Chapter Eleven -- The Chase-Willard Period, 1930-1943 -- 

"Readjusting the Balance"

It is a proper function of our state universities today to readjust the balance between education for individual competence alone, and education for breadth, for background, for cultural development, and for citizenship, in order to promote the best interests in the community in which we live.--Arthur Cutts Willard, President's Statement, The 1936 Illio

From a dusty automobile with a North Carolina license which headed into Urbana July 3, 1930, a tall alert man emerged. He was the new president of the University of Illinois, Harry Woodburn Chase, who had resigned from the presidency of the University of North Carolina, the oldest of the state universities, to succeed David Kinley at Illinois. North Carolina had known him as a courageous liberal, at first a professor of psychology, a pupil of G. Stanley Hall. Chase had almost automatically become acting president. How he then went on to the presidency of North Carolina in spite of the fact that he was a "Yankee" from Massachusetts and that the 100 trustees, one from each county, had plenty of candidates of their own, was entertainingly told in the June 1 issue of the American Mercury. "With nothing in the world," ran one sentence, "save courage, a level head, and common decency he has won the confidence of his state to an extent that is matched by few of his colleagues in the country."

Born in Groveland, Massachusetts, Chase received two degrees from Dartmouth, 1904 and 1908, and a Ph. D. from Clark University in 1910.
While at Clark, he was also director of a clinic for subnormal children. Going to North Carolina in 1910, first as professor of the philosophy of education, his title was changed four years later to professor of psychology and he was also acting dean of liberal arts. Another general move-up made him chairman of the faculty. Then both the president and acting president of the university died within a few months and he found himself acting president. The trustees deliberated for eighteen months more before deciding that they couldn’t improve on him. He was elected president in 1919, the year that Kinley began as acting president at Illinois.

The selection of Dr. Chase as the new head for Illinois came after several months of investigations by committees from the trustees, faculty and alumni. The scores of names suggested and considered ranged from Calvin Coolidge down to plain college professors and a few captains of industry. In a preliminary attempt to rate the nominees according to a point system, the list was reduced to ten. The final selection of Dr. Chase was a surprise to some. He had declined rather definitely, but the committees would not rest until he accepted. His salary, $20,000, plus the customary use of a house and car, was larger than any ever before paid by the University.

The inauguration almost a year later, May 1, 1931, was a day of triumph reminiscent of the inaugural of James, 26 years before. Delegates represented 252 colleges and universities, from the 380-year-old University of Mexico down to the two-year-old Cook County School of Nursing; representatives of 63 learned societies and professional organizations, 50 federal and state officials, trustees past and present, and alumni. With the band playing solemn marches and the sidewalks full of capped and gowned academics, it was hard to realize that it wasn’t Commencement. But even Commencement day was never quite so full and

2. A count of the names on file as of Aug. 21, 1929, totaled 84, many of whom of course were never seriously considered. (R. F. Carr correspondence on the presidency; list from Roger Adams.)

3. BT, '30: 556.
running over with doings as was this day of installing a new president."
Honorary degrees were conferred upon Dean Davenport, Professors A. M.
Talbot and E. B. Greene, the latter a former facultyman, and President
Rammelkamp of Illinois College at Jacksonville. This was the first time
that honorary degrees have been given by the University.

In his inaugural address the new president touched on not only
the necessities of freedom to teach, to investigate, to press beyond the
frontiers of knowledge, and otherwise do what was expected of him in
polite educational philosophy, but went on to say that general rules
and regulations "should be kept at the absolute minimum," that "the
various schools and colleges are in a far better position to know what
attainment should be for their students, and what students are for their
purposes worth while, than is the university as a whole," that "exception-
ional and unusual students must be given a large measure of freedom,"
and that a state university "must carefully and continuously carry on
a constant revaluation of its own processes.... The day is definitely
over when curricula can ever remain long unchanged, or when methods and
theories that have about them only the merit of antiquity should sur-
vive.... We must not be afraid to experiment with new ideas."

These and other Chase thoughts, not too outspoken as befitting the
amenities of an inaugural, were, however, toned up sharply later. In
a long letter to Dean Babcock, following an incident in which a Phi
Beta Kappa student ran afoul of some rule or other, Chase all but lost
his temper:

May I say very frankly that this whole incident reflects
a state of affairs in the University which I find very disappoint-
ing. I do not believe that you men who have been in the atmos-
phere of the University for a long time quite realize the im-
pression which has been made on the educational work by the con-
stant accumulation of red tape which has gone on within the Uni-
versity. It was first brought sharply to my attention last
spring when I was considering whether I should come to the Uni-
4. IAN, 10 (June, 1931), 370.
5. Ibid., 371.
versity. In the course of making up my mind I sought the opinions of a good many people in the educational world in America. There was a general agreement that the University of Illinois was an institution of fine possibilities which somehow had failed to realize those possibilities to the extent which was anticipated ten or fifteen years ago.

The cause generally ascribed by people in other universities for this situation is the entanglement of the University in red tape and restrictive regulations in both its faculty and its student activities. It is generally felt that those conditions of unhampered freedom under which men of responsibility and distinction can work happily and in a cooperative way to build a great university have been to a marked degree lacking, to such an extent that, as a well-known national figure in education expressed it to me, "Good men have come to be apologetic for being at the University of Illinois."

For my part, the more I have studied the situation the more it seems clear to me that we are excellently organized to prevent people from doing things. We have entangled our University life in a network of rules and regulations, minute, complexing and bewildering. The only document that I know comparable to our regulations for the conduct of undergraduate students is the Book of Leviticus.

The rest of the Chase letter, which was a long one, included the statement that in educational circles Illinois was not considered the equal of California, Minnesota, and Michigan; that the Council of Administration, which had taken over too many functions not belonging to it, had become "the most autocratic body in higher education on the American continent." It should be an advisory body only, he urged; much of what it was doing should be done by Senate committees.

In another letter, Chase paid his respects to the no-smoking rule, especially as applied to the faculty: "It makes a lot of faculty people feel that they are being treated like school boys."

After some discussion it was decided to have a general faculty committee study the whole situation; following a resolution by the University Senate, the President appointed December 16, 1930, the "Committee of Nine," made up of Dean A. J. Harno, chairman, Profs. E. L. Segers, C. A. Swenson, F. C. Fletcher, H. E. Tweney,
Several months were needed by this committee to carry on the investigation and draw up a report. Meanwhile, President Chase was not backward about letting the faculty know further about his attitudes. The disciplining of sorority pledges was childish, he told the Dean of Women, and he viewed with pleasure the proposal that the freshman cap-burning be abolished. The regulations governing fraternity pledging were "of such a character as to weaken any sense of individual responsibility and self-control... Nothing is more demoralizing than the exercise of arbitrary authority over helpless people." He developed this idea further in his widely-noticed talk at the installation banquet of the Interfraternity Council. "Our famous pamphlet on the rules and regulations for the guidance of undergraduate students is tossed definitely into the discard so far as any further appearance is concerned," he said. He asked the Psychology Department to give intelligence tests to the freshmen, to be studied and evaluated further, and there was some talk of having a psychiatrist available for consultation by the offices of the deans of men and women. The probation rules were too strict, he said. The Council loosened them up. He wanted a new official who would handle all extra-curricular matters, including those of the deans of men and women, health service, personnel bureau, religious foundations, etc., and he carried on some correspondence with this in view. He also wanted an official who could advise him on educational matters and take numerous details off his hands. He thought of the Provost in this connection, not part-time as Babcock had been but as a full-time official. Several of the deans agreed with him, and some thought that the title should be vice-president. Several such ideas were laid aside mainly because of hard times, but partly too


11. JAN, 9 (June, 1931), 384.


because of some uneasiness among the deans whose salaries and ranking would be below those of the proposed new officials.

The President had the provost position especially in mind because Babcock was approaching retirement, which was dated September 1, 1951. As dean for eighteen years of the largest college on the campus, Liberal arts & Sciences, and as provost for eleven years, he was a key man in the latter part of the James administration and in all of Kinley's. He was the main educational adviser, and vice-president in all but name. In his educational life he had been a specialist in higher education in the U. S. Bureau of Education; had been in several universities and the president of one, Arizona, but he kept his main affection for Illinois, to which he left $50,000 for fellowships and research in history and political science. He died only seven months after his retirement.

The dean of men, Thomas Arkle Clark, had also reached the retiring age but Chase asked to have him retained "in order to preserve continuity in the administration of student affairs at this time of transition." He went back to work, though he couldn't have been very happy about it, for he and Chase were about as far apart as they could be on the supervision of students. Clark's health began to give way, and he was given leave in December. His formal retirement took effect the following July and he made plans to spend his time in writing, gardening, and travel; but his poor health continued to worry him and his friends. He died July 18, 1952, at the age of seventy. "To write the story of his busy and productive life," said one review, "would be to write the story of the originator of the office of dean of men in American universities, and the most widely known official of that character in the world. Long experience fitted the dean to make repairs in a hurry. Troubles that drive worried parents to distraction and keep their households on edge for weeks, the dean patched up while the tale of woe was
18. Ibid., 126.
19. IAN, 10 (April, 1932), 280.
20. Ibid., 10 (October, 1932), 6.
still being unfolded, and punched the button for the next comer as part of his reach for the blotter. But he never cut short any students really in trouble, his tendency being to give them too much time rather than too little. One exception probably was the husky sophomore upon whom he suddenly came one night in the act of ducking a freshman in the Boneyard, and shouting "What's the Boneyard for? What in the hell's it for?" Clark was succeeded by his assistant, Fred N. Turner, '22, who had been in the office since graduation.

An important matter carrying over from the Kinley decade was the proposed College of Fine and Applied Arts, which had been under discussion since 1921. In the spring of 1931 President Chase recommended its establishment, which was approved by the Trustees. Architecture was to come in from the College of Engineering, Art and Design from Liberal Arts and Sciences, Landscape Architecture from Agriculture, and the School of Music which had been an independent unit, with its own building, which it continued to occupy. Professor Rexford Newcomb, '11, who had been chairman of the committee on the organization of the new college, was appointed dean in 1932. He had been on the architectural faculty fourteen years, was editor of the Western Architect, and a tireless writer on architectural subjects. His books and articles on Spanish and California houses, old mission churches, and home architecture had been well spoken of, and he had even found time to write a good-sized book on Abraham Lincoln. Graduating from Illinois in 1911, he taught in California and Texas and returned to his alma mater in 1918 as assistant professor.

Some reorganization also was going on in the College of Commerce and Agriculture. In the former the Department of Public Utilities and Transportation was set up to combine several scattered but closely related courses partly financed from a fund donated by Senator R. R. Ko-
21. ST., '36, 186.

22. Ibid., 546.

23. IAN, 10 (April, 1932), 282.
To fill the vacancy caused by the death in 1930 of Dean C. E. Chadsey of the College of Education, T. E. Benner, formerly head and reorganizer of the University of Puerto Rico, was appointed. A Harvard graduate in 1914, he also received three other degrees from there and for two years was professor of college administration at Columbia. The death in 1931 of Prof. S. W. Parr, '84, ended the career of a great scientist in the chemistry department who had been retired for some years. Professor H. A. Hollister, who also died this year, had been retired as high school visitor since 1928. Also retired in the late 1920's, Professor E. J. Barton, head of classics, died in 1933.

Physical training for men and women had existed since early times, and in 1919 was transferred to the College of Education, along with the new courses in athletic coaching. In 1932, all became a part of the new School of Physical Education, with G. Huff as director. After the death of Mr. Huff in 1936, S. C. Staley was named to the position.

Building projects carried over from the Kinley decade and completed in 1930-31 were the Chemistry Annex, a four-story building to care for the overflow of freshman chemistry students; and the Woman's Gymnasium, placed south of the residence halls on Goodwin Avenue, extended near the Woman's athletic field, to relieve over-crowded conditions in the Woman's Building. Each building cost about $300,000.

The Committee of Nine, with its sub-committees, numbering in all 90 persons, which had begun work in January, 1931, was through with its labors a year later, and the Trustees adopted several new statutes to
cover the changes recommended. The old Council of Administration was deprived of all legislative powers and was renamed the University Council, as a purely advisory body to the President. The Senate became definitely responsible for educational policy; also for student discipline, in which the deans of men and women were to have only an advisory part.

The various colleges and schools of the University and their faculties were given more independence and authority. They could have their departments organized either with heads or chairmen, the latter plan giving more faculty participation.

"The University of Illinois is a very large institution," said President Chase in commenting on the new statutes. "Because of its size it is easy for the members of its faculty to lose a sense of responsibility for what goes on in the University. The statutes aim to de-centralize administration and to distribute responsibility without at the same time blocking the possibilities of freedom and effective action."

When President Chase came in the summer of 1930 he found the University of Illinois in the midst of a biennium for which the state legislature had provided $12,114,902, the largest appropriation in history up to that time. The enrollment for 1930-1931, which was 14,696, also was a new record; and probably at no time in its history had the University stood higher in the general regard of the people of the state. The ten-year financial plan of the Kinley administration ($10,500,000 per biennium) which had been carried out, had enabled the University to regain much of the ground lost during the first world war. It was thought that with the coming in of the 1930's a new plan, equally effective, would be worked out.

But the Coolidge prosperity which was beaming on the land when Chase came, began to give way to the gathering storm of the great depression. Among the early signs of it was the shortage of money in April, 1931,
24. BT, '32; 874.

25. School and Society, 34 (December 26, 1931), 874.
for faculty salaries. During the biennium of 1931-1933 the trustees left unused some $2,950,000 of the state appropriation for that period to help meet a shortage in the state treasury due to decreased tax revenues, and for the biennium of 1933-1935 the appropriation was more than four millions below that of 1929-1931. The enrollment fell nineteen percent. Then in January, 1932, the University's depository, the First National Bank of Champaign, was closed, owing the University some $92,000 in slow assets after everything possible had been collected from the sureties.

In the face of such shrinkage in income there was nothing to do but to reduce expenses, and it was feared that some of the cutting would have to be made at the expense of the University's standing in the educational world. The erection of the $1,400,000 building for the Chicago colleges was postponed; salaries were cut five to fifteen per cent; President Chase looked upon the offices of the deans of men and of women as places where cuts could be made, now that they were no longer disciplinary centers; the office of the high school visitor he thought could be abolished; and there were too many comfortable salaries in the physical plant.

The University made a contribution to the solving of some of the state's financial problems when Judge S. Johnson, University Counsel, prepared and piloted through the legislature the tax anticipation note statute, which made it possible for the state itself and other taxing bodies to market notes based on the anticipated collection of taxes duly assessed. As a result the University was able to meet its salary payments on time, and the credit of the state was maintained through prompt payment of its general obligations.

The constant and necessary emphasis on economy attracted the atten-
26. The bank was later re-opened, and the amount was gradually paid back in the years following, the final payment being recorded in June, 1943. (BT, '44, 403.)

Failures of local banks and in some cases absorptions by others which had begun two years earlier had affected many of the students and faculty members, but the University officially had no important connections with any of them except the First National and the Citizens' of Champaign, the latter having been absorbed by the First National in November, 1929. The Citizens' had the University treasurer's account, which went over to the First National in the transaction; and finally, in January, 1932, to the First National Bank of Chicago. (BT, '32, 509.)


28. Laws... 1931, 911.
tion of some critics around the state, who fastened jaundiced eyes on the new $200,000 President's house. It had been planned before Chase came, but he was responsible for the furnishings of it and faced the criticism of them. He explained that it was not merely a private house for the President but had been built large and expensively to enable him to accommodate everyone at the public functions he was expected to give, and to entertain distinguished over-night guests. The climax was reached when a member of the state House of Representatives triumphantly read an itemized list of the furnishings, which was published far and wide. As one result of all this, a state act was passed in July, 1933, which placed all University money in the state treasury except income from trust funds and from Federal aid, and a working cash fund, both of which were left with the University treasurer.

Other criticisms of the three-year Chase regime buzzed about the question of the morals of students. Weren't they doing as they pleased, now that the somewhat remote control of disciplinary committees had replaced the policing by the deans of men and of women? The Illinois Press Association sent Chase a solemn letter, asking seven questions, six of them dealing with student life: Was he enforcing the no-car rule, did he permit smoking on the campus and did he and Mrs. Chase smoke in the presence of students? Had he told the students they needn't be in by midnight, and did he assist in protecting the morals of the young people? Had he served cocktails to any students "in your home or elsewhere?"

These questions, absurd as some of them seemed, were answered in good faith and frankness by President Chase. No, Mrs. Chase did not smoke in the presence of students, and yes, he did. No, he didn't serve cocktails, either to students or to other guests. And so on. Such criticism, much of it incompetent, was enough to try any man's soul. President Chase had several opportunities to go elsewhere but he took
29. IAN, 11 (June, 1933), 314.
32. Chase to Williamson, May 10, 1932, Ibid.
none of them very seriously until he was asked, early in the summer of 1932, to become chancellor (president) of New York University. He declined at the time, but made up his mind later to accept. So closely did he guard his actions that even some of his intimate colleagues were surprised to read in the papers of January 24, 1933, that he had accepted and would present his resignation (to take effect June 30) to the Illinois trustees two days later. The New York opportunity was a good one, and he felt too that he was not the best man to deal with the many political and legislative problems in connection with the University of Illinois.

"President Chase has insisted all along in having students treated as men and women rather than as boys and girls," said the Alumni News, which headed an editorial with the St. Paul text, "When I was a child I spake as a child, I understood as a child, I thought as a child, but when I became a man I put away childish things."

...Soon after President Chase came here, the word began to get around that a new liberalism had sprung up. The deans of men and women became friendly advisers rather than campus policemen... Old-timers gasped when President Chase told the Daily Illini to say whatever it pleased whenever it pleased. The paper hasn't been in a serious scrape since.

In the minds of some people the 1,000 men and women on the faculty include a lot of temperamental irresponsible and mischievous makers who don't care whither the University drifts, and who should be carefully watched and frequently called on the carpet. There is no doubt but that President Chase, calling few if any people up or down, and ignoring fussy, fine-out discipline, had by sheer force of personality brought about a new esprit de corps which has found its way to the furthestmost points in the faculty, and on down into the student body.... The three-year period has been all too short a time for President Chase to work out his reorganization plans....

And, it might have been added, the worst national depression in history was no time to work them out.

The defects of the Chase administration? The sudden upsetting of the program of the long-respected dean of men and the Council of Admin-

34. 11 (February, 1933), 149.
istration might have been done a little less abruptly. The delegation of discipline to committees tended to exasperate irate parents who always before could come storming in and pin down one man, Dean Clark. In fact they continued to go to him for some time anyhow, so great is the momentum of a vibrant personality. The new regime irritated most the faculty members who had to take it over. Some thought that outside of a rather narrow field Chase was not aggressive enough, and that his policy of decentralization would have been better if he had kept a closer eye on the weak departments.

The unexpected resignation of President Chase made it necessary for the trustees to name an acting president for the several months needed to find a permanent successor; and to the office was appointed Dean A. H. Daniels, who had been on the faculty in various capacities for forty years. He had almost reached the age limit of sixty-eight and was due for retirement but was asked to stay on for another year, and obligingly moved into the President's house. He and the courses in philosophy had come to Illinois in the early 'nineties along with Kinley, Dodge, Clark, Townsend, Breckenridge, and others, and for many years he headed the Philosophy department. He succeeded Kinley as dean of the Graduate School in 1921, and he was acting dean of the College of L. A. & S. at three different times. His friends knew him as the pleasant, twinkly-eyed, smiling little man who with his carefully-trimmed beard was a perfect stage professor. He owned neither an automobile nor a radio, had not often attended athletic games. He "had a divinity degree but didn't use it."

His year as acting president was comparatively uneventful, as such an interim generally is. Several projects already begun were dutifully carried forward. The new Extension Division in the 1933-1934 budget was studied further and regulations for it were adopted.
35. Ibid., 11 (July, 1933), 356.

36. Albert R. Lee, Presidents I Have Known. "typescript"

37. ibid., 374, 374, 410.
work in agriculture had been going on at the University for many years, but not in other subjects. President James before coming here had been director of extension at the University of Chicago several years, and might have been expected to take more interest in it at Illinois than he did. The director of extension, R. E. Brown, '22, was also director of the Summer Session.

The year also marked the beginnings by the University of the use of federal emergency funds which were springing up. Daniels reported to the Board that the University would get fifteen dollars a month for 38 each of nine hundred students who would do part-time work. Professor R. E. Brown, president of the Illinois Union, proposed that efforts be made to get funds to house it from the Public Works Administration.

The advancement of Dean Daniels to the acting presidency left vacant the posts of dean of the Graduate School and acting dean of the College of LAS, which were filled respectively by R. D. Carmichael, head of the Mathematics Department, and M. T. McClure, head of Philosophy. Carmichael, who had been on the faculty eighteen years, was known for his effective writing and speaking on philosophy and the classics, especially his ability to interpret them to the modern viewpoint. Dean M. S. Ketchum, '96, of the College of Engineering, who administration there had been the longest (eleven years) of any except Ricker's, was in poor health and asked to be relieved. He was continued as a research professor, but died the following year. His books on surveying, grain elevators, steel mill buildings, and mine structures were widely known, as was his consulting work. During the first World War he performed ably the notable task of building the $70,000,000 powder plant at Nitro, West Virginia. His successor was A. C. Willard, who was acting dean until the appointment of M. L. Enger, '06. Enger, one of the "Talbot men," had been head for some years of Talbot's old department, T. & A. M.
38. Ibid., 446.

39. The Board decided a month later that no action be taken at that time. BT, '34, 461.

40. Succeeding Willard as head of the M. E. Department and Enger as head of T. & A. M. were Professor O. A. Leutwiler, '99, and F. B. Seely, respectively. Both had been on the Engineering faculty many years. In the E. E. Department Professor E. H. Waldo retired after twenty-seven years' service. In this year also came the retirements of Professor T. E. Savage, geology, Harry Gill, track coach, and "Pete" Adams, unforgettable campus policeman.
Grown old in the College of Law, Dean O. A. Harker, died in 1936, ten years after his retirement. He was on the faculty 33 years.

Meanwhile, the three committees which had been appointed to look for a new president had been over the field and were about ready to report. Some of their work had been done for them four years before when President Chase was selected after a most thoroughgoing canvass of the educational world; the new committees had all of the correspondence and records, and some of the members, of the old—George A. Barr, '97, Robert F. Carr, '95, and Merle J. Trees, '07, three outstanding alumni; and from the faculty, Professor Roger Adams and Dean H. W. Mumford, who were regarded as presidential timber themselves. Adams especially. In fact during the last few weeks of the committees' work a definite swing to local talent and no frills was seen. Prof. A. B. Coble, scholarly head of the Mathematics Department, was highly regarded, as was Dean A. J. Harno of the College of Law, who was rising steadily, and his colleague, Judge Svainbjorn Johnson, University Counsel, who showed surprising strength in the final balloting. Dean C. W. Thompson of the College of Commerce, whose activities throughout the state had given him a wide following, was a strong candidate. But none of these men took the eye of the committees quite as much as the quiet, unpretentious professor north of Green Street, A. C. Willard, head of the Mechanical Engineering Department, who at the time was serving rather under protest as acting dean of the College of Engineering. He was anxious to get back into his research in heating and ventilation, which he had begun here, and on which he was an international authority. Then he woke up one day to find that a University Senate vote on the presidency was being taken on four men—Judge Johnson, Dean Thompson, Dean Harno, and himself. He and Johnson were the final two men considered by the trustees at their annual meeting of March 13, 1934, and Willard was
41. From the Board of Trustees: W. W. Williams, chairman; E. E. Barrett; G. A. Barr; Mrs. Marjorie Hopkins; Dr. Karl Mayer; and M. J. Trees. The faculty committee: Dean H. W. Mumford, Chairman; Professors Roger Adams, A. H. Coble, and A. C. Willard, (who, however, withdrew from the committee when he found he was being considered for the presidency). C. A. Kiler, '92, headed the alumni committee, made up also of R. F. Carr, '93; G. A. Huff, '92; E. J. Mehren, '06; and W. C. Kopiequet, '14.

42. IAM, 12 (April, 1934), 225.
declared elected.

Arthur Cutts Willard was born August 12, 1878, at Washington, D. C., where his father, a Bowdoin graduate, was in the U. S. Treasury office, in charge of Indian affairs. Young Willard, thinking he would like to be a chemical manufacturer, enrolled first in the National College of Pharmacy, a division of George Washington University, but went later to the Massachusetts Institute of Technology, where he was graduated in 1904. He crossed the continent to San Francisco, where he taught chemical engineering, but he soon went back east to teach mechanical engineering at George Washington University. For four years he was a sanitary and heating engineer in the U. S. War Department, coming from there to the University of Illinois in 1913 as the first professor of heating and ventilation, a new subject here at the time. He kept at it for several years without much outside recognition until 1921 when he received wide acclaim for his ventilation system for the Holland tunnel under the Hudson River, New York.

In 1924 the National Warm Air Heating and Ventilating Association regarded his research so favorably that it financed the building and equipping of a model home near the campus where he could carry on his experiments under actual living conditions. Here he found out some things in direct opposition to generally accepted facts about home furnace operation. Meanwhile he had written two books, Power Plants and Refrigeration, and with Professor L. A. Harding, Heating and Ventilation. He was known as a hard worker, a great admirer of good teaching, an advocate of higher student scholarship, and of more cultural
courses for the technical student.

Like his predecessor, H. W. Chase, Willard is an impressive-looking man. His six-feet-plus towers above almost everyone in most gatherings. He photographs well. His restless blue eyes overlook nothing. Known as the best-dressed man on the campus, he likes blue suits, polka-dot bow ties, and jaunty light gray felt hats. In his speeches he twirls his horn-rimmed glasses on his finger, returning them to place now and then to glance at notes. He speaks rapidly and earnestly in public, but with less tension in private, when, cigar in hand, he enjoys lively repartee with all comers. At the time of his election to the Presidency he had only a bachelor's degree, but several honorary doctorates were conferred upon him by various universities soon afterward.

In his declaration of policy in the summer of 1934, stated first perhaps at a meeting of Phi Delta Kappa, honorary educational fraternity, he went back to the first Regent, John Milton Gregory, whom he quoted as saying:

"It is but just to agriculture itself and to the industrial arts that their students should be aided by all that refines or strengthens the mind, and that their educated representatives should be the peers of the most soundly cultured men in the scope and value of their learning. We have an ambition to send forth to the great industries of the world, not men who are puffed up by some little smatterings of science, but clear-headed, broad-breasted scholars, men of fully developed minds—fit leaders of those great productive arts by which the world's civilization is fed and furnished."

Waving aside the traditional inaugural ceremonies, the new president plunged into his job. The saw-toothed graphs of the statisticians showed that the nation was climbing uncertainly and slowly out of the great depression. The University enrollment for 1934-1935 was 13,067, an eight per cent increase, but the biennial budget of $7,894,902 which had been adopted in 1933 was the lowest since 1921. Willard and his aids gave early and continued attention to the matter; however, the next budget (1935-1937) was up ten per cent; and increases have been made in each
12. IAN, 13 (October, 1924), 6.
of the succeeding biennia. However, President Willard reported in 1939 that since 1931 the biennial budgets had been reduced by a total of $9,560,000. He went on to say that the situation in 1939 was similar to that of 1921. The University was behind in building and equipment needs and in maintenance work on existing buildings—and the enrollment was the largest in history.

A great new aid in the working up of budgets was the Bureau of Institutional Research, which had its beginnings under Chase and Daniels. Early in 1933 Governor Horner had wanted a general financial survey made of the University, and sent over a representative to conduct it. He asked so many questions that could be answered only after much expert statistical work that it was obvious that the University needed better self-appraisal facilities. Coleman R. Griffith, a young psychology professor, who had been carrying on research in athletics for Director Huff, was put to work on the new program, with an advisory board headed by Dean A. J. Harno. A staff was hastily recruited, and a large amount of data extending back twenty years or more was secured from the Comptroller and Registrar and carefully restudied, with the result that the 1935-1935 budget was ably supported by an unusually great array of pertinent facts. The work has gone on from year to year, until today no important decision in the educational policy of the University is made without the opinion of the Bureau. It has studied and has worked out statistics on the rating of departments ("Distinguished," "adequate," "not adequate"); on the teaching and research staffs, cost per student, utilization of classrooms, effects of depression budgets, public relations and services, leaves of absence, courses old and new.

The building program had lapsed because of no building appropriations for the 1933-1935 biennium, and for 1935-1937 the legislature granted only $50,000 for an addition to the Mining Laboratory, though the
However, the new work did not prevent a cut of a million dollars from the original amount asked for the biennium. This reduction had been demanded by the Governor's representative, even after salary cuts and other retrenchments had been carried out. (Chase to Horner, Feb. 7, 1933; and Chase to the Alumni, Apr. 27, 1933).
trustees had asked also for a Library bookstack addition, to cost $350,000. They had also discussed several other items with Governor Horner—a Journalism building, one for the State Geological Survey, Armory Annex (Riding Hall), and a new power plant—but he declared that none of these was possible at the time. He cited the state's new responsibility to provide $5,600,000 a month for relief, to be added to the federal $6,000,000 a month for the same purpose.

The proposed $1,400,000 for the second unit of the Medical & Dental Laboratories building in Chicago was also passed by with the understanding that efforts would be made to get it from the federal Public Works Administration (PWA). Money was found, however, to build a new telephone system, to replace the thirty-four-year-old one installed by Professor Morgan Brooks. In recent years it had been kept going mainly by an electrician, W. J. Smith, whose retirement was past due—but no one else seemed able to make the worn "coffee mills" work.

The possibility of securing federal funds for campus building had been in the minds of the trustees for some time. They were not at first inclined to put themselves under such large obligations to the federal government, though other universities were taking advantage of the opportunity to get the outright government gifts and long-time loans to make much-needed improvements. Finally in May, 1935, President Willard reported that application for an allotment of $1,400,000 for the Medical and Dental building had been made to the State Planning Commission with the request that it be submitted to the proper federal authorities. In reply, Director Ickes said that the whole amount could not be allowed but that the application could be considered on the basis of a 45% grant, and a 55% loan at 3%. (Later changed to 50% and 70%, with 4% interest).

After four months of negotiations, the government approved a total of $1,220,000 (a $180,000 reduction) which meant that the laboratory equip-
Suggestions for a journalism building, many of them from the Illinois Press Association, had been made for a decade or more, various sketches were drawn up by Professor White, and an unsuccessful attempt to get federal funds was made. BT, ’36: 474. The School’s quarters in University Hall, and elsewhere, were admittedly poor, but with the building of Gregory Hall and the moving of journalism into it there has been less pressure for a new building.

The Public Works Administration (PWA) had been set up to increase employment, stimulate private industry, and promote economic recovery, all through public construction.
ament would have to be left out. Renewed efforts were made to get the full amount, and in December came the good news of a loan of $1,031,000 and grant of $366,000. The new total was $57,000 more than had been originally requested.

As security for the loan, the government demanded a deed and mortgage on the site, and as the University itself lacked power to negotiate these, or to issue merchantable securities, the new U. of I. Foundation, formerly the Alumni Fund, was named as trustee. Enabling legislation authorizing the University to make the contract, and the drawing up of leases, trust indentures, etc., took up the time of University officials for weeks, and filled up seventy-seven pages of the Board of Trustees' minutes of one meeting alone.

The completion of this second unit of the Medical and Dental group, filling out the north frontage of Polk Street east to Wood Street, providing much additional space for the College of Medicine, and new homes for Dentistry and Pharmacy, put the three colleges together near all the clinical facilities and made it possible to co-ordinate their work as never before.

Meanwhile, the possibility of securing federal funds also for the proposed new Union and other down-state buildings was being kept in mind. President Willard had shown early in his administration a strong interest in a new Union, which had been talked of for some years, and the Alumni Association was ready to make it the first great project of the new U. of I. Foundation, which already had some money on hand. The latter's proposal to the Trustees was made in 1936, but not until two years later was a FWA grant of $450,000 forthcoming. Because of a change of policy the Government would not make a loan, as it had for the Medical and Dental building two years before, but one for $550,000 from
An added objection was that the expected service charges to students were not acceptable as security for a government loan. Two years previously the University had permission to withhold $100,000 a year from state appropriations which was advanced as security for the Medical and Dental Building loan. (Senate Bill 543, approved July 11, 1935. Laws... 1935, 564.)
a life insurance company was arranged for, to be repaid over twenty years at 1 1/2% interest, the U. of I. Foundation again to act as trustees. A service charge against the students was now thought sufficient to carry the load, unless the building should be declared taxable—which did not seem likely. Financing the cost of furnishings, estimated at $250,000, was another job for the Foundation and Alumn Association.

The location of the Union as the "front door to the campus" was not an unanimous choice. The studies of committees had brought out a dozen suggested sites, the most favored of which were south of Smith Music Hall and east of the Huff Gymnasium. But these seemed rather far south, even to many who favored them, and some thought was given to buying a site west of Administration or east of Natural History or Chemistry. It was not until a year later that the sudden collapse of a ceiling in University Hall, and the condemning of the building by engineers, followed by the prompt razing of the structure, turned thoughts more definitely to the Green Street vicinity. It was near the center of student activities, was easy to connect up with power plant service lines, and was in an area where no one style of architecture prevailed. Critics complained that it was too far north, that the parking facilities were poor, and that trees would have to be sacrificed. The blocking of the view south from Green Street disturbed a few people, but it was pointed out that most of the campus plans throughout the years had called for a building or buildings in this location.

The Union was designed by E. L. Stouffer, '18, University architect in the Physical Plant Department, Howard L. Cheney, '12, consulting architect, and John C. Leavell, associate architect. Mr. Stouffer had visited unions at several other universities, and many sets of plans and photographs were secured. Studies were made for buildings that
59. The grant and loan were later increased to $54,820 and $656,000 respectively. (BT, '40, 317). The final cost of the building, with furnishings, was about $1,500,000.

60. BT, '40, 9. However, the final location depended on the retention of two large cypress trees at the southeast corner. (E. L. Stouffer, History of the Design and Construction of the Illini Union Building, 12.)
would fit the various sites proposed. Mr. Cheney was nationally known as an architect. Mr. Leavell had been chief draftsman for twenty years for a leading architect for fine residences in the midwest.

The building, recreating much of the architecture of restored Williamsburg, Va., has been called by Dean Newcomb "American Georgian of a somewhat domestic strain." The architects were very successful, he said, in placing such a large Georgian building (284 x 120) in the midst of three Romanesques without dwarfing them. "The cupola on the central mass is a concession to University history and sentiment. It houses the memorial clock of the Class of 1878." The interior decorations and furnishings reached a new high artistic level for buildings of this sort.

The Union was opened February 5, 1941, just two years after construction began, with V. L. Kretschmer, '31, as building manager. The first major event held in it was the Founders' Day celebration March 1 and 2, and the dedication was at Homecoming in the fall. The many events since held there indicate its success as a University community center. The only offices in it besides those of the management are for the Alumni Association, the Foundation, and for general ticket sales.

The decision of the Alumni Association and its newly-created U. of I. Foundation to raise the money for the furnishings of the Union was not a hard one to make; the alumni had not been subjected to any large-scale appeal for money since the Stadium campaign fifteen years before, and the new Foundation wanted to try its wings. Economic conditions were perhaps more favorable than they had been for seven years, but the general appeal of the Union building idea, even after skillful building up and dramatization, was admitted to be much less than that of the Sta-
61. Rexford Newcomb, "The New Illini Union at the University," Monthly Bulletin, Illinois Society of Architects, 25 (April-May, 1931), 1. Also in the cupola is the old chapel bell, another revered relic from University Hall.
dium, which had come at a time of tremendous enthusiasm for football and a war memorial.

Glenn M. Hobbs, '91, the first executive director of the Foundation, had done some preliminary work in 1936, but he was close to retiring age and it was necessary to reorganize. Some of his office work was turned over to James C. Colvin, '25, who had been brought in to edit the Illini News. To Jack Powers, '17, was entrusted the direction of the promotional work under the title "National Co-ordinator." He had been active in community chest and church campaigns.

The planning of the campaign was at first done by a national money-raising organization, whose report of November 28, 1936, ran to 93 pages and was aimed at raising $1,250,000 between January 4 and June 26, 1937. The cost of doing this, estimated at $55,849.50, not counting the extra work in the Alumni and Foundation offices, startled the directors, who decided not to employ the organization but to use parts of the plan and run it themselves. This decision threw heavy responsibilities on several people whose ideas on raising money differed, and there was much cut-and-try work done, which probably would have been avoided if the professional organization had been employed throughout.

Both the Alumni Association and the Foundation were under the presidency of K. J. f. Ekblaw, '09, a Chicago engineer of energy and initiative, who devoted a great deal of time to University matters. At the time he was able to interpret and combine into direct action the many and diverse opinions of the two governing boards, which later, however, drifted apart in some of their thinking. Mr. Powers, after talking with various alumni and in casting about for an over-all objective, laid out the "Illini Plan of Co-ordination," which it was hoped would unify scattered efforts and enlist support from some who were in doubt about
64. The full co-operation of the Alumni Association was interfered with somewhat by the repeated agitations for reorganisation which were taking up much of the time of the meetings of directors and were diverting attention from the campaign.
the Union but might give to some other campus cause. At the "big broadcast" on the University's birthday in 1937, it was announced that 102 alumni groups throughout the United States were going forward with the co-ordination plan.

Getting all of this work and much other under way took time, and it was not until May, 1937, that the soliciting campaign was actually begun. By Commencement it was possible to announce that $68,000 had been pledged, and by November 30, just before Powers' resignation, the amount had risen to $104,000. The directors failed to agree on the future conduct of the campaign. Some of them were anxious to get on with the Union fund and spend less time on seeking contributions for other objectives. This feeling was heightened with the news in July, 1938, of the PWA grant, and a loan from an insurance company which assured the building costs. The campaign could now be confined to the furnishings fund. Professor F. A. Russell was given leave from his work in the College of Commerce to direct the finishing up of the job.

Five other buildings were erected with the aid of federal relief funds during the latter half of the decade: Gregory Hall, and additions to the Library and McKinley Hospital, the Chicago Illini Union, and Natural Resources, the latter a project mainly of the State Department of Registration and Education, with which the University co-operated.

The startling collapse of one of the classroom ceilings in University Hall in January, 1938, the hurried moving out of the building of nine departments and divisions housed there, and the complete razing of the structure, had given a new and unexpected stimulus to the general building program. Governor Horner said he would recommend an appropriation for a new building further south. A special session of the General Assembly finally voted $700,000 for the purpose, the site
67. IAM 15 (April, 1937) 10.
68. Alumni Association Minutes, Nov. 30, 1937, 2868.
69. Ibid., 2868.
70. BT '38: 620.
71. Ibid., '40: 56, 192.
72. Funds for the Chicago Illini Union were furnished by the Works Progress Administration (WPA), "providing work for unemployed persons in need of assistance on useful public projects planned and sponsored by state and local governmental agencies." World Almanac, 1940, 746. The grants for the four other buildings and the Union were from the Public Works Administration (PWA). (See footnote 51.)
73. BT '38: 620.
74. Ibid., 645.
75. Ibid., '40: 6.
between Lincoln Hall and the Library was selected, and belated recognition of John M. Gregory was accorded by giving his name to the building.

Governor Horner had approved the Gregory Hall appropriation on condition that the University would apply for a supplementary federal grant which would handle also the proposed Library and McKinley Hospital (south wing) additions. The funds ($572,728) were forthcoming in August, 1938, and work on the three projects was soon under way. Gregory Hall, the first classroom building in which air-conditioning was used, designed in the Georgian manner by E. L. Stouffer, '18, University architect, was intended to reproduce the cubic footage in the Regency University Hall. This was even more than accomplished (20 per cent more) by allowing less for high-ceilinged rooms and corridors which took up much space in the old structure. The cornerstone laying was the occasion for a talk by the first president's son, Alfred Gregory, '78. A bronze tablet including a bas relief of the old building was installed. The new building became the home of the College of Education, the Psychology and Sociology departments, Radio Station WILL, and the School of Journalism, including the Illinois Editors' Hall of Fame, the nine bronze busts in which had been temporarily in the Auditorium since their dedication in 1930.

The passing of University Hall—"Main Hall," as it was generally called—was sincerely mourned by many of the old-timers who remembered it as the place where they went to almost all of their classes, and numerous were the appeals made to repair it and keep it standing, even at any cost. An expert engineer who examined it, however, said that this could not be done for less than $25,000 to $250,000, but the letters of protest kept coming in, even after tearing had been started on March 11, 1939, the seventieth anniversary of the inaugural. "Not
76. Ibid., 92. This site had been assigned for a Gregory Memorial many years before but the building had never materialized.

77. Ibid., '38; 852.

78. Ibid., '40; 47.

79. IAN, 18 (July, 1938), 7. Another connection between the old and new buildings was the deposit in the new cornerstone box of all the material found in the cornerstone of University Hall.

80. Ibid., 16 (March, 1938), 4.
since the days of Red Grange has alumni interest been so keen as it is in the decline and fall of old University Hall," said the Alumni News. "Critics who have said that Illinois alumni could not be stirred up by anything short of a national emergency have had to revise their opinions...."

The design and construction of the Natural Resources Building, south of Architecture, housing the State Geological and Natural History Surveys, were largely in the hands of the State Architect, but the University’s Physical Plant and Architect’s offices collaborated, especially on the outer design. The University is responsible for the operation and maintenance. The building was paid for out of a state appropriation and PWA grant totalling $567,454, and dedication was in November, 1940.

In the early days, one good reason why the University was located in Urbana, was the presence here, all ready to move into, of a building containing not only office and classroom space but also living and dining quarters for students. The dormitory question was therefore settled in the very beginning, or at least the founders thought it was. But the students were often unruly; they emptied water buckets down the stair well on dignified professors, and even put a cow in the cupola—if we are to believe the stories. There was relief in the faculty when a wind storm blew out one corner of the old edifice and made it necessary to vacate it. Its reputation persisted through two decades before the question of housing students was seriously studied again. Women’s dormitories came first, just before World War I, but the men had to wait twenty years more. In the federal financing of new buildings in the 1930-1940 decade, men’s dormitories were often mentioned, but it was not until the period was almost over that they reached the actual plan stage, and by this time PWA was beginning to close up its affairs and
81. Ibid., 16 (April, 1938), 3. A few alumni did not join in the idea of keeping old University Hall, and pointed out some of its structural defects—"too large a building for the funds available, foundation footings 60% too small, walls too thin, floor and roof timbers too light." Francis J. Plym, '97, in IAN, (June, 1938), 5.


Adding later (1942) were a garage, the Natural History greenhouse, and the Geological Survey Laboratory, the latter adjoining the new Power Plant on the East, bringing the total cost to $754,544.13 as of June 30, 1943. Report of the Controller, 1943, 48.

The Geological Survey Laboratory, used for large-scale experiments on coal and other mineral products, after they have been started in the Resources Building and have been found promising, was planned to be a part of the latter structure but after some controversy was built near the Power Plant, half a mile away, because of the fear of University authorities that the smoke would be troublesome. Br., '40: 569.

would not take on any more projects. But a life insurance company again came to the rescue with a loan of $600,000, to be based on a mortgage on the building and on the entire block where it was to be built, the University put in some funds of its own (about $50,000), and the building was opened a year later. Designed in modified Georgian by the University architect, E. L. Stouffer, '18, the building houses 369 men, and memorializes in its five units the names of three former professors and two trustees, all deceased:--T. A. Clark, '90, dean of men almost a quarter of a century; Professor W. J. Barton, professor of Latin for thirty-five years and for much of the time the Illinois faculty representative in the western conference; Carl Lundgren, '02, baseball coach, assistant director of athletics, and leader of young men; and Trustees W. G. Flagg and Dr. W. L. Noble. Mr. Flagg was on the first board of trustees of the University 1867-1878, and had much to do with early development. Dr. Noble, trustee, from 1921 to 1933, was a strong advocate of men's residence halls.

The University's old Power Plant, dating back some thirty years, which had been overhauled several times since, was still overloaded and inefficient. Boilers and machinery had been added from time to time but had not kept up with the needs of new buildings. By this time it was realized that a new plant could not be included in the federal program. Meanwhile, however, a change of administration had come in at Springfield, and it was decided to include the full amount, $1,675,000, in the 1939-1941 appropriation request, which was granted. The design was by Sargent & Lundy, industrial engineers, contracts were awarded early in 1940, and the first fire was kindled under the boilers in December of that year. The location, at the western edge of the campus, in the Stadium neighborhood near the Illinois Central tracks, was recognized
84. IAM, 19 (August, 1940), 1.
85. IAM, 20 (September, 1941), 1.
86. BT, '42: 628.
87. The engine room of the old plant, using steam piped back from
the new, has been retained for emergency and some other pur-
poses. The two old smoke-stacks, familiar landmarks, were
torn down.
88. BT, '40: 491.
as the best one for several reasons, the main one of which was the rapid southern growth of the University. An enormous tunnel three-fourths of a mile long was built to carry the service lines to the main campus.

Building activities on the Chicago campus had been resumed with the granting in 1935 of a PWA grant and loan of $1,457,000 for the second unit of the Medical and Dental Laboratories building, the first project of the kind secured by the University. It completed the general headquarters for the Colleges of Medicine, Dentistry, and Pharmacy, fronting on the north or Polk street side of the entire block, from Wolcott to Wood Streets. Another major building transaction was the transfer in 1941 of the Research and Educational Hospital group, valued at about $3,500,000 (with equipment) from the State Department of Public Welfare to the University. The University had conducted the medical part of it for several years in co-operation with the Public Welfare Department; now it had complete charge. Agreements were reached regarding the Presbyterian Hospital (1941) and the Illinois Eye and Ear Infirmary (1943) whereby the University assumed control. The most recent new building on the Chicago campus is the Neuropsychiatric Institute, dedicated in 1942 (cost, over one and one-half millions), erected by the State Department of Public Welfare and extensively used by the College of Medicine in neurological and psychiatric work.

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th south had indeed been so rapid that students were finding classrooms too far apart. A planning committee recommended the buying up of more land east and west of the main campus; and this has been done to some extent.

90. *Iowa* 18 (May, 1940), 8.


92. For descriptions of buildings on the Chicago campus, see Chapter 12.

93. *Iowa* 18 (January, 1940), 2.
War and of building restrictions. Neither was anything done about a museum and art gallery, to house such things as the valuable Trees art collection, contributed by Merle J. Trees, '07, and Mrs. Trees (Emily Nichols, '05) who have continued to keep it in Chicago until adequate campus housing is ready. An armory addition, a field house, and more dormitories were also on the expectant list. Some attention was given to the naming of buildings. The two residence halls were named after Mrs. Mary E. Busey and Mrs. Laura B. Evans, former trustees; the new men's gymnasium after George Huff; the power plant, W. L. Abbott, '84; old law building, later entomology, O. A. Harker, and the newer one, Governor Altgeld.

More emphasis on individual needs of students was seen in the adoption of a tutorial system in LAS whereby a superior student showing promise in some particular field could carry on, besides his regular work, some independent study under faculty guidance. Thirty 94 students were enrolled in this at the beginning (1936).

The setting up in 1939 of the General Division in Liberal Arts & Sciences was an attempt to help students distinguish the woods from the trees in the bewildering abundance of courses in the College. "It puts a premium on general understanding rather than on encyclopedic memory." Another aid in the problems of LAS (and other) students was begun in 1937 as a counselling service in that college, but became an independent unit in 1942. Registration the first year was 902. 98 Added in 1941 was the Illinois High School Statewide Testing Program, which gives similar service to state high school pupils. Also a factor in the LAS development was a new curriculum in social administration,

95. D. W. Gotschalk, Public Lecture at the University, May 11, 1945.

96. Annual Register, 1942-1943, 67.

97. IAW, *13 (October, 1939), 13.

98. Willard to Members of the University Staff, Nov. 10, 1943.
to train students for welfare work, and the development of a
speech clinic by Teresa Nelson, instructor in English.

In the College of Law Dean Harno was restudying objectives and
trying to raise standards without leaving behind too much democracy.
The University in general had to accept all accredited high school
graduates, he pointed out, but Law as a professional college must
compete with others of its kind, in the bar examinations and else-
where. In Agriculture was the stimulation of the Bankhead-Jones
Act and the federal emergency legislation for the benefit of farmers.
A new department, Forestry, was established, and the old division of
Animal Pathology (formerly Veterinary Science) was raised in rank to
a college in 1945, renamed Veterinary Medicine. A department of Pub-
lic Utilities and Transportation had been set up in the College of
Commerce to combine several scattered but closely related courses part-
ly financed from a fund donated by Senator W. B. McKinley. In the
Commerce basement Dean Thompson was clearing space for his new col-
lection of business records which was to include literally tons of old
ledgers, house organs, reports, advertising pieces, letters, invoices,
and catalogues. Some eight thousand business firms had cooperated by
sending in materials which were catalogued and made available for re-
search. "We confidently look forward to the day," said the dean "when
anyone wanting to know how business has been, or is being, conducted
will come to us for this information."

More recognition of the importance of community service was seen
in the setting up (1934) in the College of Fine and Applied Arts of the
new Bureau of Community Planning, which gives consulting service, does
some research, and publishes bulletins. This Bureau was a distant re-
lieve of the work carried on for twenty-seven years before by Robert
E. Hieronymus, who as "community advisor" for the University originated
100. BT, '38; 574.
102. BT, '32; 374.
104. BT, '34; 568.
the Art Extension Committee and worked closely with similar bodies around the state in promoting civic beauty. He conducted various pilgrimages to the Lincoln shrines and other centers of historical interest in Illinois and nearby states, often with Lorado Taft, '79, as a delighted participant.

Another development in this college was a visiting professorship of art, financed by Carnegie funds, which was begun in 1939 with the coming for a year of Dale Nichols, a modern young painter comparable with Grant Wood and Thomas Benton. The old Mumford house was fitted up as a studio, where students could consult him. The College officials were greatly pleased with the experiment. Robert Philipp, Frederic Taubes and Jerry Farnsworth have been later holders of the professorship, which was interrupted by the war.

The first World War had stimulated interest in aeronautical engineering, and some courses in the subject were begun, which with a few additions have continued through two decades. President Kinley near the close of his regime had asked for a review of the subject, and a committee made recommendations, one of which was that a special curriculum would not be wise at that time, though a few additional courses might be fitted into the M. E. and C. E. departments. A small wind tunnel also was recommended.

The rapid rise of aeronautics, especially during the second World War, brought on the question again of what to do about it in the University war program. Except for a few dozen students taking a civilian pilot's training course at the weedy Champaign airport, and a little academic instruction in the College of Engineering, the University was doing nothing in what was to be a most important arm of the war. And apparently nothing much could be done on any considerable scale without

a University airport. The mammoth Chanute Field, fourteen miles north, built in the first World War and since greatly enlarged, was strictly an army plant, not adapted to anything of a civilian nature.

President Willard, an engineer himself, was keenly interested in aeronautics and aroused interest in others, both locally and nationally. In January, 1942, the trustees authorized him to ask the General Assembly for $200,000 (later raised to $250,000) to buy a square mile of land for a University airport. Long before the money was assured in late April, plans were completed to secure additional state and federal funds to bring up the grand total to more than $2,250,000. A tract of land, comprising several farms, about five miles southwest of the main campus was selected as the site. The airport was expected to be not only a station for major airlines but would enable the University to go ahead with its new department of aeronautical engineering which was opened in the fall of 1944 with H. S. Stillwell, formerly of the University of Kansas, as head. This works closely with the Institute of Aeronautics, headed by L. A. Bryan, who came here from Syracuse University.

On the Chicago campus the bringing together into one large building of the three Colleges of Medicine, Dentistry, and Pharmacy, with clinical hospitals almost all nearby, had increased the unity and the efficiency of the plant; and still more came in the appointment in 1939 of Dr. R.B. Allen as Executive Dean, in general charge of all the work. Each of the colleges retained its own dean as before; Dr. Allen also became Dean of the College of Medicine when Dean Davis retired in 1943, Dr. Allen had been Dean of the College of Physicians and Surgeons of Columbia University. He had done his graduate work at Minnesota and at Mayo Brothers Hospital.

Some of the results of Dr. Allen's work since becoming the co-ordin-
ating dean are seen in the new agreements whereby the University was given almost complete control of the Research and Educational Hospitals and the Illinois Eye and Ear Infirmary; and in the affiliation of the Presbyterian Hospital and some of the facilities of the discontinued Rush Medical College.

Dr. Allen resigned in 1946 and was succeeded by Dr. A. C. Ivy as vice-president, in charge of the Chicago professional colleges. Dr. Allen's work as dean of the College of Medicine was taken up by Dr. J. B. Youmans, formerly of Vanderbilt University.

Educational conditions in the state in general and the University's relations to them have at times needed clearing up. In 1942 Southern Illinois Normal University at Carbondale opened a campaign to create a "University of Southern Illinois," representing especially the southern districts of the state. President Willard and others pointed out the duplications and expense of having more than one state university, and the troubles besetting other states which had such situations, but S. I. N. U. was able to muster enough sectional and alumni strength to put a measure through the General Assembly which, while not granting all that was asked for, did allow an entering wedge--S. I. N. U. was authorized to grant diplomas in almost everything, depending on how the act is interpreted. The University had tried hard at the time to have the whole matter put in the hands of an educational commission which would be above political or sectional bias, and which would discuss the question fully in relation to junior colleges, the improvement of high schools, etc. Such a commission was finally appointed later in the year.

A problem of the Chase and Willard administrations was student discipline. Chase in liberalizing it made an ambitious beginning, but in
his rather brief stay here was unable to carry out the rest of his program, especially the appointment of an over-all dean of students (which was done later by President Willard.) As matters stood at the time of Chase's resignation, a time-honored system had been discarded and what little machinery had replaced it seemed inadequate. The deans of men and women had been relieved of disciplinary matters which were reassigned to a Senate committee and sub-committee--almost two remote a control, insisted the ultra-conservatives. The deans, said Dean Leonard several years later, were "relieved of all authority but not of responsibility." She criticized the secrecy and leniency of the disciplinary sub-committee, said that identities, results, and duties were unknown, that the faculty was unco-operative, that moral standards in Champaign and Urbana were low.

Never had there been more disorderly houses and bootlegging in Champaign, reported the Dean of Men for 1930-1931; and conditions were growing worse. Conferences with the mayor brought promises but little action. Appeals to the governor and attorney general were likewise ineffective. With the deans of men and women ruled out, no one person could be held responsible. Faculty men called up the mayors or chiefs of police direct, with results sometimes confusing. Provost E. H. E. Harne reported in 1935 that Charles S. Havens, the director of the Physical Plant, who was supervisor of the University police, had been appointed the contact officer for the University in all relations with the two cities in matters of off-campus student discipline. Campus policemen, armed with short-wave radio and other modern conveniences, were called out at all hours to aid students and do some of the other things once done by Dean T. A. Clark and his staff. Cooperation meetings with city officials were held. The shooting to death of a student in the red-light district of Champaign in 1939 was a serious


interruption of the new program.

Meanwhile there had been some moves toward improvement of the general student discipline organization. President Chase himself had told the Senate members that they should take more interest in the responsibility they had assumed. Their committee at the time had no headquarters and no secretary in charge. The deans of the colleges were not kept informed of actions concerning their own students. These defects, however, were gradually remedied. Today the Senate Committee on Discipline, made up of the deans, lays down principles and hears appeals, but leaves to a sub-committee the many details in handling cases. Some use of the Personnel Bureau has been made in dealing with maladjusted students. The prank element seems to be almost gone.

With the erection of the Illini Union Building, due as much to President Willard himself as to any other one man, came a general review of student activities and the realignment of some of them, the idea being that as many as possible be centered in the new Illini Union. The old Union now seemed to be at the end of the trail. For years it had struggled along, trying to finance its activities partly from the sale of memberships, partly by renting out space to commercial concerns. It was being helped along by the University, which grew more and more critical of expenditures and what seemed to be poor returns on them in the way of service to students. The University finally took over the building entirely, put some of its own offices in it, and continued to use the rest of the space for dormitories. The Committee on Student Affairs then decided that the old Union organization would have to be abandoned, to be replaced by a new over-all organization, the Men's League, corresponding with the Women's League. But the new Illini Union Board failed to agree, and it was decided to have still another rearrangement, the Associated Students Plan, for both men and women. The name was changed
111. p. 37, 140; 265.


113. Harno to Chase, Feb. 2, 1932, Ibid.
in the fall of 1942 to simply "Illini Union," with five divisions and
thirty major committees.

Also in the new student program was the creation of a division of
student housing, to have charge of the Residence Halls and other
dormitories for women and men. To this office was appointed Charles
R. Frederick, who had been assistant dean of men for some years. The
deans of men and women, who formerly had looked after housing, were re-
tained in the plan as members of the advisory committee. Later (1943)
the newly-appointed dean of students, Fred H. Turner, who was placed
over the deans of men and women, was also given general supervision of
the housing division. The whole matter thus goes back when it came--to
the office of the Dean of Men--or rather the Dean of Students, as
the enlarged title now reads.

The University's old retirement system for faculty and staff members
which had been adopted in 1924 had become seriously in need of overhaul-
ing by 1941, when it was reported that the annual cost of it, $290,000
to $295,000, had trebled since 1930 and doubled since 1934. Funds for
running it came entirely from the University on a hand-to-mouth basis.
During the seventeen years of the system, several country-wide studies
of pension plans had been made, and the University's was regarded as out
of date. Authorities agreed on salary deductions as the modern basis.
Committees began reviews as early as 1933, turned to other matters dur-
ing the depression, went to work again in 1935, and in the next five years
explored the subject thoroughly, with the help of consulting actuaries.
Drafts of a new system were shown to the faculty.

Meanwhile, various plans for a pension system for all state employees
114. *Illio*, 1943, 284.


were being drawn up at Springfield, but the University felt that it should have its own. The state normal universities and scientific surveys asked to be included in the University's bill. In this form it was passed by the General Assembly, effective September 1, 1941.

The benefits under the new system are about the same as the old, except that the death and disability clauses are slightly more liberal. The main difference is in the financing. Each participant pays 3 1/2% of his salary into the fund, from which deductions with interest earnings begin to come back to him as an annuity when he normally retires at age 60 or 68, or come back entirely to his estate when he dies. There are also additions if the beneficiary is a dependent. The state's contribution, which is twice that of the employee, helps out with some of these, and also pays the administrative expenses, which were $12,665.75 the first year.

The non-teaching staff of the University (clerks, stenographers, secretaries, and some executives) had been under State Civil Service for thirty years. Theoretically at least, if it was a good thing for the other state departments it seemed a good thing for the University, but there were annoying exceptions, and some campus officials regarded it at times as just another kind of political interference from Springfield, along with "prison products" and the transfer of University funds to the capitol. Stenographers could be certified to the University whose education and background were far removed from it; they listened in puckered amazement to professors dictating letters to them.

It was thought at one time that the University was not legally subject to Civil Service, but court decisions ruled otherwise. Occasional conferences were held through the years, but not until 1941 was an agree-
117. President Willard to All Staff Members and Employees, May 5, 1941.

118. (il. 142: 433-443.

119. The rate was set at three percent for the first three years. (Pamphlet of Information, September, 1941: 5).

120. In special cases, retirement can be deferred beyond sixty-eight or can be set as early as age fifty-five. (Ibid., 4).


The sum of the annuity provided by the state plus that furnished by the contributions of the employees cannot exceed one of the average earnings of the latter during their highest five years. (Pamphlet of Information, September, 1941, 6).

ment finally reached in which the University was given its own department in the state system and made its own classifications and appointments. Members of the old staff were taken into the new with some adjustments but no new examinations were required of them. The system was completed with the creation of the new department of non-academic personnel, with Donald A. Dickason as head.

When the veteran director of athletics, George Huff, died in 1936, it was more than ever realized what a force he had been, and how difficult it would be to replace him. His recommendation, made shortly before his death, had been to have Wendell Wilson succeed him as director of athletics and the appointment was duly made. Seward Staley took up the work as head of Physical Education. Thus began a new regime which resulted in far-reaching changes before the decade was over—the resignations of both Zuppke and Wilson, the appointments of their successors, Eliot and Mills, and a general overhauling of the entire athletic organization. While all this was going on the University structure in general underwent several investigations by outside agencies which shook it to its very foundations.

Though newspapers sometimes give the opposite impression, it is nevertheless true that the University Board of Trustees has been with few exceptions particularly free of political bias. Those exceptions have come up usually in some of the election years when the incumbents

124. For further details, see the chapter on Athletics.
were replaced by candidates from the opposing party, some of whom entered office inclined to look critically on the acts of their predecessors. This was seen in the Democratic victory of 1912, and again in the Republican victory of 1940. In the latter year four Republicans were elected trustees after eight years of unbroken Democratic triumphs, and in 1942 two more (also one re-elected).

The newly-elected Republican attorney general of the state startled the University in the spring of 1942 with a letter saying that he had "accepted the resignation" of Professor S. Johnson, University Council, and his assistant, N. D. Hodges, and had ordered their salaries discontinued. The attorney general took the position that he was the sole legal counsel and representative of the University, as of other state departments and divisions, and that it had no authority to employ other counsel (as it had, however, from the beginning). In later letters he pointed out that Johnson had been also holding since 1935 an outside job as state director of the National Emergency Council. The combined salaries from this and from the University made an especially glittering target for the purposes of the attorney general, but President Willard insisted that the outside work was perfectly proper and non-political and was in line with that being allowed at other institutions. The real merits of the case were hard to untangle from the political implications.

The attorney general's insistence that Johnson was his employee and that he was "accepting his resignation" was spiritedly resisted by President Willard and the trustees, who after much discussion finally took the case to the State Supreme Court. The ruling there was that the University had the power to employ Johnson or anyone else as legal counsel, that the attorney general could have nothing to do with it because the University is a public corporation, and that to its trustees the state has delegated "the management, operation, and administration" of it.
The decision is worth more than passing mention because, as Professor Johnson said,
it establishes the independence of the institution in a degree similar to that of the great Universities of Michigan and Minnesota which, under the constitutions of these states, are free of state control except that the legislature determines the amount of money each shall have.
Hence it is clear that the University of Illinois is only subject to the control of the general assembly which, of course, has the power to change its charter and fix the funds available to carry out the purposes of its creation. The opinion is its Magna Carta, its charter of freedom.

Meanwhile, Johnson resigned as state director of the NEC, and the controversy seemed to have ended. But the attorney general was not through. He stated further that (1) "since 1934 a group of hand-picked political puppets have virtually built a political empire in Champaign and Urbana and have cloaked their operations and defended their illegal activities behind the shield of education;" and that (2) "the University has been on the downgrade since 1934 when control was taken over by a board of trustees who were not the choice of the people but were hand-picked by the downstate democratic machine and another one in Cook County...."

No grounds for either of these sweeping assertions were found by a commission of the American Council of Education which the University asked to make an investigation. The commission did make several recommendations, however, most of which concerned the quality of teaching, especially that of undergraduates. Faculty members in the lower ranks should have more opportunities to take part in discussions of educational policies. Excellence in teaching should be recognized by salary and rank like that given scholarly research and productivity. A few professorships should be established that would pay salaries beyond the regular maxima to which would be drawn some men of highest standing in their fields. Constant care should be taken to see that a proper proportion of the faculty have training and experience outside the University of
BT. '44: 245. Johnson, a Democrat, had been appointed legal counsel in 1936 when the entire membership of the Board of Trustees was Republican, said George A. Barr, a former Trustee, who went on to say that the welfare of the University was the first aim of all, and that it would lose if politics were injected in any way. (BT. '44: 492).

Illinois. Extended study should be made of the long-term educational program. The number of graduate assistants doing regular undergraduate teaching should be reduced. The undergraduate colleges and schools, especially LAS and its general division, should review their courses and revise some of them. The commission also recommended compulsory participation by all students in the health program, and "a careful study to determine whether there is not another method of selecting members for its board of trustees which will remove that selection and the operation of the board, as far as possible, from partisan influences." And finally the commission was "strongly of the opinion that the present situation is fraught with grave dangers for the future of the University. Educational issues may become confused with political or partisan considerations--if indeed this has not already occurred. The repetition and amplification of the charges made, or the statements of other charges for reasons not definitely connected with the general welfare of the University as an educational institution, will tend to intensify the political hue which has already been cast upon the scene."

Another survey, this one to be of the business operations of the University, and having no connection with the investigations by the American Council of Education, had been going on for several months by the firm of Boos, Fry, Allen, and Hamilton, the employment of which had been recommended late in 1941 by the finance committee and adopted by the trustees (but not by unanimous vote.) Its bulky report and recommendations, submitted August 1, 1942, created a mild sensation, and kept the president and his aids busy much of the fall and winter, formulating critical comments on many of its findings. President Willard was in such strong disagreement with so many of the recommendations that he issued an inter-leaved review which was almost as long as the original. The two were bound into two huge volumes, and in this form went to the trustees in November.
Boos, Fry, Allen, and Hamilton, Business Surveys, Chicago-New York, combined with Review and Analysis of this Survey, together with recommendations by the President of the University of Illinois. In two volumes, 468 pages.
This report began at the top by saying that the president was overburdened with details and that there should be associated with him a vice-president of education and research, one of public relations, and a business manager. (A fourth official, the executive dean of the Chicago colleges, had already been appointed.) These key officers were to replace "twenty-eight direct subordinates" who had been reporting to the president.

Something like this reshaping of the administration had been talked of several times in former years, and was not unexpected, but no such shakeup as was outlined in this report, which gave the University the most severe going over it had ever had. President Willard's general objection to it was that it undertook to criticize too much the educational side of the institution; that the firm had been employed to investigate only the business operations; and what it did find wrong in the latter was based too much on the attitude that the University was "big business," to be ruled by a select few at the top.

Indeed the university administration objected to almost all of the criticisms in the "Boos report," as it was called, except that there was agreement that the trustees did handle too many administrative details, that the number of committees should be cut down, and that there were too many different laboratory fees. Also, the University had already made some of the changes proposed in the report, or was in the process of doing so.

Though some of the trustees did not agree with a great deal of the report, others of them did. It was decided to bring in still another expert, Dean G. A. Works of the University of Chicago, who drew up a new report. Works approved the proposed vice-president of education but would give him less authority; the dean of students (but reporting directly to the president); the business manager (the comptroller to
Ibid., 9, 10.
become chief accountant.) Works proposed putting the athletic association under the physical education department, and believed that home economics should be a college instead of a department in agriculture.

During the last years of the Willard regime the various surveys, especially the "Booz" one, were still being discussed. President Willard had reviewed Works' review and a committee of the American Medical Association reported favorably on the Chicago colleges. The only major change made as the result of all the surveys was the establishment of the new office of dean of students—and that had been in process of formation anyway since 1931. That more of the acceptable recommendations did not make more progress was due partly of course to the second world war and all its dislocations, which are discussed in another chapter.

Important faculty changes were taking place in several of the departments. Professor L. M. Larson, head of history for fourteen years, president of the American Historical Association, authority on Scandinavian and Icelandic history, retired in 1937 and died in 1939. He was succeeded by Professor W. S. Robertson who had been in the department 28 years and had only a few more to go until retirement. Professor Robertson, whose field was Spanish-American history, was in turn succeeded in 1942 by Professor T. C. Pease, best known for his writings and teaching in Illinois and western history. M. W. Mumford, dean of agriculture sixteen years, and eminent in agricultural economics, who died in 1938, was
succeeded by Professor J. C. Blair, who climaxed his long service to the College with a year as dean, after which Professor H. P. Rusk took over. The long illness and finally the death of Charles Zeleny, head of the zoology department, made necessary the appointment of a new head. After a period of four years in charge of faculty members, the department was headed up again by the appointment of Carl G. Hartman of Carnegie Institute and Johns Hopkins, who also took over geography. The School of Journalism was given a new head in 1941 when Professor F. S. Siebert, '29, an authority on the law of the press, was brought back from Northwestern to succeed Professor Lawrence W. Murphy who because of ill health resigned as head but continued as professor. The death of Professor E. J. Lake, '95, in 1940 recalled his 32 busy years as head of art. James G. Van Derpool succeeded him. In ceramic engineering C. W. Parmelee retired in 1942 after twenty years as head, and was followed by A. I. Andrews.

In the winter of 1941-1942 occurred the deaths of three professors of advanced age, who although technically retired for several years had kept up much of their work. Professor W. A. Noyes, head of the chemistry department, 1907-1926, and internationally known for his chemical research, died late in 1941. Professor Isabel Bevier, a pioneer in home economics, head of the department for many years, and one of the most renowned of any woman faculty member ever at the University, died in March, 1942; and a few weeks later came the death of Professor A. N. Talbot, '81, internationally famous for his research in reinforced concrete, a member of the University faculty over half a century, and generally known at the time as one of the two greatest living alumni (the other being his classmate, C. H. Dennis). Miss Bevier's work since her retirement had been in the hands of Ruth Wardall, '03, who died in 1936, and of Lita Bane, '12, who has since been head.

Reaching out more and more in efforts to arouse the interest of all
the people of the state, the University through its service was in contact with more than 2,000,000 of them in 1937. In 1942 came the appointment of the General University Advisory Committee of some eighty citizens, few of them alumni, from all sections of the state. It was a new aid to the president and trustees in their attempts to know better and better the thoughts and actions of all the people. Perhaps the founders of the University were not so far wrong when they began in 1668 with a board of trustees of twenty-eight members, which with all its faults did represent more areas and interests than one-third that number do today.

President Willard has tried to be everybody’s friend, even to the extent sometimes of listening to the problems of an humble stenographer which could have been settled by others. And he has shown himself capable of being a very effective fighting opponent when he thought that the University was unjustly attacked. "Distinguished engineer and teacher, author, director of research," said the citation accompanying the honorary degree of Doctor of Laws conferred on him at Commencement, 1946, "consultant on ventilation of great tunnels and subways; builder of the Illini Union; leader of the University during a depression and mobilizer of the staff and facilities of the University for national defense during the world’s most devastating war; exponent of democratic education for living as well as for livelihood; genial and loyal in friendship; wise and able executive."
131. IAN, 16 (January, 1938), 12.

132. Ibid., 20 (February, 1942), 1.