 1943.

ARTHUR ELMER WHITENACK, Junior Library Assistant, from December 1, 1942, through August 31, 1943.

EDWARD ERNEST VICHER, Instructor in Bacteriology and Public Health, from December 1, 1942, through August 31, 1943.

FRANK C. HOFRICHTER, Assistant in Surgery, from December 1, 1942, through August 31, 1943.

ALCIDE L. ROSI, Associate in Surgery (Rush), from December 1, 1942, through August 31, 1943.

G. ERNST GIESECKE, Associate in German, from December 7, 1942, through August 31, 1943.

LEONARD HAMMEL, Janitor in Physical Plant Department, from December 8, 1942, through August 31, 1943.

JOHN E. SWEET, Assistant Professor of Architecture, from December 9, 1942, through August 31, 1943.

FRANCES PATTON, Assistant in Speech (English), from February 1 through August 31, 1943.

On motion of Mr. Jensen, these leaves were granted as recommended.

DISABILITY CLAIM OF RAY GODDARD

(7) Ray Goddard was employed as an automobile mechanic in the Physical Plant Department beginning June 12, 1929. In November, 1936, he suffered a fall and in December, 1936, a sprain in his back. While he seemed to recover and was able to return to his work, the medical record indicated possibilities of some further difficulty. In April, 1940, he suffered a fall resulting in a slight injury of the chest. In June, 1940, he again suffered a fall. Late in September, 1940, he became ill and was confined for several weeks. The exact cause and extent of his condition not being entirely clear, the University Committee on Accident Compensation for Employees assisted in securing diagnoses by members of the University medical staff in Chicago and certain treatments in McKinley Hospital. He was given leave on full pay from October 4 to December 31, 1940.

Mr. Goddard has never recovered to the extent that the Department was willing to permit him to assume his former employment. Recent independent medical examination indicated a considerable permanent disability.

On October 9, 1941, Mr. Goddard filed a claim in the State Court of Claims for \$4,700 as compensation for injuries incurred by him while employed by the University. The Committee on Accident Compensation for Employees has considered this claim at length. Although some question remains in the minds of the members of the Committee as to whether or not Mr. Goddard's disability is entirely the result of injuries received "in the course of and arising out of" his employment by the University, the Committee nevertheless believes it would be very difficult if not impossible to sustain that position if the case goes to trial. It is therefore the unanimous opinion of the Committee that the interests of the University would be best served by the payment of \$1,500 in full settlement of the University's responsibility. Such an offer has been tendered to Mr. Goddard

through his attorney, and they have indicated that the offer, if approved by the Board of Trustees, will be accepted as full and complete settlement of his claim and that the suit now pending in the Court of Claims will be dismissed and necessary releases executed. The Committee recommends approval of this award.

I concur in this recommendation and request a special appropriation of \$1,500 for the purpose.

On motion of Mr. Fornof, this settlement was approved on the terms recommended; the appropriation was made by the following vote: Aye, Mr. Cleary, Mr. Fornof, Mr. Jensen, Mr. Karraker, Mr. Livingston, Dr. Meyer, Mr. Wieland; no, none; absent, Mr. Adams, Mr. Davis, Mr. Green, Mrs. Grigsby.

APPROPRIATION FOR GRADUATE SCHOLARSHIPS AND FELLOWSHIPS

(8) The Dean of the Graduate School requests an appropriation of \$40,000 from funds of 1943-1944 for graduate scholarships and fellowships for that year. It has been customary in past years to make provision for this item in advance of the approval of the internal budget for the year to which it relates. Appointments to graduate scholarships and fellowships in colleges and universities of the United States are made in the late winter and early spring, and it is necessary for the Graduate School to know what funds can be expended so as to make selections and appointments of suitable candidates.

The proposed amount of \$40,000 represents a reduction of \$7,500 from the appropriation for the current year and is the amount that has been included in the tentative budget filed with the Department of Finance.

It is also recommended that for the coming year the stipends for scholarships and fellowships be increased in accordance with the following scale:

| | <i>Present Stipend</i> | <i>Proposed Stipend</i> |
|--------------------------|----------------------------|-----------------------------|
| Scholarships..... | \$300 | \$350 |
| Fellowships: | | |
| First appointments..... | 500 | 575 |
| Second appointments..... | 600 | 700 |

These increases are recommended because of increased cost of living and the difficulty of attracting the best talent in competition with higher offers in other institutions.

I concur in these recommendations and request an appropriation of \$40,000 from funds of 1943-1944, provided that if the prospective graduate enrollment and the number of applications for scholarships and fellowships do not warrant this amount the appropriation will be reduced and the unused balance will lapse into the General Reserve.

On motion of Mr. Livingston, this appropriation was made as recommended, by the following vote: Aye, Mr. Cleary, Mr. Fornof, Mr. Jensen, Mr. Karraker, Mr. Livingston, Dr. Meyer, Mr. Wieland; no, none; absent, Mr. Adams, Mr. Davis, Mr. Green, Mrs. Grigsby.

ASSIGNMENT OF FUNDS FOR CHEMISTRY LOAD CENTER

(9) I recommend that an assignment of \$22,100 from the State appropriation for rewiring old buildings be made for the construction of a load center at the Noyes Laboratory of Chemistry. This installation has been completed and was originally charged against a special appropriation made by the Board on August 5, 1941, from the non-recurring allotment of funds for the current biennium. However, it is a proper charge against the State capital appropriation for remodeling old buildings, and I therefore recommend this transfer of the charge.

On motion of Mr. Jensen, this transfer of funds was made as recommended.

REASSIGNMENT OF FUNDS FOR REMODELING AND EQUIPMENT OF RESEARCH AND EDUCATIONAL HOSPITALS

(10) On July 25, 1942 (Minutes, page 19), the Board of Trustees approved a revised allocation of the State appropriation of \$254,000 for remodeling and equipment of the Research and Educational Hospitals. It has not been found possible to carry out even this revised program, due to the difficulties of securing materials. For that reason the following revised budget is submitted by the Physical Plant Department. It has been reviewed and is recommended by the Executive Dean and the Comptroller.

The new budget is set up under ten general headings instead of the more detailed basis of the previous budget. Each item is based on a detailed schedule, but it is suggested that the allocation be made under the ten general divisions in order to permit more flexibility in operation.

I recommend approval of this reallocation of funds and further recommend that the Comptroller be authorized to approve minor changes and adjustments within these various items and allocations of the contingency item within the grand total appropriation, on the recommendation of the Director of the Physical Plant and the Executive Dean of the Chicago Colleges.

| | |
|--|-----------|
| <i>Alterations</i> —For Health Service; humidification; Dark Rooms; Child Research Clinic; Hospital Lobby; Medical Dispensary; stair tower doors; Dietitian's Office; to provide areas for basement windows, half doors to patients' rooms; remodeling in Operating Room No. 3; other incidental and general remodeling; and moving..... | \$ 76 100 |
| <i>Acoustical Work</i> —On ceilings for corridors generally throughout hospital and for many wards, offices, operating suites, and laboratories | 23 000 |
| <i>Lighting Improvements</i> —Reconstruction of Lobby lights; replacing obsolete glassware with new; and the provision of a few new fixtures..... | 1 350 |
| <i>General Improvements</i> —Reconstruction of elevators; modernization of painting on fourth, fifth, and sixth floors; hardware for new and old doors, and improving of doors; new terra cotta wainscots; replacement of some tile floors with terrazzo; and installation of some obscure glass..... | 25 150 |
| <i>Equipment Modernization and Improvements</i> —Relocation of laundry equipment; provision of Booster Heater and Dental Unit in Orthopedic Building; X-ray connections in fourth floor; refrigeration improvements; refinishing elevator interiors; new furnishings for south wing; and bumper protection on beds..... | 20 900 |
| <i>Atmospheric Research</i> —Cold Laboratory and Atmospheric Research Laboratories | 17 250 |
| <i>Furniture, Equipment, and Furnishings</i> —Narcotic lock boxes; emergency casualty service; new equipment in general lounges on fourth and sixth floors; draperies for a few windows; division screens for some wards; and furnishings for the Nurses' Home... | 52 100 |
| <i>Grounds Improvements</i> —Landscaping, and building signs..... | 2 700 |
| <i>Architectural and Engineering Expenses</i> —Including architectural expense on remodeling and engineering expense on air-conditioning.. | 25 000 |
| <i>Contingency</i> —For further unforeseen expenses..... | 10 500 |
| <i>Total</i> | \$254 000 |

On motion of Mr. Livingston, this revised allocation of funds was approved as recommended.

INVESTIGATION OF FAILURES IN RAILROAD RAILS

(11) Since January 1, 1931, the Engineering Experiment Station has been engaged in an investigation of the causes of failures of railroad rails under an agreement with the Technical Committee on Rails of the American Iron and Steel Institute and the Rails Investigation Committee of the Association of American Railroads. These two agencies have financed this investigation and

have contributed approximately \$426,200 since the arrangement has been in effect. The original contract was written on the basis of the then policy of the University and did not include any provision relating to patentable discoveries. The two agencies wish to extend the present contract for one year from January 1, 1943, and they propose to contribute \$12,000 for the continuance of this research program (which apparently will come to a close by the end of 1943). It is the opinion of the Director of the Engineering Experiment Station that any attempt to revise the contract to meet the latest requirements of the Board of Trustees would result in complications and possible disapproval by the various legal departments of the railroads concerned, largely as a matter of policy and without specific inquiry into the merits of the situation. He also points out that the contract has been in force for almost twelve years and no patentable discoveries have resulted, none are likely to result, and the equipment purchased is of such nature as to be of no value to the University. In other words, the two new provisions in the policy of the Board of Trustees governing such investigations are really inapplicable in this case and would protect no particular public interest if inserted in the contract. Under the circumstances, he recommends, and I concur, that the Board authorize an extension of the contract under the original conditions.

On motion of Mr. Livingston, the extension of this contract was authorized as recommended.

ADDITION TO DAIRY STORAGE BARN

(12) The following bids were received for the construction of an addition to the Dairy Storage Barn:

| <i>Bidder</i> | <i>Base Bid</i> | <i>Alternate</i> |
|------------------------|-----------------|------------------|
| Thomas J. Corkery..... | \$7 342 | \$35 |
| E. N. DeAtley..... | 8 900 | 33 |
| King & Petry..... | 8 195 | 45 |

The alternate amounts would be deducted for omission of sheet metal gutter and downspouts.

I have authorized the award of the contract to Thomas J. Corkery, the lowest bidder, at his base bid of \$7,342. Funds for this construction work are available in the State appropriation for building remodeling. This construction is subject to the approval of the War Production Board, for which application has been made. Pending action on this, no contract will be executed; and if the application is not approved, all bids will be rejected.

I request confirmation of my action.

On motion of Mr. Jensen, the action of the President in authorizing the execution of this contract was approved and confirmed.

PURCHASE OF FURNITURE FOR NURSES' HOME

(13) A recommendation that the following furniture for the Nurses' Home (Research and Educational Hospitals) be purchased from the Interior Contract Furnishers, Chicago, the lowest bidder, at a total net price of \$5,194.42 delivered:

- 77 Book Cases, open, Simmons No. 2382
- 77 Lounge Chairs, Simmons No. 16602
- 77 Tables, Simmons No. 215

On motion of Mr. Cleary, this purchase was authorized as recommended.

PLAQUE FOR EDITORS HALL OF FAME IN GREGORY HALL

(14) In 1937 the University of Illinois accepted the custodianship of an "Editors Hall of Fame" from the Illinois Press Association. This consists of a collection of nine bronze busts of distinguished newspaper editors and publishers in the history of journalism in Illinois. The busts were originally in the lobby of the University Auditorium but have been moved to permanent quarters in Gregory Hall.

The Director of the School of Journalism recommends the placing of a plaque explaining the "Editors Hall of Fame" in the lobby of the main corridor of Gregory Hall. It is recommended that a metal electrical outlet box, now in a conspicuous place in the lobby, be used as a basis for the plaque; the metal door would be framed in wood matching the woodwork in the lobby and covered with gold leaf and lettered. The cost of this plaque will be very small and will be shared by the School of Journalism and the Illinois Press Association, so that no special appropriation is required. The Director of the Physical Plant Department concurs in this recommendation.

Since approval by the Board of Trustees is required for placing plaques in buildings, I am presenting this proposal to the Board with my recommendation.

On motion of Mr. Fornof, this recommendation was adopted.

**GENERAL LABORATORY, LIBRARY, AND SUPPLY FEE
FOR STUDENTS IN URBANA DEPARTMENTS
(AND TUITION IN COLLEGE OF LAW)**

(15) For the past two years the Faculty Committee on Fees and Scholarships has been considering the substitution of a general laboratory fee, to be paid by all students in the Urbana departments, for the present schedules of laboratory and locker fees, varying from 50¢ to \$18.

The Committee now submits the following recommendations: (a) That the present system of laboratory and locker fees on the Urbana campus be abandoned. (b) That all students in residence at Urbana be assessed a uniform laboratory, library, and supply fee of \$5 a semester, effective June, 1943; *except* that students taking eight hours of instruction or less, graduate students taking two units or less, and students enrolled in the eight-week summer session be assessed \$2.50.

In this connection, the Committee also gave consideration to the tuition fee in the College of Law, which now stands at \$55 a semester for students who are residents of Illinois, and \$110 a semester for students who are not residents of Illinois. This is the highest tuition fee in the Colleges and Schools at Urbana, although the cost of instruction per student in the College of Law is lower than in a number of other departments. Notwithstanding this, if the above action bearing on a uniform laboratory fee is taken, all students will be required to pay the additional \$5. Therefore, the Committee recommends that the tuition fee in the College of Law be changed from \$55 to \$50 a semester for students who are residents of Illinois, and from \$110 to \$100 a semester for students who are not residents of Illinois.

These changes will make very little difference in the total amount of fee income. The laboratory fees collected during the past several years were approximately the same as would have been realized during the same years by a \$5 fee such as is recommended by the Committee. However, the change will simplify the administration of fee collections as it will eliminate the many schedules of laboratory fees which must now be assessed in the various laboratory courses.

I recommend approval of these changes in fees.

On motion of Mr. Livingston, these changes were approved as recommended.

RELEASE OF PATENT TO N. D. COGGESHALL

(16) The Faculty Committee on Patents submits the following report and recommendation:

Dr. N. D. Coggeshall in the Department of Physics has developed a method of analyzing samples of metal for carbon content by bombardment of the samples by suitable particles or radiation, to make a nuclear transformation with the carbon in the metal and either observe radiation or nuclear particles emitted during the bombardment, or observe the radioactivity of product nuclei by obtaining a decay curve; and from this, by analysis, to deduce the amount of carbon in the sample.

Dr. Coggeshall states that he made this discovery on his own time and not while engaged in the performance of his duties as an employee of the Univer-

sity. He presented the matter to the Physics Department, with the result that Dr. P. G. Kruger, under date of December 1, 1942, in a letter to Dean M. L. Enger, recommended that the discovery be regarded as the property of Dr. Coggeshall because made on his own time; in this recommendation Dean Enger concurs under date of December 2, 1942.

The Committee recommends that this discovery be regarded as Dr. Coggeshall's property and that it be released to him for patent.

I concur.

On motion of Mr. Karraker, this recommendation was adopted.

SALE OF TYPEWRITERS TO FEDERAL GOVERNMENT

(17) Not long ago the War Production Board requested the University to make a survey of its typewriters for the purpose of releasing for the use of the Army and Navy as many machines as can be spared from those made after January 1, 1935. The Federal Government proposed to pay for these typewriters at prices based on trade-in allowances established by the manufacturers under date of February 1, 1941.

The Business Office has made a complete survey of typewriter equipment in all departments. In the Urbana departments a total of 643 typewriters are owned, of which 539 were made since 1935. Out of 88 departments holding these typewriters, 42 have indicated that they can release 90 machines out of the 539 suitable for government use. In the Chicago departments a total of 134 typewriters are owned, of which 108 are of recent make. These are held by 49 departments, of which 14 have indicated that they can release 15 machines. Thus, out of a grand total of 647 machines of recent make owned by the University in Urbana and Chicago, it is found that 105 machines can be released.

I request authority to sell these machines to the Federal Government in accordance with the proposal made by the War Production Board. The funds received will be held in reserve to the credit of departments releasing machines, to apply to the cost of replacement of this equipment whenever this can be done. The value of the 90 machines to be released by Urbana departments would be \$2,644, and the value of the 15 machines to be released by Chicago departments would be \$499.50, making a total value of \$3,143.50 for 105 typewriters to be released by the University.

On request of President Willard, Mr. Morey presented this item.

On motion of Mr. Cleary, this sale was authorized under the conditions as stated.

APPOINTMENTS TO UNIVERSITY CIVIL SERVICE COMMITTEE

(18) The Board of Trustees on July 25, 1942 (Minutes, pages 32-35), approved the reorganization of the University Civil Service Committee to provide for employee representation, and authorized the establishment of Employee Councils. Under this plan the University Civil Service Committee shall consist of seven members to be appointed by the Board of Trustees: four members to be nominated by the President of the University from the academic and administrative staff (no two of whom shall be from the same college or administrative office), and three members to be nominated by the employee councils (no two of whom shall be from the same employee group). The term of membership on the Committee shall be one year. The Board of Trustees shall designate the Chairman of the Committee and shall designate the University Civil Service appointing Officer, or one of his representatives, as Executive Secretary without vote.

The Employee Councils have been organized and have selected their representatives on the University Civil Service Committee, so that it is now possible to submit the following nominations:

Nominations by the President of the University:

W. C. ROBB, Assistant Professor of Economics and Assistant Dean of the College of Commerce.

H. W. BAILEY, Director of the Personnel Bureau and Associate Professor of Mathematics.

R. N. SULLIVAN, Assistant Professor of Law.

H. P. RUSK, Dean of the College of Agriculture, Director of the Agricultural Experiment Station and Extension Service, and Professor of Cattle Husbandry.

Nominations by the Urbana Employee Council:

G. J. OEHMKE, Senior Laboratory Mechanic in the Department of Mechanical Engineering.

H. E. DODDS, Electrician in the Physical Plant Department.

Nomination by the Chicago Employee Council:

W. R. WILLIAMS, Storekeeper in the Chicago Business Office.

The Board has already designated Mr. Lloyd Morey, Comptroller, as the Appointing Officer, who will also serve as Executive Secretary.

On motion of Mr. Livingston, this committee was appointed as recommended.

On motion of Mr. Cleary, Professor R. N. Sullivan was appointed chairman of this committee.

PHYSICAL EDUCATION PROGRAM IN THE CHICAGO COLLEGES

(19) The Executive Dean of the Chicago Colleges and the Director of the School of Physical Education recommend a wartime program of physical education for the Chicago Colleges designed to provide three hours of physical fitness training weekly for 400 to 450 students. The physical training facilities will not accommodate more than this number. It is proposed to start the program in January at the beginning of the second quarter of the current academic year.

The proposal is therefore urgent but has been received too late for appropriate study of the questions of educational policy, budget, and other considerations involved, prior to this Board meeting. It appears that this program will involve an appropriation of \$6,085 for the balance of the current year (January 1 to June 30, 1943), of which \$2,885 is largely a nonrecurring item.

In view of the time factor, I recommend that the Board authorize setting up this program, subject to final approval by the President of the University after all considerations have been reviewed, and that an appropriation of \$6,085 be made from the General Reserve Fund for this purpose.

On motion of Mr. Cleary, this program was authorized as recommended; the appropriation was made by the following vote: Aye, Mr. Cleary, Mr. Fornof, Mr. Jensen, Mr. Karraker, Mr. Livingston, Dr. Meyer, Mr. Wieland; no, none; absent, Mr. Adams, Mr. Davis, Mr. Green, Mrs. Grigsby.

LEAVES OF ABSENCE

(20) A recommendation that the following leaves of absence be granted members of the staff for the reasons and periods and under the conditions indicated in each case:

FREDERIC E. LEE, Professor of Economics, sick leave from November 1, 1942, through January 31, 1943, on part pay. (He will be paid his full salary less the payments to a substitute who is carrying on his work.)

O. R. OVERMAN, Professor of Dairy Chemistry, sick leave for six months from August 1, 1942, with full pay.

D. J. DAVIS, Dean of the College of Medicine, leave with full pay, from February 1 to April 1, 1943. (Dean Davis has requested that he be permitted to retire from active service on February 1, 1943, because of the health of Mrs. Davis which requires her to spend at least a part of the winter in a warm climate. Dean Allen recommends, as an alternative arrangement, that Dean Davis be given leave during February and March, and toward the end of this period it can be determined when his retirement should become effective.)

On motion of Mr. Fornof, these leaves were granted as recommended.

PURCHASE OF PAPER TOWELS

(21) A recommendation from the Purchasing Agent that he be authorized to purchase 450 cases of 11" x 13" Fort Howard Bleached Paper Towels from the Decatur Paper House, at a total cost of \$1,620 f.o.b. Urbana.

On motion of Mr. Livingston, the purchase of bleached towels was not approved; the purchase of unbleached towels from the lowest bidder was authorized if needed.

**CONTRACTS EXECUTED BY THE COMPTROLLER
NOVEMBER 18 TO DECEMBER 10, 1942**

(22) A report of contracts executed by the Comptroller under general regulations of the Board of Trustees:

| <i>With Whom</i> | <i>Purpose</i> | <i>Amount to be received by University</i> | <i>Date</i> |
|-------------------------------------|--|--|---------------|
| Illinois Farm Supply Company | Research agreement concerning swine production | \$1,500 | Nov. 30, 1942 |
| Graham, Anderson, Probst, and White | Lease of equipment for construction of special mechanics school at Chanute Field | \$1 a day until returned | June 26, 1942 |

On request of President Willard, Mr. Morey presented this item. The report was received for record.

At this point, Mr. Davis took his place with the Board.

**IMPROVEMENTS IN EDUCATIONAL ORGANIZATION
AND OPERATING PROCEDURES**

(23) The Board of Trustees on November 27, 1942 (Minutes, pages 178-187), approved the recommendations of the President of the University for specific actions to be taken on the recommendations in the Report of Booz, Fry, Allen, and Hamilton of their Survey of the University. The President was also directed (page 187) "to continue and to intensify, with the aid of other administrative officers and the Bureau of Institutional Research, studies of administrative organization, and report on them from time to time to the Board as he may consider appropriate, looking toward an early realization of the avowed purpose of the Report, viz., the highest possible degree of efficiency in University administration which is compatible with the main functions of the University."

Following is a report of progress on the actions taken in carrying out the directions of the Board, the changes authorized becoming effective December 1, 1942:

1. The Deans of the Colleges and Directors of the Schools have been supplied with copies of the "Survey of Business Administration and Organization—University of Illinois" by Booz, Fry, Allen, and Hamilton, combined with the "Review and Analysis of this Survey together with Recommendations by the President of the University," with instructions to study these documents and to give consideration to any and all recommendations for improvements affecting their respective divisions. In addition to these general instructions, attention was called specifically to certain items affecting particular divisions and functions; for example, the divisional organization of the College of Liberal Arts and Sciences and the appointment of a Vice Director of Extension in the College of Agriculture.

2. The University Senate (the general faculty) and the Deans of all Colleges were instructed to study their committee systems and to take appropriate action to consolidate the functions of committees and reduce their number.

3. The Provost of the University has been instructed and authorized to take over, in addition to the functions and duties he has previously performed, all functions, duties, and responsibilities specified or implied in the recommendations in the Administrative Review. It is proposed to delegate to him other functions and responsibilities from time to time as authorized in the Summary of Recommendations in the Administrative Review.

4. Similar instructions have been given to the Comptroller and to the

Director of the Physical Plant Department to carry on the functions and duties they have heretofore performed, as modified by the action of the Board of Trustees approving the recommendations in the Administrative Review relating to these divisions; and to take over all additional duties, functions, and responsibilities specified or implied in these recommendations. It is proposed to delegate other functions and responsibilities to them from time to time as authorized by the action of the Board of Trustees.

5. The Bureau of Institutional Research has been directed to continue and intensify its studies of the educational organization, functions, and procedures of the University as a whole and to submit recommendations from time to time for their improvement. This will be done by the Bureau and its Advisory Committee.¹

6. A recommendation concerning the working cash fund was submitted to the Board of Trustees on November 27, 1942 (Minutes, page 183).

7. A recommendation has been approved by the Board at the present meeting (Minutes, page 207) to authorize the substitution of a general laboratory fee, to be paid by all students in the Colleges and Schools at Urbana, for the present schedules of laboratory fees. This change has been under consideration by the Committee on Fees and Scholarships for the past year or two and was also recommended by Booz, Fry, Allen, and Hamilton. It will result in administrative efficiency without materially affecting the University's income from fees.

8. Several years ago there was submitted to the Board of Trustees a proposal from the student body for a hospitalization plan which would require all students to pay a hospital fee. Action on this was deferred by the Board of Trustees. Recently the Hospital Fund Board revived this proposal. I was unwilling to recommend it to the Board of Trustees because of the increases in student fees during the past two years resulting from the assessment of the Illini Union Building service charge and an increase in the tuition fee. However, I have referred the proposal to the Faculty Committee on Fees and Scholarships for its consideration and advice. A hospital fund plan for the Chicago Colleges is also under consideration.

9. Additional provision for personnel and payroll work in the Chicago departments was made by the Board on November 27, 1942 (Minutes, pages 188-189).

On motion of Mr. Jensen, this report was received for record.

PURCHASE OF PROPERTY IN CHICAGO

(24) Mr. Newton C. Farr, who is acting as agent of the University in negotiating the purchase of properties adjacent to the Research and Educational Hospitals, has submitted a proposal for the conclusion of the purchase of the properties at 1810, 1812, and 1844 West Taylor Street, Chicago. Tax liens were previously acquired on these properties at a total outlay of \$6,193.20. Present owners will now accept the payment of \$12,047.50 for the completion of the purchase. Further expenses will bring the estimated total cost to \$19,605.21.

The Director of the Physical Plant and the Comptroller recommend the conclusion of these purchases at the price stated. I concur in this recommendation.

Mr. R. H. Sampson, representing Mr. Farr, made a statement in support of this proposal.

On motion of Mr. Livingston, this purchase was authorized, Mr. Cleary voting in the negative.

MINIMUM CIVIL SERVICE SALARY

At this point, Mr. Eugene P. Meegan, Secretary of the Civil Service Protective Association, addressed the Board to express the appreciation of the Civil Service employees for the recent increase in wages, and to

¹The members of the Advisory Committee are Provost A. J. Harno, Chairman, Dean R. D. Carmichael, Dean M. T. McClure, Mr. Lloyd Morey, and Mr. G. P. Tuttle.

request that a minimum wage of at least \$100 a month be established for this group. Mr. Meegan stated that the Association would make the same request of other state departments and agencies.

On motion of Mr. Jensen, this request was referred to the Committee on Civil Service and Employees for study and report.

EXECUTIVE SESSION

At this point, the Board went into executive session to consider the following matter presented by the President of the University.

GIFT OF MR. AND MRS. MERLE J. TREES

In December, 1937, Mr. and Mrs. Merle J. Trees made an initial gift of valuable paintings to establish the "Emily Nichols Trees (class of 1905) and Merle Jay Trees (class of 1907) Collection." Since then they have supplemented this by annual gifts of paintings which have been added to the Collection. They now offer the following list of paintings for the year 1942:

MERLE JAY TREES

| | |
|---|----------------|
| One-half interest in Neroccio di Landi (1447-1500)—Sienese "Madonna and Child"..... | \$7 000 |
| Guy Wiggins—"Wall Street, New York"..... | 600 |
| John Whorf water color—"Signalling the Vessel"..... | 250 |
| Dwight N. Tryon—"Sunrise"..... | 300 |
| <i>Total Value of Merle Jay Trees Gift (1942)</i> | <u>\$8 150</u> |

EMILY NICHOLS TREES

| | |
|---|----------------|
| One-half interest in Neroccio di Landi (1447-1500)—Sienese "Madonna and Child"..... | \$7 000 |
| Jean Charles Cazin—"Isolated Haystack"..... | 1 200 |
| <i>Total Value of Emily Nichols Trees Gift (1942)</i> | <u>\$8 200</u> |

I recommend that the Board of Trustees accept these paintings to be added to the Collection as of December, 1942.

On motion of Mr. Cleary, this gift was accepted, and the President of the University was requested to express the thanks of the Board to Mr. and Mrs. Trees for their continued generosity.

REPORT OF COMMITTEE ON ATHLETIC ACTIVITIES

Mr. Davis, for the Committee on Athletic Activities, presented the following report:

There has been referred to the Committee a copy of the auditor's report of the Athletic Association for the year ended June 30, 1942, prepared by Arthur Andersen & Company, Certified Public Accountants.

The report shows total income for the year, \$260,867.30; total operating expenses for the year, \$252,330.11; excess of income over operating expenses, \$8,537.19; extraordinary expenditures, \$17,894.14; excess of total expenditures over income for the year, \$9,356.95; reserves for deposit balances in closed banks, and investment in bank stock, \$20,373.13; reserves for plant maintenance and replacements, \$13,500; net operating surplus represented by liquid assets, \$18,956.80, a decrease of \$9,356.95 as compared with June 30, 1941, the amount by which total expenditures exceed total income.

The Association also had annuity policies for its employees having a cash surrender value of \$98,448.61, and equipment at a depreciated value of \$24,057.87.

The report indicates no irregularities. The only suggestion indicated was that the control of tickets and cash receipts from ticket sales should be strengthened. The Committee is informed that plans are under active consideration by the Comptroller and the Board of Directors toward this end.

This report was received for record.

ATHLETIC ASSOCIATION RETIREMENT SYSTEM

Mr. Davis, for the Committee on Athletic Activities, presented also a proposal from the Board of Directors of the Athletic Association, endorsed by the Comptroller and the President of the University, for a system of retiring allowances and death and disability benefits corresponding substantially to those provided by the University Retirement System. The following is a summary of the proposed program:

1. Each employee will contribute $3\frac{1}{2}\%$ of his salary, the same as is required of University staff members.

2. Each insurable employee will buy group insurance for the approximate amount of his salary, not less than \$2,000, for which he will pay 15¢ per month per \$1,000.

3. The Association will contract for annuities and insurance and pay the cost of these policies in excess of employees' contributions estimated at \$7,260 a year. (Due to certain credits on policies now in existence, the increased outlay for the current year will be about \$5,500.)

4. Policies will provide the following benefits:

- (a) Retirement at age 65, a guaranteed annuity of 40% to present employees for 25 years service, this to become 50% if the individual does not retire until age 68. New employees to receive whatever the accumulations will provide, with a maximum of 60% of final salary.

- (b) Option of electing a survivorship annuity in lieu of an individual annuity on retirement.

- (c) Death benefit during active service of whatever amount of group insurance is purchased with a maximum of \$1,000 for each \$10 of retirement income. Death benefit after retirement, \$500. Persons not insurable to receive a death benefit of half a year's salary.

- (d) A fund to be set aside to provide benefits in case of disability.

- (e) Persons leaving the service of the Association may withdraw their own accumulations with interest or receive a deferred annuity. Contributions by the Athletic Association are not available in case of withdrawal but are transferred to the disability reserve fund.

The terms and benefits are approximately the same as those of the University Retirement System covering employees and staff members in the academic and administrative departments. The contract of insurance is to be with the Massachusetts Mutual Life Insurance Company.

On motion of Mr. Jensen, the Board approved this plan in principle and authorized the contract and salary deductions, subject to further consideration of final details as may be necessary by the President and the Committee on Athletic Activities and subject to reconsideration when the legal status of the Association is more definitely determined.

AUDIT REPORT OF THE UNIVERSITY OF ILLINOIS FOUNDATION

Mr. Karraker, for the Finance Committee, presented the following report:

The Finance Committee has received a copy of the audit report, prepared by Arthur Andersen & Company, of the University of Illinois Foundation, for the year ended June 30, 1942. A copy has been filed for record with the Secretary of the Board of Trustees.

This report was received for record.

INTRODUCTION OF DEAN WORKS

At this point, President Willard introduced Dean George A. Works with the following statement:

The Board of Trustees on November 27, 1942 (Minutes, page 187), instructed the President of the University "to request the Director of Finance to have Dean Works give his opinion of the competence and adequacy of the Booz, Fry, Allen, and Hamilton Survey of the University of Illinois." This was done

and the Director submitted Dr. Works a copy of the Survey Report combined with the Administrative Review. At the suggestion of the Director of Finance, Dr. Works has been invited to attend the meeting today, to present his comments in person and to give members of the Board an opportunity to ask any questions they may have.

About a year ago the Governor of Illinois informed the President of the Board of Trustees and the President of the University that he had instructed the Director of Finance to undertake an administrative reorganization survey of the entire State government. The Governor stated that "the importance of higher education to the State makes it essential that the publicly controlled institutions concerned with it be included in the study of the administrative agencies of the State Government now in progress" and that "the University should have a conspicuous place in the inquiry." He advised further that Dean George A. Works of the University of Chicago had been asked to undertake the educational inquiry.

The Governor was informed that officials of the University of Illinois would be glad to cooperate in any way they can in a survey of the State government, and particularly in the study of the relationship of State-supported institutions of higher education with one another and with other governmental agencies.

In presenting Dr. Works may I point out that he was Dean of the Graduate Library School, University of Chicago, 1927-1929; President of Connecticut Agricultural College, 1929-1930; Professor in the School of Education, University of Chicago, since 1930; and Dean of Students and University Examiner, University of Chicago, 1931-1941. He was retired from the University of Chicago on July 1, 1942. He is the author of reports on educational surveys in Texas, New York, and elsewhere.

COMMENTS BY DEAN WORKS

Dean Works presented the following comments on the Report as made by Booz, Fry, Allen, and Hamilton, and on the Review as made by the President of the University.

I. GENERAL CONSIDERATIONS

The main purposes sought through the recommendations in the Report appear to be sound. The following are interpreted to be those purposes:

1. A reduction in the burden that now rests on the President. This end it proposes to achieve by reducing greatly the number of individuals and committees reporting directly to him. In an institution the size of the University of Illinois it is a physical impossibility for the President to have the intimacy of "cooperation between the President and Departments" that is implied time and time again in the Administrative Review of the Report. There is nothing in the Report to justify the statement that its acceptance will "isolate the President from the main purposes of the institution through a Vice-President who *takes over* entirely his contacts with the education and research programs of the departments and the men responsible therefor" (*Review*, p. 8). If this should happen it would be due to a failure of the President to establish proper working relationships with the Vice-President.

2. Establish a plan of organization that makes more adequate provision for the recognition and utilization of leadership in "the primary functions of a university." The present administrative organization is evidently too cumbersome to make readily possible the achievement of those ends. In this connection it should be pointed out, however, that a university really has only one purpose, viz., the promotion of education and research. Business and public relations are a part of the picture only because they are necessary to the implementation of education and research. In this respect I think the Report is unintentionally misleading. The survey staff thought too exclusively in terms of the problems of business and used too exclusively the vocabulary of the business world. The Administration in reply has seized on this weakness and refers to it time and again, with the result that the basic issues are lost to sight. The Administration's reply, however, overworks this argument and is frequently blind to the values of the recommendations.

3. Eliminate the use of committees for administrative purposes. This is really a corollary to "2." The recommendation in the Report providing that only those committees having advisory functions should be retained is sound. The Report, however, fails to distinguish between the advisory and the administrative committees. It should have done this and then recommended the abolition of the administrative committees.

4. The Board of Trustees should confine its activities to legislation and not attempt to administer the University. This statement does not seem to be open to debate. The Board, however, should have reports from time to time so that it will be able to keep informed concerning the actual work of the institution. It should know at least in broad outlines what is "going on" in the University.

If full agreement were reached on the foregoing statements there might still remain differences of opinion concerning the best means of realizing them. While I cannot agree on all points with the Administrative Review, neither can I accept in full the recommendations of the Report.

The following comments pertain to the proposed organization at the "top management" level as shown in the chart following page 76 of the Report. This discussion should not be allowed to obscure the fact that the main objectives of the Report are sound and desirable.

1. The proposal for a Vice-President of Education and Research is good. However, the activities assigned to this officer give him too large a span of control. His position would come almost as near being an impossible one as that of the President under the present organization. Furthermore, for the most effective functioning of the University there are certain other members of the staff who should be directly responsible to the President. Among these are the Dean of Students and the Director of Institutional Research. Both of these officers should have university-wide relationships, but as indicated elsewhere the Director of Institutional Research should not be thought of as an administrative officer except for his small office staff.

As a means of further relief of the proposed Vice-President of Education and Research, consideration should be given to the creation of the position of Director of Professional Education. This officer should have general administrative responsibility for all of the professional schools with the exception of those located in Chicago and of engineering and of agriculture. He should be responsible to the Vice-President of Education and Research. As far as I know, this has not been tried in any university, but this should not be a reason for rejecting it. These professional schools have much in common, and the creation of the position of Director of Professional Education would greatly reduce the span of control of the Vice-President.

2. The recommendation for a Business Manager is sound. He should be responsible for the duties suggested in the Report (p. 69). The Report might well go further and recommend the abolition of the position of Comptroller and place the Comptroller's duties in the accounting division. The procedure suggested in the Report for financial statements coming to the Board, together with the annual audit by an outside auditor, would be ample protection for the Board in financial matters.

3. The Director of the Bureau of Institutional Research should be directly responsible to the President. His activities should not be limited to studies in the field of education and research. He should be available for studies in business, student relations, and in public relations as well. In short, the Bureau should be used by the President in any part of the University about which he feels the need for factual information. In no sense should the Director be considered an administrative officer except for his office staff.

4. The Dean of Students should be made directly responsible to the President. The duties of this officer should be extended to include the Registrar, the Director of Graduate Placements, and those activities concerned with attracting students to the University of Illinois if such work is to be conducted.

No attempt should be made to completely centralize graduate placement. In general, employers will wish direct access to the schools and the faculties which have had to do with the training of persons they are considering for positions. Student placement should be under the Dean of Students, and such a degree of centralization of graduate placement as is desirable and practicable

should be effected through that office and not through the Director of Public Relations. This would bring the placement work in intimate relationship with student counselling, where it belongs. Such work in graduate placement as this office will be able to do, will be concerned primarily with facilitating the placement work of schools and colleges which should carry the primary responsibility for it.

The titles of Dean of Men and Dean of Women should be changed to Assistant Deans of Students.

5. The position of Vice-President of Public Relations should be changed to that of Director. This is much more in keeping with the character of the position than is the proposed title.

6. The Executive Dean of Chicago Colleges should be directly responsible to the President, but a functional relationship should be maintained between the Business Manager of the University and the Business Manager in the Chicago Colleges. The same relationship should hold in the case of the Registrar and the Examiner and Recorder; the University Librarian and the Librarian of Departmental Libraries; the Director of Public Information and the Public Relations Representative; and the Dean of Students and the individual in charge of student relations in the Chicago Colleges.

7. Instead of making the provision for athletics suggested in the Report, it would be better to transfer these activities to the Department of Physical Education. On that point the argument used in the Report is specious.

8. The recommendation for a divisional organization of the College of Liberal Arts is a good one and should have careful study by the faculty and Administration. It is suggested that it be carried one step further and include the graduate work conducted by the departments of that college. This would do away with the necessity of having a graduate school, as the divisions, schools, and colleges would be responsible for both undergraduate and graduate work. If this suggestion were accepted, it would give the University a more effective organization than the present one, or than the one suggested in the Report. The acceptance of this organization would make the following officers responsible to the Vice-President of Education and Research: Director of Professional Schools, Dean of Engineering, Dean of Agriculture, Director of Libraries, Director of University Publications, and Deans of Divisions (of which there might be four or five). This would be a much more workable span of control than the one proposed in the Report.

I think the Report is weak in the following respects:

1. All too frequently it makes generalizations concerning weaknesses of the University without supporting evidence (p. 9, 2nd par.; p. 23, 1st par.; p. 26, 1st par.; p. 33, 3rd par.). On the other hand, the Administrative Review usually does little more than deny the statements made in the Report.

2. The Report has been couched too largely in the terms of the business world, and as a result it would be difficult to get a university administration to accept its recommendations even if they were sound.

The present administrative organization may have been adequate for the institution a generation ago. In that time, however, the University has changed from essentially a college to one of the largest higher institutions in the country. The adjustment of the administrative procedures of the University to the growth in size and the extension of its programs of education and research has evidently lagged. The Report is an attempt to indicate some of the changes that in the judgment of the survey staff are needed if the administrative organization is to be geared to the present-day purposes of the institution. There is much of value to be obtained from the Report, but judging from the temper of the reply made by the Administration there is danger that its help will not be utilized.

II. SPECIFIC CONSIDERATIONS

The following paragraphs deal with only a few of the questions that should have consideration. In many instances the Report and the Review are not complete enough to allow judgments to be passed on the validity of the recommendations.

Page numbers in parenthesis, introducing these paragraphs, refer to the Report unless the Review is specified.

(p. x) The reduction of the span of control for the President is a wise recommendation. It does not need to be as narrow as is proposed. Furthermore, there are officers who should be responsible to the President who are not included in the recommendations. See the above section dealing with general considerations.

(p. 2 of Review) It should have been evident to the Administration from the inception of the survey that it would not be practicable to deal adequately with the business management of the University without impinging on the educational organization. If the two were discreet the proper administrative organization would be for the Board of Trustees to have two coordinate executives. The survey staff may at times have gone further into the educational organization than was necessary, e.g. the suggestion of the divisional organization of the College of Liberal Arts. The first two paragraphs under "basic considerations" on pages 2 and 3 of the Review are sound.

(p. 38, first paragraph) The Board of Trustees should retain this function for all promotions and appointments above the rank of instructor. The presentation to the Board of information about appointees is one means of keeping the membership informed on an important phase of the University—its personnel. The fact that the Board rarely declines to accept the recommendations made to it is not an argument for discontinuance of the practice of securing its approval. If the Board found itself in frequent disagreement with the President on the appointments and promotions to be made, it should change its chief executive officer.

(p. 38, second and third paragraphs) These responsibilities clearly should be delegated by the Board.

(pp. 41-45) The criticisms on these pages are partly sound and partly unsound. In the case of assistants to department heads, it is usual for them to carry a full load of duties. It is convenient to have someone to act in the absence of the head. It may well be that the actual allocation of functions is out of line with the titles. One cannot be certain on this point either from the Report or the Review.

(pp. 46-48) The Guidance Conference for High School Students, the Dean of Men and the Dean of Women, the University Health Service, the Personnel Bureau, the social and recreational activities associated with the residence halls, and the Social Director of the Illini Union should be a part of the office of the Dean of Students. The title of Dean of Men, and Dean of Women, should give way to that of Assistant Dean of Students.

(pp. 79-81 of Review) The argument for placing the auxiliary enterprises under the physical plant department rather than the business office is not convincing.

(pp. 55-56) This seems to be a case in which the surveyors went afield, but their suggestion does have merit nevertheless.

(p. 92 of Review) It can not be fairly stated that the Report recommends the abolition of all committees.

(p. 117 of Review) The action proposed by the Administration concerning business management does not go far enough. The recommendations of the survey staff appear to be sound.

(p. 79) It is not sound to attempt to centralize graduate placement. No one office can serve all the diverse interests and needs of employers. The student placement service might well have responsibility for keeping in touch with departments and schools, stimulating and supplementing their efforts in placement work.

(pp. 79-80) The suggestion for an office of Dean of Students is good but it should include, as is indicated elsewhere, additional responsibilities. The Dean of Students as an officer with university-wide responsibilities should report directly to the President.

(p. 80) It would be unfortunate to separate the Bureau of Economic and Business Research from the College of Commerce. It should remain identified with that school as extension and research are in the College of Agriculture. The High School Visitor and the High School Testing program should be placed under the Dean of Students.

(p. 81) The Information Office should not be divided between the Business Manager and the Director of Public Relations but should be placed in one office. Placing the Military Bands under the Director of the School of Music would seem to be a proper move.

(p. 82) It is doubtful if, at this stage of its development, the summer session should be placed under the Director of Extension. That arrangement may have served a purpose in the early days of summer sessions, but in an institution like the University of Illinois this work should be handled by the administrative organization that is responsible for the instruction of the regular academic year. A somewhat different administrative organization is recommended in the first section of my memorandum, in which the divisional organization is included. It may well be that a better grouping of departments could be made than the one suggested in the Report.

(pp. 86-94) The proposed administrative organization of the College of Agriculture would be a less effective organization than that provided in the Review (pp. 94-97). It is interesting to note that neither the Report nor the Review suggests the creation of a College of Home Economics. Home Economics has developed beyond the stage where it should be kept as a department in the College of Agriculture. The adjustment of the extension relations would be but little if any more difficult if a College of Home Economics were organized than it is at present.

(p. 106) The suggestions of the first paragraph are sound, but the title of Comptroller might well be changed to that of Chief Accountant. In the second paragraph, it would be desirable to have cashier functions separated from accounting functions.

(p. 111) The Business Office should handle the business details of loans, but loans should be made only after approval by the proper person in the student personnel service.

(p. 120) The first paragraph needs clarification. The controlling accounts should be kept by the Chief Accountant.

(p. 121) The Residence Hall Supervisors should be under the Dean of Students.

(p. 126, first paragraph) The allocation of space should not be in the hands of the business manager. Are telephones on departmental budgets? This is one means of curtailing telephone expense.

(p. 127) Why should the legal adviser be in the Business Office? His responsibility should be directly to the President.

(p. 126 of the Review) This objection is unsound. The Report makes adequate provision for the protection of the University's finances.

(p. 143) Why are exceptions made in the case of agriculture and athletics in view of the stress laid on centralization throughout the Report?

(p. 144) The Campus Information service should be placed either in the Registrar's or the Business Manager's office.

(pp. 147-155) There seems to be considerable question of the propriety of this discussion appearing in this report. The alumni organizations should not be under the control of the University authorities.

(p. 156) The most important reason for placing athletics in the School of Physical Education is that these activities are justified only by their contribution to the educational objectives of the University.

(pp. 157-158) No evidence is presented in support of statement No. 2. No. 3 is a negative statement and is not an argument. No. 4 is imaginary; the head of the school should be an educator. No. 5: This point should be cared for by legislation; it is perhaps one of the best arguments for a change in athletic control, if state policy requires that unused funds lapse to the state treasury. No. 6: This statement overlooks the fact that athletics should be subject to budget action the same as any other unit in the University. Point No. 7 is negative. The proposed plan is not based on educational grounds and it has the further weakness of not making provision for any coordination between physical education and athletics.

(p. 159) Isn't the skating rink properly under the Department of Physical Education, or is it a supplementary business enterprise?

(Chart following p. 160) It is inconsistent to place the Director of Intercollegiate Athletics over the Director of the Intramural and Recreational Program.

(pp. 152-157 of the Review) In the main the contentions of the Administration appear to be sound.

(p. 162) What relationship does the Examiner and Recorder have to the Registrar in Urbana? He certainly should not be entirely independent. Coordination is provided in case of the Librarian. (See first section of this memorandum.)

(p. 172) It would seem to be desirable to have provision made for student personnel service in the Chicago unit. This person should be on the staff of the Dean of Students.

(p. 177) What means do we now have for measuring performance objectively at the university level?

(pp. 189-190) A desirable undertaking, but a large one, which of course is not really an argument against it.

(p. 227) The recommendations on hospitalization are good.

President Meyer expressed appreciation of the action of Dean Works in preparing and presenting his comments.

STATEMENT BY PRESIDENT WILLARD

President Willard presented the following statement on the comments by Dean Works.

I. GENERAL CONSIDERATIONS

The four general proposals set forth in the B.F.A.H. Report, in the Administrative Review, and in the comments by Dr. Works are: (1) relieve the excessive burden on the President, (2) create better conditions for effective educational and business leadership, (3) reduce the number of administrative committees, and (4) confine the activities of the Board of Trustees to legislative functions.

All parties seem agreed in principle on these proposals. As a result of the action of the Board at its meeting on November 27, 1942 (Minutes, pages 178-187), the President of the University has acted on the first and third of these proposals as already reported in the present meeting (Minutes, page 210), delegating numerous additional duties to the Provost and to the Comptroller, and instructing all divisions of the University to re-examine their committees and their functions. These two actions directly contribute to the creation of better conditions for effective leadership, which was the second proposal. But in view of the fact that this covers a tremendously complex problem involving the Committees on Educational Policy of the Schools and Colleges, the Senate Committee on Educational Policy, the natural leadership of the faculty and of other bodies and officers, it is absolutely imperative that further study be given to this second proposal. The Board of Trustees itself by its action on the B.F.A.H. Report has signally contributed to the effectiveness of the fourth proposal, namely, confining its activities to legislative functions.

Dr. Works has said, "If full agreement were reached on the foregoing statements, there might still remain differences of opinion concerning the best means of realizing them." Obviously, there *are* disagreements on "the best means of realizing them." In fact, this is precisely the point at issue, both in the action already taken by the Board, and in any other action regarding the formal organization of the University. Dr. Works has happily clarified the issue so that there ought no longer be any confusion about it.

The issue can be stated as follows: Although substantial agreement can doubtless be reached on the four general considerations described above, it should be noted that three methods of converting this agreement into action have now been placed before the Board: (1) Adopt both the general and the specific recommendations of the B.F.A.H. Report as they stand. This method has already been rejected in favor of method 2, which is: (2) Adopt the recommendations embodied in the Administrative Review together with its proposed *method of procedure*. (3) Adopt the wholly new plan proposed by Dr. Works.

The plan presented by Dr. Works is based on some of the proposals made by the B.F.A.H. Report, on some of the proposals made in the Administrative Review and already approved by the Board, and on some proposals which are entirely new. His plan calls for: (a) redefinition of direct lines of authority from and to the President; (b) redefinition of the functions of the Provost (Vice-President of Teaching and Research); (c) creation of a new officer to be known as the Director of Professional Education, together with a novel plan of educational organization for certain professional schools; (d) elimination of the Comptroller, both as a special officer under the Business Manager as proposed by the B.F.A.H. Report and as an officer reporting to the President as proposed in the Administrative Review; (e) redefinition of the duties of the Director of the Bureau of Institutional Research (already proposed in the Administrative Review); (f) creation of a Dean of Students with additional administrative duties over those already proposed by the B.F.A.H. Report and considered favorably by the Administrative Review; (g) alteration of the title of a Public Relations Officer; (h) retention of the Executive Dean of the Chicago Colleges with the added administrative authority proposed by the B.F.A.H. Report; (i) subordination of the Athletic Association to the School of Physical Education (rejected by the B.F.A.H. Report); (j) complete reorganization of the College of Liberal Arts and Sciences along divisional lines; and (k) complete dissolution of the Graduate School, its present functions being reassigned to the departments and schools.

Two comments should be made about these proposals:

1. It should be obvious that each new person or agent who makes a survey of the institution will produce a new plan for converting the essential purposes of the University, as described in the general considerations above, into a formal administrative structure. The University already operates under a plan which has been progressively changed to meet new conditions, the B.F.A.H. Report has proposed another plan, the Administrative Review has accepted some parts of this proposal and offered substantial suggestions for other parts, and Dr. Works has presented still another plan. These several plans, and any other which may be proposed, lead to the second comment:

2. It is entirely feasible for almost anyone to draw up a precise plan for the administrative organization of the University, even though he has made only a casual inspection. But a sharp distinction must be drawn between the plan submitted and the method of procedure to be employed in creating the plan and especially in putting the plan into action. This distinction holds true of the plan presented in the Administrative Review, and of any other plan that might be proposed.

In more detail, the distinction between a plan of organization and a method of procedure can be illustrated as follows: The firm of Booz, Fry, Allen, and Hamilton, Dr. Works, and the Administration have submitted proposed plans of educational and business organization. In addition, the Administration has proposed a method of procedure. *This method is the most important consideration which has as yet been placed before the Board of Trustees.* It is contained in the final recommendation of the Administrative Review of the B.F.A.H. Report, and it has been approved by the Board (Minutes, page 186). It reads: "In view of these considerations, the recommendations for action noted above should be confirmed by the Board of Trustees, and the President should be directed to continue and to intensify, with the aid of other administrative officers and the Bureau of Institutional Research, studies of administrative organization, and report on them from time to time to the Board as he may consider appropriate, looking toward an early realization of the avowed purpose of the Report, viz., the highest possible degree of efficiency in University administration which is compatible with the main functions of the University."

This is the most important consideration that has been placed before the Board because of the following facts:

1. This method of procedure does not reject any recommendation from any source whatsoever which can be shown to serve the interests of the University of Illinois. There is no indication anywhere that "from the temper of the report made by the Administration there is danger that it (the B.F.A.H.

Report) will not be utilized." On the contrary, the B.F.A.H. Report was thoroughly and intensively studied. Many of its recommendations have been put into effect, or are under further study, or are verifications of actions already contemplated.

This observation deserves special emphasis. Dr. Works has said: "Business and public relations are a part of the (educational) picture only because they are necessary to the implementation of education and research. In this respect I think the Report is unintentionally misleading. The survey staff thought too exclusively in terms of the problems of business and used too exclusively the vocabulary of the business world. The Administration in reply has seized on this weakness and refers to it time and again, with the result that the basic issues are lost to sight. The Administration's reply, however, overworks this argument and is frequently blind to the values of the recommendations."

The extended review of the B.F.A.H. Report, the acceptance of many of its recommendations, the actions which have already been taken, and the machinery that has been set in motion for further action, directly contradict the above assertions. If there is a "weakness" in the Survey Report, it is precisely the weakness which is the main issue. The language and the vocabulary of the business world are not the language and the vocabulary of education and research. The ways of thinking of the business world, therefore, are not applicable to the basic functions of the University. Instead of remaining "blind to the values of the recommendations," the Administration has sought, as it is in duty bound to do, to profit from the comments of its business advisers, and yet retain its essential purposes and the formal arrangements designed to serve those purposes.

2. The proposed method of procedure guarantees that a *progressive plan* for the formal organization of the University can and will be worked out in terms of the problems, the personnel, and the services that are unique to a publicly supported University in the State of Illinois, and in relation to other institutions of higher learning in this State and in surrounding areas.

3. The method proposed by the University provides that the formal administrative structure of the institution shall express its main functions, namely, teaching and research. This method of procedure does not admit that teaching and research shall be made to conform to the formal structure suggested by any other consideration than teaching and research.

4. Unlike most other institutions in the country, the administrative officers of the University of Illinois already possess an agency for examining and reporting upon the problems referred to in the above recommendation. This agency, the Bureau of Institutional Research, has been cited in the B.F.A.H. Report, and in Dr. Works's comments, as an appropriate agency for carrying out precisely the kinds of studies that are needed progressively to adjust the University to changing conditions.

II. SPECIFIC CONSIDERATIONS

In Dean Works's comments there are 31 instances of agreement or disagreement, now with the B.F.A.H. Report, and now with the Administrative Review.

In many of these instances (e.g., the functions of the Board of Trustees, the creation of a Dean of Students, graduate placement, the location of the Bureau of Economic and Business Research, the functions of the Information Office, the administration of the summer session, the organization of the College of Agriculture, and the location of the legal adviser), Dean Works has been in substantial agreement with the Administrative Review. This is the case because his comments are based on educational considerations rather than on the requirements of a formal administrative structure.

In other instances (e.g., the relation between the Athletic Association and the School of Physical Education, the proper allocation of authority over the Residence Halls, the location of the Personnel Bureau, the subordination of the High School Visitor and the High School Testing Program to the Dean of Students, and the independent organization of a College of Home Economics), Dean Works is in agreement neither with the B.F.A.H. Report nor with the

Administrative Review. Further study of these items is clearly necessary and has been definitely proposed in the Administrative Review in most instances. In the nature of the case, the University is aware of these and of many other problems of personnel, training, experience, and related matters which call for a constant redefinition, within the total structure of the University, of minor administrative problems.

In one notable instance, Dean Works is in agreement with the B.F.A.H. Report. This instance concerns the appointment of a Business Manager. It concerns also, therefore, many subordinate officers and practices in the Business Office and in the Physical Plant Department. The Administrative Review has dealt with this phase of the B.F.A.H. Report in detail and finds no reason in Dean Works's comments to change its recommendations for immediate action and for further study as already approved by the Board.

In connection with the specific considerations mentioned by Dr. Works, it should be observed again (1) that the form of the action to be taken on many of them will be determined by what is done regarding the four general considerations; (2) that many of the specific considerations, since they are contingent on and accessory to educational functions, must be judged according to educational functions, and within the total framework of the University; (3) that the resolution adopted by the Board of Trustees on its meeting on November 27, 1942 (Minutes, page 186), fully provides for further recommendations to the Board covering the administrative arrangements which still remain to be studied; and (4) that these further recommendations will, with reasonable promptness, realize the sustained purpose of the Administration, viz., to achieve the highest possible degree of efficiency in University administration which is compatible with the main functions of the University.

REPORT OF SUB-COMMITTEE OF GENERAL ADVISORY COMMITTEE

Mr. Affleck presented the following report of the Special Sub-committee appointed from the General Advisory Committee:

1. It is the majority opinion of the Special Sub-committee of the General Advisory Committee of the University of Illinois that there are many good things in the Booz, Fry, Allen, and Hamilton Report and that there are many things that are not good; that this Sub-committee is not competent, nor is it the Sub-committee's function, to pass upon the details involved.

2. The Sub-committee has seen the comments made by Dr. George A. Works and believes that Dr. Works has given very thorough study and consideration to the Booz, Fry, Allen, and Hamilton Report together with the Review of it by the University's Administration. In general, the comments by Dr. Works are in accordance with this Sub-committee's thinking, although the members of the Sub-committee do not all concur with certain of the details.

3. The Sub-committee recommends that the University Trustees give serious consideration to the reorganization and the administration of the "top structure" of the University, as recommended both by the Booz, Fry, Allen, and Hamilton Report and by Dr. Works.

This report was received for record.

The President of the University presented the following matter.

MEDICAL EXAMINATIONS OF UNIVERSITY STAFF MEMBERS

At the meeting of the Board of Trustees on November 27 the President of the University was informally asked to make a report on the program (previously authorized by the Board) of requiring a medical examination of all new employees added to the staff and an annual examination of all faculty members and employees thereafter. As was reported to the Board on June 20, 1942 (Minutes, page 925), it is estimated that such a program would require an expenditure of \$35,848, of which \$28,048 would be an annual recurring expense and \$7,800 would represent nonrecurring expenditures for equipment.

So far as funds are concerned, this program can be undertaken during the current biennium. There is a problem of securing a sufficient number of physicians to give these examinations. As to the future, no specific provision

has been made in the budget for 1943-1945 for this program, but it could probably be financed during the next biennium by the use of unexpended salary balances resulting from granting staff members leaves of absence without pay for war services; provided that the University receives the appropriations as approved by the Board of Trustees on October 17 and submitted to the State Department of Finance.

If this program were put into effect at this time, it would involve medical examinations for a large number of new appointees and employees who will not be on the University staff permanently. There is a large turnover in the staff due to members going on leaves for military and other war services. The shortage of physicians makes it impossible to put the program into full effect.

In view of these considerations it has not seemed advisable to inaugurate this program at present. In the meantime, medical examinations are being given to all new staff members and employees who will become participants in the University Retirement System of Illinois. All other staff members and employees who, because of age, have not heretofore been under this System, are also given medical examinations as they reach the age of thirty and become participants.

I request the instructions of the Board as to further procedure in view of rapidly changing conditions.

It was the opinion of the Board that the President should carry on this program as far as may be practicable.

SALE OF ROSELAWN CEMETERY LOTS

The Secretary submitted the following report of the sale of lots in Roselawn Cemetery since the last report of such sales.

| <i>Date</i> | <i>Description</i> | <i>Purchaser</i> | <i>Sale Price</i> |
|-------------|-------------------------|---------------------|-------------------|
| 11-28-1942 | SW¼ Lot # 147 Section G | Mrs. J. C. Thompson | \$105 |

APPOINTMENTS MADE BY THE PRESIDENT

The Secretary presented also for record the following list of appointments made by the President of the University.

BECK, MILDRED VIRGINIA, Junior Clerk-Stenographer in the Chicago Business Office, beginning December 1, 1942, and continuing through August 31, 1943, subject to University Civil Service rules, at a salary at the rate of one hundred fifteen dollars (\$115) a month (this supersedes her previous appointment). (December 8, 1942)¹

BONNELL, MILDRED, House Manager of the Men's Residence Halls, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of two thousand six hundred dollars (\$2600) a year; for the convenience of the University she will also be provided with meals when dining room is in operation and laundering of uniforms, while on duty; and Assistant in Home Economics, in the College of Agriculture, on 13/100 time, for five months beginning February 1, 1943, at an additional salary of one hundred fifty dollars (\$150). (December 10, 1942)

DAVIS, DOROTHY I., Assistant Clerk-Typist in the Extension Service in Agriculture and Home Economics, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety dollars (\$90) a month. (December 2, 1942)

DE LONG, MARGARET WARDALL, Assistant Clerk-Typist in the Department of Agronomy, in the Extension Service in Agriculture and Home Economics, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety-five dollars (\$95) a month. (December 4, 1942)

DONALD, DAVID HERBERT, Research Assistant in History, on one-half time, beginning February 1, 1943, and continuing through June 30, 1943, at a salary at the rate of sixty dollars (\$60) a month. (December 5, 1942)

¹The date in parenthesis is the date on which the appointment was made by the President of the University.

FLETCHER, MRS. FLORENCE ANNE, Scientific Assistant in the Museum of European Culture, on one-half time, beginning December 1, 1942, and continuing through June 30, 1943, at a salary at the rate of eighty-five dollars (\$85) a month (this supersedes her previous appointment. (December 8, 1942)

GERDES, CAROLYN L., Assistant Clerk-Stenographer in the Extension Service in Agriculture and Home Economics, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety dollars (\$90) a month. (December 2, 1942)

GOOD, MRS. JANICE WILLS, Junior Clerk-Stenographer in the Registrar's Office, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one hundred dollars (\$100) a month. (December 5, 1942)

HILL, BEVERLY, Assistant Clerk-Typist in the Radio Station, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety dollars (\$90) a month. (November 27, 1942)

JOHNSON, DORIS M., Assistant Clerk-Stenographer in the Department of Chemistry, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of eighty-five dollars (\$85) a month. (November 27, 1942)

JOHNSON, MARGARET DICKSON, Manager of the Chicago Illini Union, beginning December 1, 1942, and continuing through August 31, 1943, subject to University Civil Service rules, at a salary at the rate of three hundred dollars (\$300) a month; for the convenience of the University she will also be provided with meals while on duty. (November 16, 1942)

KELLER, MRS. VIRGINIA RUCKMAN, Assistant Clerk-Stenographer in the Registrar's Office, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety dollars (\$90) a month. (December 4, 1942)

KIREILIS, RAMON WALTER, Assistant in Physical Education for Men, beginning December 1, 1942, and continuing through June 30, 1943, at a salary at the rate of one hundred eighty dollars (\$180) a month (this supersedes his previous appointment). (December 8, 1942)

KLEIN, RUTH ELVIRA, Senior Clerk-Stenographer in the Department of Agricultural Engineering, in the College of Agriculture, and in the Agricultural Experiment Station, beginning November 7, 1942, and continuing through August 31, 1943, subject to University Civil Service rules, at a salary at the rate of one hundred twenty-five dollars (\$125) a month (this supersedes her previous appointment). (December 2, 1942)

KNIPPER, MRS. ANN PICERNO, Junior Clerk-Typist in the Dispensary, in the College of Medicine, beginning December 1, 1942, and continuing through August 31, 1943, subject to University Civil Service rules, at a salary at the rate of one hundred dollars (\$100) a month. (December 8, 1942)

LAMBERT, EDWARD HOWARD, Associate in Medicine, for nine months beginning December 1, 1942, without salary. (December 3, 1942)

LESLIE, DOROTHY, Assistant House Manager of Women's Residence Halls, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one thousand three hundred twenty dollars (\$1320) a year; for the convenience of the University she will also be provided with meals when the dining room is in operation, and laundering of uniforms, while on duty. (December 10, 1942)

MATTHEWS, ELEANOR F., Junior Library Assistant in the Acquisition Department of the Library, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one thousand four hundred dollars (\$1400) a year. (December 2, 1942)

MEECE, MRS. JUNE GOOCH, Assistant Clerk-Stenographer in the Department of Home Economics, in the College of Agriculture, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one hundred dollars (\$100) a month (this supersedes her previous appointment). (November 27, 1942)

MILLER, WILLIAM HOWARD, Junior Accountant in the Auditing Division of the Business Office, for nine months beginning December 1, 1942, subject to

University Civil Service rules, at a salary at the rate of two thousand dollars (\$2000) a year (this supersedes his previous appointment). (December 2, 1942)

MOORE, FRANCES MAY, Assistant Director of Student Housing, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one thousand five hundred dollars (\$1500) a year. (December 2, 1942)

MURRAY, MARY LOUISE, Junior Clerk-Stenographer in the Department of Chemistry, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one hundred dollars (\$100) a month. (December 4, 1942)

NELSON, ELSIE J., Stenographer in the Graduate School, on one-half time, for nine months beginning December 1, 1942, at a salary at the rate of fifty dollars (\$50) a month. (December 2, 1942)

PECK, RALPH BRAZELTON, Research Assistant Professor of Soil Mechanics in the Department of Civil Engineering, in the College of Engineering, and in the Engineering Experiment Station, on $\frac{7}{8}$ time, beginning December 1, 1942, and continuing through August 31, 1943, at a salary at the rate of three thousand five hundred dollars (\$3500) a year (this supersedes his previous appointment). (December 7, 1942)

SERED, HARRY, Assistant in Obstetrics and Gynecology, in the College of Medicine, for nine months beginning December 1, 1942, without salary. (December 4, 1942)

SHAFFER, LOTTIE MAE, Senior Clerk-Stenographer in the Department of Forestry, in the College of Agriculture, and in the Agricultural Experiment Station, beginning December 3, 1942, and continuing through August 31, 1943, subject to University Civil Service rules, at a salary at the rate of one hundred twenty-five dollars (\$125) a month (this supersedes her previous appointment). (December 2, 1942)

WALKER, ERNEST DEWITT, Assistant Professor of Agronomy Extension, in the Extension Service in Agriculture and Home Economics, for ten months beginning November 1, 1942, at a salary at the rate of three thousand four hundred dollars (\$3400) a year (this supersedes his previous appointment). (December 3, 1942)

WALKER, RUTH, Assistant Clerk-Typist in the Extension Service in Agriculture and Home Economics, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of ninety dollars (\$90) a month. (December 2, 1942)

WEIMAR, KARL S., Assistant in German, beginning December 3, 1942, and continuing through June 30, 1943, at a salary at the rate of one hundred forty dollars (\$140) a month. (December 8, 1942)

WOODSON, HAROLD W., Junior Laboratory Assistant in the Department of Physiological Chemistry, in the College of Medicine, for nine months beginning December 1, 1942, subject to University Civil Service rules, at a salary at the rate of one thousand four hundred dollars (\$1400) a year. (December 2, 1942)

DECLINATIONS AND RESIGNATIONS

The Secretary presented also for record the following list of declinations and resignations.

ELSBERRY, MAX ROLAND, Continuity Writer in the Radio Station—resignation effective December 1, 1942.

HANSON, HUGH, Research Assistant in Zoology—resignation effective November 16, 1942.

HARRINGTON, ALBERT HERMAN, First Assistant in Agricultural Economics, in the College of Agriculture—resignation effective January 1, 1943.

JANICKI, MURIEL CONSTANCE, Graduate Assistant in Pharmacognosy and Pharmacology, in the College of Pharmacy—resignation effective at the close of business, December 7, 1942.

KNEISLEY, JOSEPH WAYNE, Fellow in Chemistry—resignation effective January 31, 1943.

KOKOSKA, MILTON FRANK, Assistant in Geology—resignation effective December 7, 1942.

LILL, ALTHEA GENEVIEVE, Junior Library Assistant and Natural History Survey Librarian—resignation effective December 24, 1942.

LIPSCOMB, ROBERT DEWALD, General Aniline Company Fellow in Chemistry—resignation effective November 21, 1942.

MCKINNEY, MRS. BETTY DIGGINS, Junior Record Clerk in the Catalog Department of the Library—resignation effective January 1, 1943.

ODELL, RUSSELL T., First Assistant in Soil Physics and Soil Survey, in the Department of Agronomy, in the Agricultural Experiment Station—resignation effective at the close of business December 7, 1942.

PLATIN, JOSEPH WALKON, Instructor in Urology, in the Department of Surgery, in the College of Medicine—declination effective September 1, 1942.

PLAYE, GEORGE L., Fellow in French—resignation effective December 1, 1942.

POLL, MRS. DOROTHY BAKER, Assistant Clerk-Stenographer in the Department of Chemistry—resignation effective November 27, 1942.

RANSOM, EDNA D., Senior Clerk-Stenographer in the Department of Forestry, in the College of Agriculture, and in the Agricultural Experiment Station—resignation effective December 3, 1942.

ROWLAND, STANLEY PAUL, DuPont Fellow in Chemistry—resignation effective January 31, 1943.

SANDBERG, ROBERT ALEXIS, Assistant in Speech—resignation effective January 1, 1942.

SAVAGE, ROBERT, Assistant Laboratory Attendant in the Department of Botany—resignation effective December 11, 1942.

ZUPSICH, JOSEPH STEPHEN, Scholar in the Classics—resignation effective December 1, 1942.

DEGREE OF DOCTOR OF MEDICINE

The Secretary presented also for record the following degree of Doctor of Medicine conferred as of December 1, 1942:

JAMES EDWARD MULVILL, B.S., St. Mary College (Leavenworth, Kansas), 1931

DATE OF JANUARY MEETING

The date for the next meeting of the Board was set for January 23, 1943.

The Board adjourned.

H. E. CUNNINGHAM
Secretary

KARL A. MEYER
President