STATE BOARD OF HIGHER EDUCATION
MINUTES OF MEETING HELD AT
UNIVERSITY CLUB, PORTLAND, OREGON
SEPTEMBER 6, 1932.

Meeting #28

The Oregon State Board of Higher Education met at the University Club, Portland, Oregon at a regular meeting of the Board, at 9:30 A.M., September 6, 1932. Final adjournment was taken at 6:15 P.M. The following members were present:

Mr. C. L. Starr
Mr. C. C. Colt
Mr. B. F. Irvine
Mr. Albert Burch
Mr. E. C. Sammons

Mr. Colt was absent during the forenoon session. Mr. Burch was absent during the evening session.

READING OF MINUTES

The Board approved the minutes of Board Meeting No. 27 held July 15 and 19, 1932; Executive Committee Meetings Nos. 182 held July 23, 163 held July 27, 164 held August 5, and 165 held August 15, 1932; and Building Committee Meetings held July 23 and August 15, 1932.

REPORTS OF COMMITTEES

STUDENT WELFARE COMMITTEE

The Board received and adopted the following report of the Student Welfare Committee:

Automobile Regulations: The Welfare Committee met on September 5 with the committee of three appointed by the presidents of the institutions, and President Kerr, President Inlow and President Churchill, with Registrar Pallatt representing President Hall. The presidents' committee presented a summary of the statement made to the Board by the presidents at the last meeting, and stated that forms had been drawn up ready for printing as needed to put the regulation into effect on the campuses. The Welfare Committee instructed the presidents' committee to provide immediately,

(1) Rules to be given students and parents. 
(2) Uniform suggestions for campus committees covering exemptions and other points of administration. 
(3) A plan for designating exempt cars and persons.
(4) To seek cooperation with the state and local police. The Secretary of the Board is requested to discuss the matter with the state police and confer with the presidents' committee.

(5) The Secretary of the Board shall have printed as soon as possible the necessary forms and rules and regulations for all schools.

(6) The budget not to exceed $5,000 for all schools to be worked out and the money used as needed as the plans develop. This to be worked out in conference with the Committee on Student Welfare.

Deferred tuition: Following oral and written presentations of the urgent need for easing the financial burdens on students the Committee recommends that arrangements be made to allow monthly instead of quarterly payments of fees. The Committee recognizes the fact that it may add to the clerical costs but it believes it will make it possible for more young people to attend school and is justifiable under present financial conditions.

Dormitory matters: The Committee considered report and financial studies made by the Director of Dormitories and attached to this report. It is pleased to report, first, that the Director's statements show that centralized management of dormitories has effected for the school year 1932-1933 a saving of approximately $14,000, made through personnel and salary adjustments. The Committee has recommended reduction of wage schedules for labor throughout the dormitory system which will save approximately $8,000 more, making a total saving of $20,000 in the dormitory system during the school year. The action of the Committee on the Director's report covered the following points:

I RULES AND REGULATIONS:

1. That the regulations governing residence in dormitories remain as stated in the informational booklet, but that the housing committee on each campus excuse students from dormitory residence when financial reasons make it necessary, and permit these students to live in approved homes when rates for board and room are lower.

2. That freshmen and sophomore men at Oregon State College who live in the dormitory and who pledge fraternities may be permitted to move to their fraternity houses at the end of the first and second quarters, if:
   (a) They substitute men in their places;
   (b) They petition the Director of Dormitories at Oregon State College to be released in order of their petitions as new men register in the dormitory.
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(c) The housing committee advises a release due to serious financial situation in a fraternity, subject to the approval of the State Director of Dormitories.

II. LIVING EXPENSES:
In making plans for reduced living expenses, the committee was restricted in action by Dr. Kerr's recommendation of May 20, which was adopted by the Board on May 23, recommending compulsory residence in dormitories for all freshmen and sophomore men.

Protests have come to the Board by those who can attend school only if living expenses can be kept low. It is possible to obtain board about town for $20.00 per month, or less, and the dormitory costs are $28.00 per month. It is impossible to make it less on account of the necessity of meeting payments on bonds.

The committee considered Dr. Kerr's verbal proposal made September 5, "that all table board be lowered 50 cents per week". A careful study had previously been made showing a loss of $24,968 per school year of nine months.

The committee had decided to reduce the cost of rooms at Oregon State College by $9 a school year, and to bear the resulting loss of approximately $6700 when dormitories were filled, because the rooms were priced too high for partially furnished rooms.

The committee recommends that the price of board be made uniform for all students ($5.50 per week) at the College and University. If it is found possible to decrease this amount and to meet bond payments, it will be done.

The finance committee will deal with the bond situation but it is the duty of the student welfare committee to consider the solution as it affects student welfare, and it cannot recommend any solution which increases the cost of attendance.

The committee recognizes the fact that it is difficult to balance the budget, but it must set forth the reasons for differences in amounts of sinking fund available to meet the present crisis.

Oregon State College created a sinking fund by subsidizing the dormitories, and it is essential if we remain financially sound, that this same subsidy apply to the University of Oregon, and that from the emergency reserve fund of the Board a sum of approximately $10,125 paid to the General fund by the University, be turned back
to the dormitory fund. This refund will take care of bonds and
interest, and with the privilege of borrowing from the General
fund, will care for bonds at lower charges.

III PERSONNEL:

1. The committee is sorry that it cannot approve
the recommendation that Mrs. Katharine B. Haight be given a
10 months leave of absence at $50. per month for the year 1932-1933.
With the repudiation of bonds staring us in the
face, it is no time to take from the funds to alter a practice,
of no vacations with pay or no leave of absence, which had pre-
vailed for 19 years and which is without precedence.

2. That formal notice of appointment be sent Miss
Melissa Hunter, Director of Dormitories, Oregon Agricultural
College, and to Mrs. E. M. Parker, Dean of Dormitories at Monmouth,
by Dr. Lindsay, Secretary of the State Board of Higher Education.

IV BUDGET:

1. The Board created through its unification program
a new position, State Director of Dormitories, but the salary has
never been fixed. The salary should be the same as the State
Director of Libraries and the executive secretaries, but in the
face of the financial situation in the dormitories, a salary of
$4200, subject to cut, is recommended, to take effect September
1, 1932.

2. That the salary of the State Director of Dormitories
be divided as follows:
   One-third to be paid from General Dormitory Funds
   Two-thirds to be paid from Dormitory funds of the
   University.

3. That a budget of $1,000 be set aside from general
dormitory funds to cover the expenses attached to the State
Director's office.

(Miss Turnipseed's report)

RECOMMENDATIONS:

I. Appointments:

1. That Miss Melissa Hunter be appointed Director of Dormitories
   at Oregon State College, Corvallis, Oregon, and

2. That Mrs. E. M. Parker be appointed director of Dormitories
   at Monmouth State Normal School, Monmouth, Oregon, and
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3. That Mrs. Genevieve Turnipseed be the Director of Dormitories at the State University of Oregon, Eugene, and

4. That Miss Harriet Staley, preceptress at Kidder Hall, Oregon State College, be transferred to Margaret Snell Hall located on the same campus, for the year 1932-1933.

5. That formal notice be sent to Miss Hunter and Mrs. Parker by Mr. Lindsay, the Secretary of the Board of Higher Education.

II. Budgets:

1. That the salaries of Miss Melissa Hunter, ($5,100); of Mrs. E. M. Parker ($1,600), and for Mrs. Genevieve Turnipseed ($5,000) remain the same for the school year 1932-1933 subject to the cut recommended by the State Board of Higher Education, effective October first 1932.

2. That the salary of the state director of dormitories be divided as follows:
   a. One third to be paid from the general dormitory fund of the state, and
   b. Two thirds to be paid from the dormitory funds of the State University of Oregon.

3. That a budget of $1,000 be set aside from the general dormitory funds to cover the expenses attached to the state director's office, as
   W. Wages—Stenographer $ 400.00
   M. Materials and Supplies (Postage, Stationery, Blanks) 150.00
   T. Travel 220.00
   O. Other services and expenses (Telephone and telegraph) 140.00
   E. Equipment 50.00

   $1,000.00

4. That Mrs. Katharine B. Haight, Preceptress of Margaret Snell Hall, Oregon State College, be given a ten months leave of absence with a salary of $50.00 per month for the term.
   a. Mrs. Haight has been employed at the College as a preceptress for a period of nineteen years without any leaves or vacations on pay.
   b. The closing of Kidder Hall has made it necessary to release one preceptress; yet the closing of Kidder Hall depends upon the "decrease in enrollment of women students" which cannot be determined until the
opening of school; hence the uncertainty of Mrs. Haight's position.
c. Mrs. Haight will be quite happy with this arrangement.
d. Miss Hunter's budget for the year 1932-1933 is sufficient to carry this extra expense if Kidder Hall has to be closed.
e. I do not approve granting a leave of absence to a proctor or a social director, neither do I favor a precedent of this kind being established, but I do feel that this leave of absence is justified under the existing circumstances.

5. That the reports on budgets and personnel, hereto attached, be approved.

   a. These reports are recommended by the director of dormitories on each campus and approved by each president.
   b. The reorganization of personnel and the readjustment of the salary-wage schedule shows a savings of approximately $14,000 for the year 1932-1933.

III. Rules and Regulations:

1. That freshmen and sophomore men at Oregon State College who live in the dormitory and who pledge fraternities may be permitted to move to their fraternity houses at the end of the first and second quarters if they so desire.
   a. Dean Dubach feels that this exception would assure a good morale among dormitory clubs as well as fraternities; that it would make for proper morale among the men as "Oregon State College is instituting compulsory residence for the first time; and that it would not injure the dormitory financially as explained in his letter, a copy of which is attached to this report.
   b. I do not advise exceptions to rules ordinarily, but I recommend this one if it can be used as an experiment this year only to determine:
      (1) The morale resulting from compulsory residence with the privilege of pledges to fraternities moving to their respective houses at the end of each quarter, and
      (2) The decrease in income to the dormitory as a result of the exception, and
      (3) A uniform ruling on each campus governing residence in dormitories.
   c. There is need of such a study as there are problems arising from compulsory residence as well as from non-
compulsory residence in dormitories, and this study would give us an opportunity of a comparison with Monmouth Normal which has no compulsory residence regulations and with the University of Oregon which has had compulsory residence regulations for the past three years. d. Recommendation that this rule be made uniform in both the State College and the University and that
(1) The pledges petition to move to the fraternities at the end of each quarter and be released, in order of application, as new men come into the dormitories or as the petitioner brings some one in to take his place, and that
(2) The housing committee release pledges as need ed by the fraternities if conditions on the campus are such as to make releases necessary, subject to the approval of the State Director of Dormitories.

IV. Living Expenses:

1. That the charge for rooms in the dormitories at Oregon State College be lowered one dollar ($1) per month or three dollars ($3) per quarter.
   a. The rooms are not furnished as completely as they are at Monmouth Normal School or at the State University of Oregon;
   b. Considering the cost of furnishings; the depreciation of same, and the cost of laundering, it is found that the charges would be practically one dollar per month less for students at Oregon State College.

V. Indebtedness for Dormitories: (For the information of the Student Welfare Committee find attached hereto copy of material presented to the Finance Committee relative to the bonding situation at the dormitories.)

Recommendation to the Finance Committee that the Board provide for the operation and maintenance of the dormitory buildings on the campuses under its control in the same fashion and by the same agencies as for all other buildings. I am informed that the Board has approved the policy of providing for the light, heat and power of these buildings in the usual fashion. The adoption of this recommendation means the inclusion of all other items of operation and maintenance such as
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Janitorial service, repairs to building, etc. 
This would mean an addition to the Board’s budget for 
these purposes a sum not to exceed $20,000 a year.

This recommendation is in accordance with the general 
practice in this respect in other state institutions 
of higher learning. The dormitory buildings are 
ordinarily cared for in the same fashion and by the 
same agency that operates and maintains other buildings 
on the campuses.

After careful study of the bonding situation for dor-
mitories for the coming year it appears that all such 
obligations can be met as they fall due if this 
recommendation is approved by the Board.

PROGRESS—August 1, 1932—September 1932.

1. Accounting:

   a. Uniform system of bookkeeping set-up.

   b. Uniform system of financial reports for each dormitory organiza-
      tion, a copy of which will be sent to each director of dor-
      mitories and to each local president of the institution.

   c. Uniform blanks for each dormitory organization to be used in 
      sending accounting data to Salem.

   d. A composite financial report of the dormitories in the state, 
      a copy of which will be sent to the Chancellor, to the State 
      Board of Higher Education, and to the State Director of Dorm-
      itories.

2. Budgets and Personnel:

   a. Reorganization of personnel on each campus to meet the decrease 
      in enrollment and to make each organization more nearly uniform.

   b. Readjustment of salaries and wages to meet the financial 
      conditions of the present and to make each organization more 
      nearly uniform.

   c. Differences in personnel and in budgets occur but these are 
      mainly due to the different types of organizations and functions 
      on each campus.

   d. The reorganization and readjustment shows a saving of approx-
      imately $14,000 for the year 1932-1933.
3. Blanks and forms:
   
a. No two dormitories use the same forms for records, receipts, and registration in the dormitories.

b. A comparison of each set-up has been made this past month, and it has been decided to continue using the present blanks and forms until the supply is used up and until a uniform system can be installed.

c. A study of blanks, forms, and other records used in other dormitories in the United States has been started; and as soon as all of the material is collected, we shall begin working out a standard set-up for the dormitories in the state.

4. Catalogue and Informational leaflets:
   
a. The material appearing in each of these publications is as nearly uniform as it is possible to make it.

b. The rulings on compulsory residence in dormitories is as nearly uniform as we can make it this year. There is need of greater study and of some changes in order to make all regulations the same on each campus.

POLICIES OF THE STATE DIRECTOR OF DORMITORIES

I. To study, accept, and adapt the best practices in dormitory organization on each campus to the needs of the dormitory organizations on all campuses.

A. Each dormitory organization is a result of the training and the experience of the director in her endeavor to meet the specific needs of her campus.

B. No two organizations are identical in the state, yet each has practices that are most valuable to all dormitory organizations in the state.

C. Because of specific differences on each campus, no one type of organization can be imposed upon all, but a type of organization built from the strong points of each distinct organization will function successfully for all.

II. To make each director responsible for the solution of problems in her organization, subject to the approval of her president and of the state director of dormitories.
A. It is essential that each director get the approval of her president before presenting a recommendation to the state director of dormitories.

B. This policy will:
   (1) Avoid confusion and misunderstanding on the local campus, and in the state work, and
   (2) It will save time for the local president and for the state director of dormitories.

III. To advise with the local president on any problem arising within the local dormitory organization that cannot be settled satisfactorily with the director in her organization.

IV. To make no changes in dormitory organization on any campus without the approval of the local president.

V. To present all problems to the state board of higher education where the decision will result in a precedent being established, or where the changes will result in extreme re-organization.

VI. To file a copy of all reports and decisions relating to particular dormitories with the local president as well as with the local director of dormitories.

VII. To consult with the chancellor on all problems relating to the dormitories in the state.

FINANCE COMMITTEE

The Board received a report from the Finance Committee dealing with the financial situation of the dormitories on all the campuses and of the Memorial Union Building on the campus at Corvallis with special reference to principal and interest payments on bonds due during the current fiscal year.

The Board adopted the following recommendation of the Finance Committee relative to the Memorial Union Building situation:

That the Board adopt as a matter of policy the assumption by it of the operation and maintenance cost of the Memorial Union Building on the Corvallis campus, and that the Board refer to the Finance Committee for further study and report the matter of condition of funds of said building.
The Board adopted the following recommendation of the Finance Committee as presented to that Committee by Mrs. Turnipseed, Director of Dormitories:

That as a temporary policy the Board provide for the operation and maintenance of the dormitory buildings on the campuses under its control in the same fashion and by the same agencies as for all other buildings.

The Board received a report from the Finance Committee relative to the handling of fee income to accrue from the new uniform fees as set up in the action of the Board under date of July 18 and 19, 1932, and adopted the recommendation of the Committee that these funds be deposited in the Board's Suspense Account with the State Treasurer of Oregon.

The Board received a report from the Finance Committee relative to the status of the finances of the Board, and received from the Committee copies of statements showing in detail the budgeted income and expenditures of the Board for the fiscal year beginning July 1, 1932.

PUBLIC RELATIONS COMMITTEE

The Board received a report from its Public Relations Committee relative to the issuance of catalog and biennial report material. The Board approved the galley proof material recently submitted to each member by mail covering the informational section of the catalog.

The Board directed the President to appoint a committee of three of the Board to prepare the text of the report of the Board to accompany the Secretary's fiscal report and the reports of the Presidents, to be brought before the Board at its October meeting and published before November. The President appointed the Public Relations Committee of the Board as the committee to carry out the provisions of this action.

GENERAL

The Board directed that the Military Training Committee, the Rules and By-Laws Committee, and the Oregon Normal School Committee of the Board, in view of the fact that these committees had been appointed for specific purposes and had now fulfilled their functions, be discharged.
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COMMUNICATIONS, PETITIONS AND MEMORIALS

The Board received the following communication from Ray W. Gill, Master of the Oregon State Grange:

OREGON STATE GRANGE
Office of Master

August 27, 1932

E. E. Lindsay
Oregon State Board of Higher Education
Salem, Oregon

Dear Mr. Lindsay:

As Master of the Oregon State Grange I wish to acknowledge your letter dated July 26th inclosing copy of resolution adopted by the Board on July 18th. This resolution was read before the Executive Committee of the Oregon State Grange at a recent meeting and a motion was passed asking for a more definite interpretation of your action.

I think that everyone realizes that the Extension Service was established by the Federal Government and has been cooperated in by the State of Oregon with a definite purpose of furthering the interests of agriculture in the State of Oregon.

The particular question at issue is regarding the referendum on the Oleo Tax passed by the last session of legislature. The Oregon State Grange feels that no restrictions should be placed upon the County Agents that will handicap them from promoting the best development of the Dairy Industry in Oregon.

In case one of the County Agents should make a practice of speaking before public gatherings advocating the passage by the people of the 10¢ tax on Oleo products, what would be the construction placed upon your resolution by the board? I feel that the resolution is not very definite and clear and would like an answer to this particular question.

Yours truly,

(RWG:FT) (Signed) Ray W. Gill
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The Board instructed the Secretary to write to Mr. Gill that the Board would construe such action upon the part of a county agent as contrary to the resolution of the Board if his speeches were made anywhere upon the property of the state under the control of the Board, and/or if he were announced at these meetings as a county agent of the State of Oregon, but otherwise it would not be construed as being contrary to the resolution of the Board.

The Board amended its resolution on academic freedom as adopted at its last meeting, and referred to by State Grange Master Gill in the preceding communication, to include in the last paragraph directly before the words "but do request", the phrase "nor the public expression of that opinion". The amended resolution reads as follows:

BE IT RESOLVED, That as a matter of policy this Board do not attempt to control or sway the personal opinion of any person in the faculty or otherwise on the payroll of any of the institutions, nor the public expression of that opinion, but do request that no employee take action which might be construed as committing the institution or the Board officially favoring or opposing controversial matters of a legislative nature.

NEW BUSINESS

FISCAL

The Board approved the recommendation that the budget of the School of Fine Arts be increased from the Board's Emergency Reserve by the following allowances for travel, as set forth in a communication from President Hall under date of August 22, 1932:

- $495 to Art and Architecture at the College
- 550 to Art and Architecture at the University
- 120 to Music at the College

The Board authorized the payment of $125 from the Board's Emergency Fund to the Director of the State Department of Agriculture to meet the expense of certain demonstration work in poultry husbandry at the coming state fair, as set forth in the communication from Director Gehlhar to the Board under date of August 51, 1932.

The Board directed that deeds be issued to lots covering specified property given to the University by the Alumni Holding Company in view of the fact that the obligations set forth in the contract for the purchase of these properties have been fulfilled, in accordance with a communication and attached enclosures from President Hall under date of August 17, 1932.
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The Board approved the request from Director Churchill under date of August 31, 1932 that he be given authority to execute contracts for transporting students to and from Monmouth to the various training schools for the purpose of getting their practice teaching.

The Board directed that Dr. George F. Zook be granted an honorarium of $200 in lieu of expenses of his trip to Oregon made at the invitation extended by the Board at its last meeting.

The Board approved the payment for court reporting services previous to July 1, 1932 in the sum of $348, as set forth in a communication from Mr. Alva W. Person under date of July 7, 1932.

The Board approved the transfer of the balance in the account of the Friendly Hall Club in the sum of $145.45 to the Alumni Holding Company as recommended in the communications from the University under dates of May 11 and 20, 1932, and attached communications from members of the Friendly Hall Club organization.

ADVERTISING AND PUBLICITY

The Board ratified the actions of its Public Relations Committee as follows:

Authorization for publication of 10,000 copies of 8 page Preliminary Announcement of the Portland Center at an estimated cost of $75; as per copy and recommendation submitted by Director Powers under date of August 16, 1932.

Authorization for publication of 6,000 copies of the Portland Center catalog, as per copy and recommendation submitted by Director Powers under date of August 16, 1932.

Authorization for publication of 700 copies of Reading Circle Questions on Hamilton’s Epochs in Musical Progress at an estimated cost of $5.00 to be paid from fees, as per copy and recommendation submitted by President Hall through Executive Secretary Fallett under date of August 22, 1932.
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PERSONNEL

The Board directed that Dr. George F. Zook, President of the University of Akron, Akron, Ohio, be advised that it appears impossible to comply with his terms as set forth in his communication to President C. L. Starr under date of September 1, 1932 in electing him unanimously as Chancellor of the Oregon State System of Higher Education, and that all previous action taken with reference to Dr. Zook be expunged from the record.

The Board elected President W. J. Kerr as Chancellor of the Oregon State System of Higher Education, with a recorded vote as follows:

**Aye** - Mr. B. F. Irvine
Mr. E. C. Pease
Mr. Herman Oliver
Mr. G. C. Colt
Mr. C. L. Starr

**No** - Mrs. Cornelia Marvin Pierce
Mr. F. E. Callister
Mr. E. C. Sammons

**Not Voting** -
Mr. Albert Burch

Mr. Burch declined to vote with the following explanation:

MR. BURCH: Gentlemen, I refrained from voting. I will tell you why. I think that the election of Dr. Kerr will cause a great deal of damage to the higher educational institutions of the state. I also think that postponement of the election of a Chancellor would cause damage, cause injury; and, therefore, not being favorable to the election of Dr. Kerr as Chancellor I could not vote for him. At the same time I had to refrain from voting because I think we would be in a muddle if we attempted to get someone else. We would invite in some other man and possibly secure a Chancellor that would be satisfactory in six months or such a matter, but the time for one is now. I realize that.
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The Board directed that President Kerr's salary as Chancellor be $12,000 on indefinite tenure.

At the direction of the Board President Starr notified Dr. Kerr of his appointment and received his acceptance of the appointment as Chancellor of the system.

The Board directed that the effective date of Dr. Kerr's appointment as Chancellor be September 6, 1932.

The Board received the following communication from President Hall:

UNIVERSITY OF OREGON
Eugene

Office of the President
August 30, 1932.

Oregon State Board of Higher Education
Capitol Building
Salem, Oregon

Gentlemen:

I have the honor hereby to tender my resignation as president of the University of Oregon, to take effect December 31, 1932.

At a meeting of your Board held in April, 1931, I presented, at your request, my opinion in favor of a single administration for Oregon's system of higher education. At that time I stated that should such a policy be adopted I would gladly eliminate myself in order that the embarrassing problem of personalities might be avoided. Since the committee to investigate available men for the chancellorship will presumably report at the September meeting of the Board, now seems an opportune time to tender my resignation. The date above suggested makes it possible for me to assume my new duties early in January and will also afford adequate opportunity to complete the formulation and financing of certain important phases of the University's research program already begun but not yet consummated.
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I desire on this occasion to express my appreciation and gratitude to the members of the Board for the time and energy they have spent in counselling with me on innumerable occasions. The Board has had to deal with the most difficult, subtle and intricate problems during a most trying and critical period. It has made exactions upon their time and energy of a magnitude that few members of the public are in a position to understand, and I wish to assure the members of the Board of my recognition of these circumstances and of my profound appreciation, as a citizen of the state, of the loyalty and devotion with which they have performed their difficult and arduous tasks.

Out of this trying period has emerged three fundamental and constructive policies of the Board which I wish earnestly and sincerely to commend. The Board in the reallocation of functions and in the creation of a new plan of functional deans, has made a constructive contribution to an extremely difficult and delicate problem that has puzzled the educational authorities in the nineteen states where the same problems have been presented. The major interests of the two institutions have been carefully defined and the line of demarcation made clear and definite. Under the system of functional deans, every consideration, selfish and altruistic alike, will impel the dean to strike a happy balance between the fullest possible development of the major school compatible with adequate service and lower division work on the other campus. Each institution will seek its own reputation and its own glory in its separately allotted field. Motives for destructive competition have been removed, while the incentives for constructive rivalry have been increased and stimulated.

Secondly, the Board's policy of a single administration for all five institutions is, in my judgment, an extremely wise and salutary one. It will give to the state a single leadership in the field of higher education. It will inevitably tend to integrate and unify the different institutions into a common unit and at the same time preserve the institutional identities which have played so large a part in the development of the commonwealth, and will attract because of its magnificent opportunities for service the finest type of educational leadership that the nation affords.

Thirdly, I believe the Board's policy in vigorously opposing the proposed destruction of the University and the Normal Schools and the creation of a system of junior colleges is timely, statesmanlike and wise. The reasons for my opinion are adequately set forth in the admirable statement issued by the Board. This is further amplified by the thoughtful and statesmanlike declaration of Governor Meier. Nothing that I could say would make any material addition to these two masterly declarations.
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In my judgment, these three policies as enunciated by the Board are entitled to the vigorous support of all thoughtful citizens who are interested in developing our system of higher education to the highest possible point compatible with the sacred nature of its task and the economic resources of the state. No commonwealth can make a more tragic mistake than to be thoughtless or indifferent to the fundamental task of providing adequate spiritual and intellectual training for its youth of today — the citizenship of tomorrow.

May I be permitted here to summarize the educational ideals and philosophy which I have sought to follow throughout my administration. I have conceived the first duty of a commonwealth university to be the intellectual and spiritual training and stimulation of its youth. The easiest part of this obligation is the intellectual training of our sons and daughters and yet this has involved problems both difficult and profound. Unhappily, the orthodox course of education has placed undue emphasis upon the presentation of subject matter, with the unfortunate result that the development of memory has tended to supplant the training of the students in the habits of clear, original and honest thinking. Students can memorize textbooks and lectures at their homes. The university should be a place where classroom experiences and faculty contacts should stimulate and train youth for the most effective use of all the resources with which nature has endowed them. Difficult and challenging problems, typical of the life and world in which they are to live must be given them to solve. They must be taught under the expert supervision of instructors to approach the solution of these problems in a workmanlike way, with a disciplined intellect, with a reasonable command of the techniques that are involved, with a high sense of intellectual adventure, and with a genuine devotion to the ideals of intellectual integrity.

This involves a revolution in the academic procedures of higher education. It involves a new kind of examination, a new type of classroom activity, the formulation of new course objectives and the whole re-statement of educational philosophy. To this end a committee on institutional research has been evolved at the University of Oregon. One of the purposes of this committee, composed of our leading faculty members, was to do an exacting job of self-analysis, to take stock of ourselves, to use all the modern scientific techniques for the purpose of analyzing whether our established procedures were really training youth to grapple effectively and aggressively with the problems of life, or were only giving him a parrot-like conception of education. Due to their splendid vision and spirit of cooperation, the faculty of the University of Oregon enjoys an enviable reputation for having taken the lead in the attempt to test the effectiveness of
their own efforts and to achieve new standards of efficiency in the education of our youth. The money of the taxpayers has been made many times more productive. The spirit of self-criticism in order to discover more effective ways of better serving the state has become one of the dominant interests of the University. The problems of the intellectual training of youth are by no means solved, but in the spirit and eagerness that now prevail upon the campus we may confidently hope to find the fullest promise for the better training of our sons and daughters.

It is, however, in the program of the University for emphasizing the spiritual and emotional aspects of education that the institution has achieved its most distinctive accomplishment. Psychologists generally concede that but a very small percentage of the whole field of human behavior is controlled by the intellect and perhaps from ninety to ninety-eight per cent is dominated by emotions. And yet the traditions of higher education have called for an overwhelming emphasis upon training of the intellect or memory and only an insignificant amount of attention to the training and development of the emotional and spiritual life.

To meet this situation elaborate researches have been inaugurated through the support of eastern foundations for an exhaustive study of how the emotions dealing with beauty in all its varied forms may be more fully developed and find more adequate, wholesome, and fastidious methods of expression. These studies have centered around four specific problems: the emotional appreciation of beauty in graphic arts, in literature, in music and in nature. As one studies the development and influence of beauty through all the history of civilization, one cannot escape the conclusion that nations and individuals who have learned to understand and to value beauty in its various forms find new and inspiring sources of human happiness and of spiritual enrichment. It is hard for me to believe that one can find a surer pathway to the understanding of the great spiritual realities of life than the pathway of beauty as revealed in the infinite loveliness of nature. One cannot gaze upon the incomparable splendor of our snow-capped mountains, our trackless forests, our sparkling, rushing streams, without feeling within his soul a new sense of reverence for the divine Creator and new depths of human compassion for and sympathetic understanding of his fellow men. These, the most lasting satisfactions of life, should be made available alike to all classes of our society.

But how can we train our youth to an appreciation of beauty and cultivate an emotional desire for an understanding and comprehension of its divine significance?

A survey of different educational institutions disclosed that we had little, if any, scientific knowledge of the effect of love of
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beauty upon the spiritual and the altruistic impulses of life and that we had no accurate information of the most effective way of developing these emotional responses that are so desired. This resulted in the research program described above.

Closely allied to this research program and the development of a series of courses for the purpose of training these emotional traits, is the development of the new student body program. Heretofore, the main emphasis of a student body organization has been upon intercollegiate athletics. Without wishing in any way to detract from this very wholesome outlet for youthful energy, new emphasis has been placed upon developing the student program so that it affords an adequate and technically directed opportunity for self-expression along artistic and emotional lines. The development of a symphony orchestra and both military and concert bands, added emphasis upon drama in which students participate with increasing enthusiasm and artistic restraint, the training of a series of polyphonic choirs whose annual concerts have become events of major spiritual and social significance, the popularizing in other ways of work in music, in literature, in arts and crafts, in forensics, in student publications and student government, are but parts of a common program through which student initiative, student energy and student emotions may find self-expression with the self-imposed restraints of artistry, rather than to be squandered in worthless though innocent outbursts of misguided enthusiasm. When a student body, through its own initiative, sends its best debaters on a trip around the world or on a four months' tour of the Pacific Basin, discussing public questions in a way that has commanded public admiration and popular esteem in the countries visited, one gets a glimpse of both the social and the spiritual significance of what student activities can accomplish when directed by intelligence to the achievement of constructive social or spiritual ends.

It has been my ambition that no boy or girl could stay for four years upon the campus of the University of Oregon and remain untouched by the deep spiritual significance of beauty in some of its myriad manifestations, or unmoved by the altruistic impulses or unfamiliar with the spiritual vision that abounds where the generous ardor of youth in all its emotional strength and power has been directed along lines of constructive and fastidious self-expression.

The inauguration of Dads Day and Mothers Day with the annual pilgrimages from the home to the campus in the hope that we could draw the two close together in spiritual understanding and aspiration, has been but another incident in the program for the enrichment of campus life and campus traditions. If the spontaneous testimony of students may be accepted, this institution, in which the fathers and mothers
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of the state have so generously and enthusiastically participated, has been a very vital and useful factor.

I believe the second function of a state university to be the program of adult education or university extension. In its program of correspondence instruction and evening classes, the University of Oregon has achieved an enviable record. Oregon stands at the top or near the top in the percentage of its people who participate in the extension program of the University. This institution, however, through lack of funds, has been able to accomplish little in the field of spiritual, cultural and emotional interests so far as the adult people of the state are concerned. If love of beauty and spiritual understanding should play a part in the lives of the students on the campus, so it is also an unquestioned boon in the lives of the adults. Higher education will not have served its full purpose until it can find the ways and means of sharing its spiritual and cultural resources with all the people and communities of the state. The organization, training and stimulation of local leadership in the fields of music, of dramatics, of forensics, of arts and crafts, is a matter of the profoundest spiritual and social concern to the commonwealth. More and more people are realizing that the real springs of human happiness are found not in material possessions gained, but in the social and spiritual values enjoyed. Political virtue, social values, spiritual understanding, human happiness, even material advancement, have been traced as the direct results of intelligent community leadership in too many instances to permit of any doubt as to the tangible results that such a program abundantly affords.

The third function of a state university, as I view it, is to stimulate and develop those research activities which are essential to human progress. There is no sphere of human activity in which the spirit and genius of research is not essential to constructive advancement. In our research program we have concentrated the spirit of research on the problems of the University itself. We have sought to practice what we preach. We have directed the spirit and technique of research to those problems which we felt were of peculiar interest and importance to the development of the commonwealth. We have attempted not only to encourage our faculty members to devote their surplus time and energies to the prosecution of fundamental investigations, but we have tried to promulgate the spirit and appreciation of research throughout the state. We have encouraged the development of the Graduate School in what we believe has been a sound and healthy, though somewhat rapid growth, because we felt the importance of training people for investigation. We have believed that a state can attain maximum progress with minimum costs only in so far as that state believes in the spirit and genius of research as the pathway of progress and in so far as that state develops among its people leaders and institutions of research capable of solving the problems that bar their
pathway. We have believed that research should extend not merely to the material problems, but to all the problems of human welfare, and our research program, though limited in scope, and in many cases made possible only by gifts from educational foundations, has been direct-ed with these ideals in mind and with the hope that it would thus make the largest possible contribution to the spiritual and material development of our people.

The continued development of the Medical School and the Doernbecher Hospital, made possible largely through contributions from the outside, the maintenance of its exacting standards of scholarship and the support of its program of research, has afforded abundant evidence of what scholarly research can contribute to the amelioration of human suffering, the prolongation of life and the increase of human happiness.

For the past six years the administration of the University of Oregon in accordance with the above statement of educational philosophy has been my chief concern. Countless decisions have been made and I feel that in every case the decision has been made with an utter dis-regard of its effect upon my personal fortunes, but always with the single object of advancing these educational aims. Upon the ultimate value to the people of the state, of these ideals and this education-al philosophy, I have staked my all. Whether these policies and ideals have been sound and whether or not they have been intelligently execut-ed is not for me to say. That must await the mature judgment of my contemporaries and the ultimate verdict of time. Whatever this verdict may be, I should like to feel that among my more generous critics I have stimulated a new interest in education and humbly wish that there may be those who, whatever they may think of the result, will feel disposed to say that I have fought a good fight and that I have kept the faith.

If my administration has been helpful to the people of the state, the fullest measure of credit should go to those loyal, intelligent and public spirited members of the faculty who have shared my vision and who, with sacrificial eagerness have wrought incessantly for its achievement.

But even with the most highly inspired faculty leadership, campus traditions and ideals cannot be builted without unusual student leadership and cooperation. This we have had to a remarkable degree. Never have I appealed to the student body for assistance and understanding that they have not responded in overflowing measure. Their generous judgment of my efforts has touched me more deeply than they can know.

When the burdens of my office have at times seemed beyond the limits of my strength, the affectionate loyalty and intelligent devotion
of faculty and students have been an unfailing source of inspiration and of new found power. To these I owe a debt of gratitude which I gratefully and humbly acknowledge, but which never can adequately be repaid.

In conclusion, may I take advantage of this opportunity to express the deep regret that I feel in laying down the work that I have loved so much and in leaving the people of Oregon, whose generous kindness and gracious hospitality have won for them a lasting place in my affections and regard. I have from time to time visited in the different communities of the state trying to explain to the people my ideals, my plans and my hopes for the University. However much the people may have differed from my ideas, never once have I received anything but the most un stinted hospitality, the most courteous hearing and the most neighborly consideration. For this unfailing kindness I have a feeling of appreciation and gratitude which I cannot adequately express and which will be a lasting source of happiness and satisfaction to me wherever I may go. In the years that lie ahead I sincerely hope that opportunities may come to me where I may be of some service to the state and its system of higher education and where I may thus have an opportunity to show in a concrete way my sincere devotion to the commonwealth I have learned to love.

Respectfully submitted,

(Signed) Arnold B. Hall

Arnold Bennett Hall

The Board accepted the resignation of President Hall to take effect December 31, 1932 with a leave of absence until that date, and directed that a committee be appointed to frame resolutions properly expressing the appreciation of the Board, those resolutions to be submitted at the next meeting of the Board. Mrs. Pierce recorded a negative vote on the matter of leave of absence with pay. President Starr announced the appointment of this committee as follows:

Mr. E. C. Sammons
Mr. B. F. Irvine
Mr. C. C. Colt

The Board acted favorably upon Chancellor Kerr's suggestion that the election of presidents for the campuses of the University and College be deferred until the Chancellor makes his recommendations to the Board.
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The Board delegated to the Executive Committee authority to meet immediate minor emergency matters concerned with or connected with the change in administration.

The Board approved the following changes in personnel:

Appointee of Aileen Dyer as resident nurse in the health service at the Oregon Normal School, succeeding Milicent Horwage, resigned, effective October 1, 1932 at a salary of $2100, as recommended by Dean Dillehunt under date of August 2, 1932.

Resignation of Mildred Reynolds, instructor in the department and assistant director of Lane County Training Center for Rural Executives, salary $1,000 from state funds, effective August 1, 1932, as jointly submitted by Presidents Kerr and Hall under date of August 3, 1932.

Appointment for five months, or until January 1, 1933 of Phyllis Hartog as instructor in the department of Sociology and assistant director of Lane County Training Center for Rural Executives at a yearly rate of $1,000, subject to percentage cut; as recommended by Presidents Kerr and Hall under date of August 3, 1932.

Appointment of Joseph Belanger as assistant county agent in Washington County, effective August 5, 1932, at a salary of $1880 per annum, not subject to percentage cut, to succeed W. S. Averill who is being transferred to Benton County, as recommended by President Kerr through Executive Secretary Jensen, under date of August 5, 1932, provided that funds to meet this appointment are available from the sources as budgeted.

Appointment of Elizabeth Vance as Home Demonstration Agent in Deschutes County, effective September 1, 1932 at a salary of $2,000 per year, subject to percentage cut, as recommended by Director Maris through President Kerr under date of August 16, 1932, provided that funds to meet this appointment are available from the sources as budgeted.

Resignation of Dr. Ernst Gellhorn, Professor of Animal Biology at the College for the year 1932-33, effective October 1, 1932, his work to be taken over by Dr. Moore and two additional teaching fellows, to be recommended later, as submitted by President Kerr under date of August 26, 1932, the unused balance of Professor Gellhorn's budgeted salary to be transferred to the Board's Emergency Fund.

Appointment of Dr. Ambrose Fuller as professor of political science and director of the Bureau of Municipal Research and Service
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at the University for a period of six months effective October 1, 1932, at a salary of $2,250 for the six months period, as recommended by President Hall under date of August 24, 1932.

Recommendation that Professor Carl W. Salver be designated as Assistant to the Dean of the School of Education, in immediate charge under Dean Jewell of the work on the College campus, as submitted by Dean Jewell through President Kerr under date of August 26, 1932.

Resignation of Miss Willetta Moore, Instructor in Foods and Nutrition at the College, salary $2400, as submitted by President Kerr under date of August 29, 1932.

Return from leave of absence of Agnes Kolshorn, Assistant Professor of Foods and Nutrition at the College, in order to take over the work of Miss Willetta Moore, resigned, at a salary of $2404, which is $178 more for the year than Miss Moore was receiving, as recommended by President Kerr under date of August 29, 1932. The Board authorized drawing on the Board's emergency fund for the $178 non-budgeted expenditure necessary under this arrangement.

Recommendation that the salary cuts of Walter A. Halt, County Agricultural Agent of Umatilla County, and C. A. Henderson, County Agricultural Agent of Klamath County, be so adjusted as to put them on a parity with all employees of the state system of higher education, as submitted by President Kerr under dates of August 28 and September 2, 1932 with enclosures from Director Maris.

Recommendation that the salary of Lance Hart in the School of Fine Arts be fixed at $2600, subject to the regular salary cut effective October 1, 1932, instead of his present salary of $2200, also subject to the salary cut October 1, as set forth in a communication from President Hall under date of August 1, 1932.

Appointment of Hildred Atkinson as office secretary at the Eastern Oregon Normal School at a salary of $100 per month effective September 12, 1932, succeeding Dorothy Steimle, resigned, salary $125 per month, as recommended by President Churchill under date of August 31, 1932.

Change in position of graduate assistant in Department of Physical Education for Women at the University to part-time instructorship at the same salary of $450, and appointment for one year of Miss Ruth Hansen at a salary of $450 on a nine months basis, effective October 1, 1932, as recommended by President Hall through Executive

Appointment of Mildred Leighton as critic teacher at Oak Point at a net salary of $1055 for nine months, as recommended by President Churchill under date of August 31, 1932.
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Secretary Pallett under date of September 1, 1932.

Adjustment in salary of Dr. B. W. DeBusk, Professor of Education at the University, from $5,680.72 to $4,860.72, subject to percentage cut, by reason of change in status from part time to full time, as recommended by Executive Secretary Pallett under date of September 2, 1932.

Adjustment in salary of Louise Schroff, instructor in the School of Fine Arts, according to the blanket percentage scale on the basis of $1900 rather than on the basis of $1800, as provided for in the budget, as recommended by President Hall through Executive Secretary Pallett under date of September 2, 1932.

Appointment of following persons to the staff of the General Extension Division over KOAC, their salaries subject to the percentage cut, as jointly recommended by Presidents Kerr and Hall and submitted by Executive Secretary Pallett under date of September 3, 1952:

Mrs. Ruth Adams, former secretary to the Dean of Personnel of the University of Oregon, as secretary of the Department of Visual Instruction at a basic salary of $1,000 for ten months from September 1, 1932 to July 1, 1933, $800 to be paid from the budget of the General Extension Division and $200 from the budget of the Federal Cooperative Extension Service.

Mrs. Hilda Cooper, secretary of the Summer Sessions, at present salary of $125 a month, paid monthly by requisition, be transferred to the regular payroll without change in salary.

Mrs. Zelta Feike Rodenwold, at present extension specialist in home management and assistant professor of home economics at the College, be transferred at her present salary rate of $2600 a year, 12 months basis, to the radio staff as Director of Home Economics Programs, retaining her present academic rank as assistant professor of home economics, appointment from September 1, 1932 to July 1, 1933.

James Morris, formerly instructor in physics in the College at a salary of $1900, academic year, and now temporary announcer and remote control operator at a salary of $150 a month, appointment as announcer and remote control operator at a salary of $1900 a year, 12 months basis, from September 1, 1932 to July 1, 1933.

Anthony Buwer, now temporary announcer at a salary of $150 a month, appointment as announcer at a salary of $1900 a year, 12 months basis, from September 1, 1932 to July 1, 1933.
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Don Kneass as assistant announcer at a salary of $1,140 a year, 12 months basis, from September 1, 1932 to July 1, 1933.

Oliver D. Perkins as assistant operator at a salary of $1,500 a year, 12 months basis, from September 1, 1932 to July 1, 1933.

The Board approved the following resolutions relative to the work of the Eugene Branch Business Office, same being occasioned by the resignation of Paul W. Ager as Manager of this office and the appointment of J. O. Lindstrom as Acting Manager, the resolutions being the same, with the exception of the change of names, as those approved by the Board on October 30, 1930:

Resolved that J. O. Lindstrom, Acting Manager of the Eugene Branch Business Office of the State Board of Higher Education, be and he is hereby designated as Military Property Custodian at the University of Oregon, and L. H. Johnson, Comptroller Emeritus of the University of Oregon, is hereby authorized to sign for him in his absence in accordance with the requirements of the War Department.

Resolved that J. O. Lindstrom, Acting Manager of the Eugene Branch Business Office of the Oregon State Board of Higher Education, be and he is hereby authorized to execute satisfactory bonds to the War Department in such sum as may be required as a guaranty for the proper care and protection of all property of the War Department issued to the University of Oregon for the use of the Reserve Officers Training Corps.

Resolved that J. O. Lindstrom, Acting Manager of the Eugene Branch Business Office of the Oregon State Board of Higher Education, be authorized to sign for the State Board of Higher Education applications to the District Supervisor, Bureau of Industrial Alcohol, Seattle, Washington, for the use of tax-free alcohol for the University of Oregon.

Upon being informed of the resignation of Paul W. Ager as Manager of the Board's branch business office at Eugene to continue his graduate training toward his doctor's degree at the University of Chicago, the Board directed the Secretary to forward to Mr. Ager copy of an expression of the Board's appreciation of the unusual services that have been rendered by Mr. Ager in connection with its program.
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OUT OF STATE TRAVEL

The Board approved an out of state travel request for Dr. Arnold Bennett Hall in the sum of $240 to confer with eastern foundations in New York in behalf of certain requests for subventions to the University of Oregon for research work, as submitted by Executive Secretary Fallet under date of September 2, 1932.

MISCELLANEOUS

The Board approved the expenditure of the sum of $4,738.88 from the Board's emergency fund to care for the moving and alteration costs at the College made necessary by the reorganization of work in accordance with the request of Professor Beaty, Chairman of the Schedule Committee at the College, as approved by President Kerr. This work is in addition to that approved by the Building Committee of the Board under date of July 25, 1932, and ratified at this meeting of the Board, in the sum of $5,148.54.

The Board approved the recommendation that Mr. Roy C. Lyle, Supervisor of the Bureau of Industrial Alcohol, Seattle, be notified by the Board that Arthur S. King, Specialist in Soils at the College Extension Service, is authorized by the Board to sign the necessary papers in connection with the handling of alcohol for use off the campus of the College in soil testing work, as submitted by President Kerr under date of August 29, 1932.

The Board approved the recommendation from President Churchill under date of August 31, 1932 that the request of the School Board of Monmouth School District No. 13 for the use of the domestic science room at the Oregon Normal School in giving courses to students of the high school, be granted.

The Board approved the recommendation from President Churchill that President Inlow be authorized to start a student loan fund from accumulated balances in the following accounts, as submitted under date of August 31, 1932:

Alumni Association $ 2.00
Commencement 18.25
Music Tournament 79.19
Associated Students - Bank from Book Exchange 44.90

The Board adopted the recommendations of President Kerr under date of August 26 relative to the continuance of county agent work in Crook County in view of the present litigation involving the second half of the county appropriation of $1,000 for extension work in that county during 1932, as follows:
(1) That unallotted funds in the budget of the State Board of Higher Education, to the amount of $1000 be made available in lieu of the county's payment on its appropriation for the current year.

(2) That should the court's decision be favorable to the appropriation the $1000 so advanced by the Board will be replaced from the county appropriation.

(3) If the decision should be unfavorable the $1000 advanced by the Board would not be collectible.

The Board received the following communication to President Inlow of the Eastern Oregon Normal School from the Union County Labor Exchange, together with reports from Consulting Engineer M. C. Phillips, showing that the change from coal to wood involved would result in expense additional to that under the present arrangement amounting to approximately $660 a year:

La Grande, Oregon
August 10, 1932.

Mr. H. E. Inlow, President
Eastern Oregon Normal School
La Grande, Oregon

Dear Mr. Inlow:

The Union County Labor Exchange, an organization growing from the Governor's Relief Committee, is an organization devised to offer work to unemployed who are now receiving charity. This organization deals in Exchange Certificates, there being no money involved in the organization. A producer brings his products to the exchange and receives for them Labor Certificates. These Labor Certificates are used to purchase labor and the laborer in turn buys provisions with the certificates.

The labor exchange is dealing extensively in wood. The wood is purchased by the exchange who issue labor certificates for the amount of wood. The wood hauler then buys his provisions with the certificates. A number of the large firms in La Grande and School District #1 have installed wood grates in their heating units. By doing this they effect a substantial saving in fuel, there being 1-3/4 heat units a ton in coal to 1 heat unit per cord of wood. With coal selling at $13.00 per ton and wood at $4.00 per cord the saving per year is a large item.
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School District #1 has placed an order for 500 cords of wood with the Labor Exchange. The wood is to be burned in the school building that has heretofore been burning coal. The wood order has employed the heads of 30 families that had no other means of support.

Would it be possible for the Eastern Oregon Normal School to consider burning wood in their heating plant instead of coal, thereby helping the local unemployed as well as affecting a large saving in the fuel cost for the school?

Yours very truly,

UNION COUNTY LABOR EXCHANGE

By Lester H. Branwell, Manager

The Board directed that the Union County Labor Exchange be notified that the Board is unable to accept their suggestion to substitute wood for coal at the Eastern Oregon Normal School because of the added expense in the operation of the school.

The Board received communications relative to the request of the City Manager of La Grande to construct levees on the southeast portion of the Eastern Oregon Normal School campus for flood control, permitting at the same time the retention of the soil on this campus, said construction to be done without expense to the state, and directed that this request be granted.

The Board approved the recommendation that an expenditure in the sum of $200 be authorized from the Board's emergency fund to provide for replacing pillars of the bandstand on the College campus erected by the classes of 1908, 1909, 1910, and 1912 as a memorial to General U. G. MacAlexander.

The recommendation that a Voter's Service be conducted over KOAC in the weeks prior to the November 8 elections as submitted by President Kerr and President Hall under date of September 3 was verbally withdrawn from consideration by the Board by President Kerr and by Executive Secretary Pallett on behalf of President Hall.

The Board, upon being notified of the death of Mrs. Prince L. Campbell, directed that Mrs. Cornelia Marvin Pierce be appointed as a committee of one to draw a proper resolution at her leisure to be approved at this meeting of the Board, to be forwarded to Mrs. Campbell's family and to be given to the press. Mrs. Pierce presented the follow-
The Oregon State Board of Higher Education in regular session has had brought to it word of the death of Mrs. Prince L. Campbell of Eugene, wife of the beloved University President who served Oregon so finely that his leadership is the outstanding educational landmark in the history of the State. Mrs. Campbell was herself for twenty-eight years devoted to the educational welfare of the State and to the interests of the University of Oregon. Never will the state be enriched by a more choice and precious gift than the self-sacrificing devotion to its welfare shown by Susan Campbell whose name is perpetuated in a building on the University campus.

The Board pauses to pay tribute to a true friend of education, a woman of great beauty of character who sought to bring beauty into the lives of others and who exemplified in her own life all that is finest in human character.

The names of Prince L. Campbell and of Susan Campbell will be enshrined in the hearts of the people of Oregon who hand on to future generations the story of its educational and cultural life.

The Board of Higher Education hereby makes record of its sorrow at the passing of Mrs. Campbell, joining her name with that of her husband, Prince L. Campbell, in its tribute because of her perfect devotion to the cause which he so greatly served.

The Board desires to express to Mrs. Campbell's family its appreciation of her life, character, and efforts toward the public good, and its sympathy with them in their time of sorrow, and to that end hereby

Resolves that this be made the resolution of the Board, and that a copy of this resolution be sent to the members of Mrs. Campbell's family and to the University of Oregon.

The Board directed that an appropriate floral piece be forwarded to Mrs. Campbell's family in the name of the Board, the expense of same to be met by the members of the Board.

The Board adjourned at 8:15 P. M., September 6, 1932.

C. L. STARR, President. E. E. LINDSAY, Executive Secretary