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UNIVERSITY OF ILLINOIS

REPORT OF
SPECIAL SENATE COMMITTEE

AUTHORIZED FEBRUARY 6, 1911, "TO MAKE A THORO INVESTIGATION OF THE . . . ORGANIZATION AND EFFICIENCY OF THE UNIVERSITY, WITH A VIEW TO DRAFTING ULTIMATELY A CONSTITUTION FOR THE UNIVERSITY OF ILLINOIS"

PRESENTED TO THE UNIVERSITY SENATE JUNE 7, 1915
AND ORDERED TO BE PRINTED

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PREFACE

Thirty-seven years ago on the first day of next January I began to teach under the direction of a non-expert board of education, subject to the orders of a superintendent of schools elected by the board.

I did not know much about teaching myself, but I felt that I knew more than the members of the board of education and in some respects than the superintendent himself; and on more than one occasion I was quite sure that my opinion should have been followed rather than theirs. They thought otherwise, and conflicts naturally arose.

My attention was thus strongly directed to the question of the best organization of our educational work, so as to combine to the highest degree the advantages of expert knowledge, administrative skill, and popular control and representation.

When I went as professor to the University of Pennsylvania in 1883, I came for the first time under the control of a self-constituting board of trustees, acting through a president of the university chosen by the board. The sharp differences of opinion which were continually arising between members of the faculty and the general university administration again increased my interest in problems of educational administration.

Since that time I have made six trips to Europe for purposes of study, and each time I have given considerable attention to this problem of university administration, especially in Great Britain, France, and Germany.

I became quite convinced that no one of these countries had a system which we could afford to imitate to any considerable extent, nor had any one of them a system based upon careful thought and consideration in the light of the conditions of modern society. Each system was simply an historical product and full of survivals of useless or injurious members.

As a result of my own experience as university president from 1902-1911, first at Northwestern and then at Illinois, it became clear to me that our present university organization is not a satisfactory one either from the standpoint of effective popular control within the limits

of sound administration, or from the standpoint of the expert scientific knowledge represented by the faculties of the university. I decided to try to make some contribution to this vexed problem.

A careful study of the situation seemed to me to indicate that the first important step in the solution of the problem was to get, if possible, the actual members of the faculty to give such detailed and careful consideration to the question that they would really be in a position to bring to bear on the problem all the results of their knowledge and experience in scientific and administrative work.

I therefore asked the University Senate, a board consisting of all full professors in the University, to appoint a committee to consider the whole question of economy and efficiency in the working of the University with the ultimate view of drafting a comprehensive constitution for the institution.

The Senate approved the request, but asked me to select the committee.

This committee has pursued its work most diligently and most patiently for four full years, and its results are herewith presented for the consideration of the University.

No member of the Senate outside of the committee has seen this report in advance of its submission to the Senate.

As I write these lines I have no idea what it contains, having talked with no member of the committee, nor seen any draft or suggestion of its contents.

The report may be very radical or it may be very conservative. Whatever it may be, I am sure it represents the results of careful, long considered, thoughtful deliberation of as able a committee as ever considered this sort of question in this or any other institution. I believe the contents of the report will interest thoughtful men not only in this University but in other universities as well, in this and other countries, for no country so far as I know is at present satisfied with the organization and government of its university system.

The committee consisted in the first place of fifteen members, reduced to ten by death and removal. The members of the committee studied as undergraduates or graduates for a longer or shorter time in the following institutions:

Penn College
University of Michigan
Cornell University
Victoria University of Manchester, England
University of Leipsic
University of Tübingen

Johns Hopkins University
Harvard University
University of Minnesota
Massachusetts Institute of Technology
University of Edinburgh
Michigan Agricultural College
Hanover College
University of Munich
University of Göttingen
Ohio State University
University of Illinois
Williams College
University of Freiburg
Northwestern University

It will be seen that a wide range of College and university experience was represented in the make-up of the committee.

The committee contained two assistant professors and one associate professor as well as professors in order to secure the viewpoint of the younger members of the faculty.

A copy of this report will be sent to each member of the University staff.

We ask for the report the most careful consideration and the most searching criticism on the part of every member of the faculty.

The Senate will of course determine for itself the method of consideration and discussion, but aside from whatever else may be done, the Senate will doubtless be glad to receive and place among its records any criticisms or suggestions which may be presented in writing by any member of the instructional or administrative staff of the institution.

EDMUND J. JAMES

October first, 1915

HISTORICAL STATEMENT

At the meeting of the Senate of the University of Illinois held February 6, 1911, President Edmund J. James introduced a proposal to appoint a committee on the organization of the University. The official record transcribed from the minutes reads as follows:

The President suggested that, in view of the numerous criticisms of college administration which have appeared in the last few years in the public press, and in view of several questions which have been raised from time to time in regard to the efficiency of our own organization, the time is ripe for a full consideration by the Senate of the subject of the organization and efficiency of the University.

This suggestion was received with applause, and the President was authorized to appoint a committee representing the several colleges and schools to make a thorough investigation of the general question of the organization and efficiency of the University, with a view to drafting ultimately a constitution for the University of Illinois.

In conformity with the action of the Senate on that occasion the following members of the university faculty were appointed as members of this committee:

Professor Henry Baldwin Ward, *Chairman*
Professor Arthur Newell Talbot
Professor Herbert Windsor Mumford
Professor James Harvey Pettit
Professor Henry Lewis Rietz
Professor Frederick Green
Professor Ernest Ritson Dewsnup
Professor Julius Goebel
Director Charles Henry Mills
Director Phineas Lawrence Windsor
Professor Boyd Henry Bode
Professor William Abbott Oldfather
Professor Frederick Maynard Mann
Professor Edward Sampson Thurston
Registrar Charles Maxwell McCorn, *Secretary*

During its service the Committee has suffered the loss of a number of members. Professor Green was compelled to resign on account of ill health, December 2, 1911. Professor Thurston left the University at the close of the academic year 1910-11, Professor Mann at the close of 1912-13, and Director Mills at the close of 1913-14. Professor Pettit was on leave of absence during the year 1914-15 and died December 30, 1914. The other members of the Committee served continuously throughout the work. Mr. McConn, who was asked by President James to serve as secretary, was later made a regular member of the Committee on the request of the entire membership. All these remaining members have joined in signing the letter (p. 23) by which the draft of the document is transmitted to the Senate herewith.

During the period of its existence, approximately four years, the Committee has held 80 formal meetings. At first it came together twice a month; during the latter half of its work meetings were held nearly every Monday night. At the same time the members were in service on various sub-committees and otherwise contributed time and energy to the investigation and discussion of the problems and to the formulation of the report. There has thus been an earnest effort to go into the question with the utmost thoroughness and to secure a comprehensive, well-balanced, and efficient plan of organization for the institution.

The work of the Committee has attracted attention outside of our own circle. As a matter of fact, a brief announcement of its appointment and purpose is to be found in *Science*, March 24, 1911, page 450. Since this record emanated from the University and was published at the time of the Committee's appointment, it may well be quoted here in order to show definitely the idea that was in mind at the time. It also gives a report of the first meeting which the Committee held.

The University of Illinois Movement for a University Constitution

The first step toward carrying out the plan devised by President James of forming a constitution for the University of Illinois was taken on Monday evening, March 13, 1911.

President James on that evening met with a committee of the senate consisting of fifteen members of the faculty and outlined to them what he conceived to be the situation, the underlying problems and the possibilities. After speaking of the organization of foreign universities, including those of England and Prussia, President James called the committee's attention to the changing and shifting conditions in the universities of the United States and particularly in the states immediately surrounding Illinois.

In Iowa a new method of administration of the State University and other state schools was entered upon this last year. The boards of regents were abolished and the three state institutions are being governed by one board of education, the members of which are appointed by the governor. In Kansas a similar law

has just been passed and awaits only the signature of the governor to make it effective.

If such radical changes are to be made it would seem wiser that they should come upon the initiative of the universities themselves rather than from politicians. At any rate it should be done only after a careful study of the whole situation.

This senate committee at the University of Illinois is entering therefore upon an auspicious work. It is expected that it will be engaged at least one year before a report will be prepared.

The members of the board of trustees of the university are much interested in this undertaking for they realize the need of a definition of their duties and powers and they will be only too glad to have a statement made of the relations of the board to the state government, on the one hand, and the relations of the board to the university, on the other hand.

Four leading members of the board—President William L. Abbott, Mr. Fred L. Hatch, for fifteen years a member of the board, Mrs. Mary E. Busey, and Mrs. Laura B. Evans—were present at this initial meeting and gave it their hearty approval.

The fifteen members of the senate committee that is to carry on this important work during the coming year represent (either as graduates or as former instructors) some eighteen leading universities, three law schools, three technical schools, two colleges, all in the United States and five foreign universities and technical colleges.

During the remaining meetings of the spring, an effort was made to discuss carefully and extensively the scope of the problem that presented itself and the best methods of attack. The general plan of work agreed upon involved the appointment of a considerable number of sub-committees, to which were referred questions for investigation, with the express understanding that such sub-committees were to collect and digest the information available on the question at issue and to suggest alternative lines of procedure, rather than to formulate conclusions. In this way a mass of prepared material was laid before the Committee in a brief time, placing it in possession of the experience of other institutions at home and abroad. These sub-committees were furthermore appointed for specific purposes and discharged upon the completion of their reports, so that the members of the general committee served in succession on many such subordinate bodies and investigated numerous problems in the course of this preliminary survey. By virtue of the extent and variety of their service, members of the Committee thus became familiar with the ground work of the problem, especially since all reports were distributed in the form of typewritten abstracts. The extent and character of this work will be best illustrated by the citation of the topics assigned to various sub-committees during this preliminary study:

Scope of the Work of the Committee
 Functions of the State University
 Defects in the Present Organization of This University
 The University of Illinois
 State Universities in the United States
 Privately Endowed Universities in the United States
 English Universities
 German Universities
 French Universities
 Italian Universities

The reports of these sub-committees not only were useful at the start in laying a foundation for the work of the general committee, but also were utilized frequently during the progress of the work in testing the results reached and in formulating the conclusions in definite phraseology. This work did not stop with the close of the university year in June. Sub-committees carried on their investigations during the summer and prepared material for the consideration of the Committee when it reconvened in the fall. The subjects discussed by sub-committees during the summer vacation served to correlate and bring together previous reports, as can be seen from the appended list of topics:

Powers and Relations to Each Other of the Officers and Governing Bodies of the University
 Interrelationship of Colleges and Schools
 The Organization and Administration of the Graduate School
 Administration of University, College, and Departmental Finances
 Status of Officers of Instruction
 The Relation of the University to the State Government and to the Public
 The Relation of Students to the University and to the Colleges, Schools, and Departments
 Function of the University

This method of sifting and preparing material by sub-committees was followed throughout the entire period and enabled the Committee to accomplish more than would have been possible otherwise. At the same time it added greatly to the burden of individual members, which all in all constituted no insignificant addition to their regular work in the University. Those sub-committees that were appointed late in the work had less to do with collecting information and more with the study of details and the proper correlation of various parts of the document.

When in the fall the Committee resumed the study of the problem, a proposal was made that certain university officials of experience in the field of educational administration and organization should be in-

vited to visit Urbana and present a formal consideration of some problem in university administration before the Senate and faculty, as well as discuss individual items with the Committee. This plan was carried out, and the following persons appeared at various times:

On January 20, 1912, the University had the opportunity of hearing Professor J. McKeen Cattell of Columbia University on the subject "University Administration". Professor Cattell spoke in the afternoon before the University Senate and faculty. The Committee devoted the evening to an informal but intensive discussion with Professor Cattell of topics formulated by a sub-committee after the address of the afternoon. It will serve to indicate the methods followed and the care exercised in these discussions if the outline which was prepared for the discussion with Professor Cattell is cited here.

1. How is the budget to be determined?
 - (a) What are to be the relations of university, college, and department, with respect to the budget? Should appropriations be in lump sums to departments, or should they be for specific purposes?
 - (b) How should salaries and appointments be determined?
2. Department
 - (a) What should constitute a department?
 - (b) How should it be administered?
3. Trustees

Are the faculty and the alumni to be represented on the board of trustees, and, if so, with votes, or simply in an advisory capacity?
4. President and Deans
 - (a) Is it not necessary, to eliminate distractions or for economy of time, to have officers with large powers?
 - (b) Can these officers be made responsible to the faculty without interfering seriously with their usefulness?

On February 24, Professor Caspar René Gregory of the University of Leipsic met with the Committee and discussed the organization of that institution, especially its method of formulating the budget and providing for the financial needs of the institution and its various departments.

On April 22, Dr. Herman Cary Bumpus, Business Manager of the University of Wisconsin, addressed the University Senate and faculty on "Some Methods that have been Tried in University Business Organi-

zation". The evening was devoted to a discussion with the Committee of the material presented in the address of the afternoon.

On May 1, the Committee had the opportunity of a conference with Professor C. H. Johnston, then Dean of the College of Education of the University of Kansas, and a member of a committee at that institution charged with the similar duty of preparing for it a university constitution. The particular question which was taken up at this session was the proper organization of the Senate and the Council. On this subject Dean Johnston had carried on an extended correspondence with various university presidents and others interested in university organization, and was able to present and comment upon the experience gained at institutions of various types in the organization and administration of such bodies.

On May 27, the University Senate was addressed by Professor T. C. Chamberlin of the University of Chicago, formerly President of the University of Wisconsin, on the topic, "What Type of University and What Mode of Administration is Best Calculated to Afford Members of the Faculty the Maximum Opportunity for the Promotion of Research?" As on other occasions, the Committee devoted the evening to the further discussion of this subject with the speaker of the afternoon.

On March 3, 1913, the Committee had a second opportunity to discuss its problems with Dean Johnston of the University of Kansas. On this occasion he presented the completed draft of the document adopted by the committee of that institution and submitted to the faculty for further consideration and action. The character of the finished document and certain of its provisions were discussed in detail.

At the first meeting of the Committee in the fall of 1912 there was presented in brief form an outline of the topics which deserved consideration in the University constitution, and the Committee began its constructive work, first discussing and considering the outline item by item, and later determining the form of individual paragraphs in the constitution. By the close of the year substantial progress had been made.

The Committee is deeply indebted to Messrs. Windsor, Oldfather, and Mumford, who as a drafting committee during the summer of 1913 devoted a large amount of time and energy to the compilation, from the uncorrelated sections that had been accumulated during the previous months of work, of a document which in printed form became the topic for the subsequent discussion of the Committee. Their work more than any other factor determined the form of the present document, and their skill in arrangement and adjustment saved the Committee much work and time. Many of the points which they investigated were

determined then once for all, and the general arrangement which they suggested underwent little change in all subsequent discussions.

It would be wrong, however, if this statement were to be understood as indicating that the general committee has done little or no work since that time. The precise phraseology of every paragraph has been subjected to rigorous analysis. Even the placing of words has demanded and received extended consideration. Moreover, the Committee has endeavored to take into consideration the legal aspect of various questions and to ascertain how far its proposals appeared inadvisable and unacceptable because of existing statutes and approved practises recognized legally in this State. With this end in view the Committee secured the assistance of Professor John Norton Pomeroy of the College of Law. Professor Pomeroy devoted considerable time to the examination of the proposed constitution from the legal standpoint, and prepared for the Committee an exhaustive report discussing questions that might be raised by various proposals. For the painstaking work done in this connection the Committee feels under great obligations to Professor Pomeroy. It is fair to state that he was asked and consented to act merely as a legal adviser of the Committee and approached the document from the formal side only. He expressed a distinct desire to be excused from any consideration of the content, and the Committee absolved him from committing himself in any way on the desirability or undesirability of the provisions which had been formulated. He sought merely to test the phraseology of the document with reference to the possibility of its attack by virtue of the form rather than the content, and made many valuable suggestions that were utilized by the Committee in modifying the text to secure in more definite and unmistakable terms the objects which were in mind. After his report had been studied by the members of the Committee, he met with them and discussed orally the questions raised, and all further suggestions made in connection with each by the various members. In the light of this discussion the Committee took the whole matter again under advisement and ultimately formulated the various paragraphs in a way for which its members are alone responsible.

Nearly everyone engaged in university work has certain distinct ideas which seem to him well calculated to readjust the present university system so that the machinery will work more efficiently and the results attained be correspondingly greater. One must frankly confess at the outset that our universities as at present organized have for the most part simply grown up. Their roots are imbedded deep in the past. Their methods started when the New England college began its work, and those methods have been expanded by irregular growth, by the grafting on of foreign elements, and in the case of some of the

worst anachronisms by the effort to accommodate the old system to new conditions with the least possible disturbance. Perhaps one should also indicate that especially in recent times there has been a distinct effort to incorporate into the management of educational institutions those features that have been evolved and employed in the attainment of modern industrial efficiency. It is not strange, therefore, that the university organism is very unequally developed in different parts. Some of its organs are highly specialized and adapted to the particular line of work which concerns that individual department or phase of the institution. Often this adaptation has been reached without coincident consideration of the other parts and has involved a cumbersome adjustment of other phases to the complex development of the newly organized section. Further the individual is nearly always most clearly cognizant of the needs in his own particular line and inclined to underestimate the seriousness of difficulties in other work than his own.

The Committee has been favored with a large number of helpful suggestions from colleagues on the faculty. These have all been subjected to careful consideration in the discussion of the question and the formulation of the document presented. Every member of a sub-committee has found that the work of that sub-committee led to the formulation of new methods of procedure or of proposed readjustments of old methods which seemed to him at the time to be indispensable to the efficient organization of a modern university.

Not all of the suggestions from either of these sources are incorporated in the finished document. The sub-committee member who labored long and earnestly to convince his colleagues of the desirability of some proposition could not help feeling distinctly disappointed when the measure failed to receive the approval of the Committee on the final vote. And many times such propositions were so radically amended that even tho they were not entirely rejected the author can hardly recognize them in their present form. The same disappointment is sure to face some of our colleagues who have helped us in the discussion of the work and expect to find their propositions in the proposed constitution. The truth of the matter is that no constitution will hold everything which might be desirable. There is evidently a limit to the amount of detail which it is possible to incorporate in any such document. The outline of the material formally adopted meeting after meeting when compared with the finished document shows that the latter contains hardly more than one-third of the matter which had at one time or another received the approval of the Committee; and of course the disparity is even greater between the matter recommended by the various sub-committees and that which appears in the final document. It frequently happened that propositions by which the Committee

was at first attracted and which were admirable from a single point of view became in the opinion of the Committee undesirable when all factors were taken into account.

It is too much to expect that any such document will satisfy all university workers. To the reformers it will unquestionably be too conservative, whereas to the conservatives it will appear like excessive radicalism. Perhaps the greatest danger is that it will appear to both to be neither the one thing nor the other, and consequently fail to receive vigorous support or definite condemnation from any party.

It may seem unnecessary to call attention to the fact that the state university is an institution of a distinctly individual type, possessing problems of its own and looking for opportunities to discharge its responsibilities to a different constituency from that which is served by institutions of other types. At the outset of our discussion it was suggested that the problems of the state university were distinctly different from those of an institution organized under private auspices. This conviction became more and more strongly impressed upon the Committee as the discussion proceeded, and when an analysis of the general problems was undertaken in connection with those visitors who on invitation met and discussed the subject with the Committee the impression became a demonstration admitted frankly by both parties to the discussion. The most evident and difficult problems of the private institution are not those of the state university.

Special care was exercised throughout the entire period of formulation to avoid such regulations as might hamper the future development of the institution. Even the superficial study of university history demonstrates beyond question not only that the institution of today is far beyond the conception of the university man a century or even a half century ago, but also that many of the customs and regulations of those days, which seemed to be indispensable for the proper and orderly discharge of university functions, have limited in most unfortunate fashion the later development of certain institutions and have permitted others more recently organized and less definitely regulated to pass them in development and to exercise much greater influence for the welfare of the state and the individual. Regulations which tend to preserve too strongly the *status quo* and to limit the right assimilation of new ideas or the participation in new movements, will block the growth and influence of the institution and reduce, if not destroy, its power of service in the development of the commonwealth.

The work of the Committee has been directed primarily towards an effort to ascertain and incorporate into legal form those broad general principles which constitute the foundation stones of university organization. The fundamental principles are those that concern division of

authority and responsibility and contribute to efficiency of administration without loss of proper checks and balances. As far as the Committee found it possible the fundamental problems have been worked out rather than the details which will naturally and necessarily come up in connection with the application of the broader principles. In fact the final copy of the constitution first presented herewith differs from the earlier draft most distinctly in the elimination of many details and in added emphasis upon the general principles of administration.

While one would naturally attribute to the Committee a bias in the point of view taken on university questions and would expect its members to assume the attitude of teachers rather than administrators, I am confident that no such charge will hold for the final work. The membership of the Committee represented experience in a variety of institutions and administrative positions and the executive point of view was constantly presented and emphasized. Individual members advocated strongly and vigorously the rights of the general public, the duties of the state institution to its founders and supporters, and the responsibilities for a development adapted to the needs of the State, which are reasonably laid on the institution by virtue of its establishment and support.

It was the original intention of the Committee to study those relations to other elements in the organization of the State which touch the institution intimately at many points, sometimes with a definite and legal influence that is immediate in its effect and pronounced in its character, in other instances with a pressure that is more subtle and apparently more distant but actually very real and powerful. In the original synopsis which was prepared before the formulation of the individual paragraphs in the document a definite place was assigned to relations with the Board of Trustees, the legislature, the alumni, the people of the State at large, and with other organized instrumentalities that have necessarily intimate and important parts to play in the educational problems of the State, namely, the secondary schools, other educational institutions of higher grade, and the state department of education. Nor were the more distant relations forgotten, such as involve other state universities or privately endowed institutions of learning, as well as the national government, especially in the Bureau of Education and the proposed national university. It became evident, however, that so comprehensive a program was beyond the powers of this Committee, and while some portions of it might have been discussed, there was danger that this discussion would not be regarded as a broad academic study of the question, while at the same time any more extended consideration of the field would have postponed still further the presentation of this report and would have added to the already

heavy responsibilities of the Committee. Accordingly it was agreed to confine our study to the more intimate, internal organization of the institution as furnishing in itself a reasonably well limited topic, the consideration of which could not be carried out as well by any other body.

In conclusion, the members of the Committee would certainly wish me to express to the Senate their sincere appreciation of the consideration with which they have been treated during the progress of this study. While the deliberations have extended over what might seem an unreasonably long period of time, the Committee has not been hampered by criticisms for its delay or by any failure to appreciate the intricacy of the task it has undertaken. Individual members have repeatedly received expressions of encouragement and appreciation for the time and energy that they were devoting to the problems of the group. Furthermore, it is of course true that the questions involved bear upon those relations in which every member of the University staff is most intimately concerned. There is no individual in the entire group who does not wish to see some details in the plan of organization fixed in accordance with his own ideas, and most of us are so sincere in our advocacy of individual measures or general methods of organization that we sometimes feel as if the existence of the University would be imperiled if certain particular schemes of organization were not adopted. There is, I am sure, no member of the Committee who has not had occasion many times during its work to discuss general questions of university organization with those with whom he has been in more or less intimate personal relations. Yet I am confident that such discussion has never gone to the point of exercising any pressure whatever upon the Committee or the individual. More than that, those whose long extended and successful experience as teachers or administrative officers in this University might be said to have qualified them to speak concerning its problems with greater positiveness than could be granted to others, have been of all the most considerate in recognizing the difficulties which confronted the Committee and in refraining from any expression of opinion in a way calculated to influence unduly the position or views of any member of the Committee. The members of the Committee had in mind somewhat at least this consideration on the part of their colleagues and sought to avoid the embarrassments which might come from a general discussion of phraseology that had not been finally approved by the Committee; for when the preliminary draft of the constitution had been prepared and printed they decided to hold it as a private document not open to public circulation or discussion, or even to private examination outside the membership of the Committee until its final form should have been decided upon.

No one recognizes more fully than the members of the Committee

the imperfections in the document presented herewith to the Senate. Ideals are difficult to apply rightly to the many complicated situations that come out in any intensive discussion of university organization. Everyone recognizes fully also the difficulties involved in securing that verbal form which will be at once inclusive of the ideas it endeavors to express and exclusive of subsidiary relations that were not in mind. Even tho the Committee has spent a long time in careful analysis and serious discussion of the individual words and phrases in the various articles of the constitution proposed, yet there is little doubt that new points of view will furnish interpretations foreign to the thought of the Committee in reaching its formulation of the points under discussion. While the Committee is painfully aware of the defects in the document, it feels that any further extension of its labors would be incommensurate with the results that could be achieved. It is glad to turn the matter over to the Senate, confident that the results of a new analysis and renewed discussion will more clearly disclose the imperfections and more satisfactorily correct them.

In the experience which was gained during the progress of the work, the Committee has reached certain convictions regarding effective methods of handling such a document, and these it desires to commend to the careful consideration of the Senate, having in mind only the advantages that will be gained and the delays that will be avoided by the adoption of some such plan.

HENRY B. WARD
Chairman

LETTER OF TRANSMITTAL

June 7, 1915

To the Senate of the University of Illinois:

The Committee on Organization and Efficiency authorized by vote of the Senate February 6, 1911, at the request of the President of the University, submits herewith its report in the form of a proposed constitution for the University of Illinois. Accompanying this document is a brief historical statement regarding the work done and the methods employed.

The Committee has restricted its proposals to the field of the internal organization of the University; it proposes no changes in the acts of the General Assembly under which this institution has been established. The Committee has endeavored also to keep constantly in mind the specific character of the state university, the opportunities, responsibilities, and limitations of which differ in no small degree from those of institutions organized or conducted under private, ecclesiastical, or municipal auspices.

The report in its present form is the result of prolonged deliberation and the careful weighing of numerous alternative forms of organization. In certain points it differs materially from the first tentative proposals adopted. Of necessity it fails to embody in every detail the final conclusions of any single member of the Committee. Thus it represents, in part at least, merely a consensus of opinion,—a majority; but a majority whose personnel differed with practically every seriously controverted point. It is possibly less consistent but perhaps less onesided and more practicable than any plan that might have been drafted by a single person or in a more limited time.

Respectfully submitted,

B. H. BODE

ERNEST R. DEWSNUP

JULIUS GOEBEL

HERBERT W. MUMFORD

C. M. McCONN

W. A. OLDFATHER

H. L. RIETZ

A. N. TALBOT

P. L. WINDSOR

HENRY B. WARD

Secretary

Chairman

PROPOSED CONSTITUTION FOR THE UNIVERSITY OF ILLINOIS

The University of Illinois is an institution of higher learning initiated and encouraged by the Federal government, but controlled and in the main supported by the people of the State of Illinois. Founded upon the training of the public schools, and
5 completing the systems of secondary and of collegiate education, it is devoted to the advancement and dissemination of knowledge in those fields of study which contribute most directly to the enrichment of life and to the well-being of society. The welfare of the student as a future citizen of the State and Nation and the
10 promotion of research are thus primary considerations in determining the proper administrative organization and educational policy which the University shall adopt.

THE UNIVERSITY AND THE GOVERNMENT OF THE STATE

1. The General Assembly exercises a control over the University by virtue of its authority to modify such portions of the
15 organic law as are not directly covered by provisions of the State Constitution and to appropriate funds for the maintenance and extension of the University.

2. Within the limits set by the provisions of the State Constitution and the organic law, the Board of Trustees exercises final
20 jurisdiction. For the proper use of funds appropriated by the General Assembly, the Board of Trustees is responsible to the people of the State of Illinois, by whom its members are elected and from whom they derive their authority.

3. The Governor of the State, the Superintendent of Public
25 Instruction, and the President of the State Board of Agriculture are *ex officio* members of the Board of Trustees.

THE BOARD OF TRUSTEES

4. The corporation denominated "The Board of Trustees of the University of Illinois", as constituted and empowered by an act of the General Assembly, entitled "An Act to provide for the organization and maintenance of the Illinois Industrial University", approved February 28, 1867, as amended by acts approved March 8, 1867, May 7, 1873, April 17, 1877, May 11, 1877, June 19, 1885, and June 15, 1887, is the governing body of the University, and exercises jurisdiction in all matters except those which the said Board has herein expressly delegated to other bodies and officers.

OFFICERS OF THE BOARD OF TRUSTEES

5. The Chairman of the Board of Trustees shall be elected by the Board from among its own membership for one year, and shall hold office until his successor is elected and qualified.

40 He shall be the president of the Board of Trustees, shall preside at the meetings of the Board, and shall have such other duties as the Board may prescribe.

6. The Treasurer shall be elected by the Board of Trustees, and shall hold office for two years and until his successor is elected and qualified.

45 He shall receive and hold all the funds and securities of the University. He shall pay out money only on warrants signed by the Chairman of the Board of Trustees and the Secretary. He shall make reports at stated intervals, showing the condition of the treasury, and shall perform such other duties as may be prescribed in the Statutes of the University. He shall give bond for the faithful performance of his duties.

50 7. The Secretary shall be elected by the Board of Trustees, on nomination of the President of the University, and shall hold office for two years and until his successor is elected and qualified.

55 He shall be the financial accountant and the general business and purchasing agent of the University. He shall keep a complete inventory and valuation of all University property. He shall keep the minutes of the meetings of the Board of Trustees, shall have general charge of its books and papers, except as otherwise provided in the Constitution and Statutes of the University,

60 and shall perform such other duties as the Board may from time to time prescribe. He shall give bond for the faithful performance of his duties. All his reports, except as auditor, and all his recommendations to the Board of Trustees shall be presented by the President of the University.

65 8. The Supervising Architect shall be elected by the Board of Trustees, on nomination of the President of the University, and shall hold office for two years and until his successor is elected and qualified.

70 He shall be charged with the supervision of the extension, maintenance, and operation of the physical plant of the University. All his reports and recommendations to the Board of Trustees shall be presented by the President of the University.

THE PRESIDENT OF THE UNIVERSITY

75 9. The President shall be the chief executive officer of the University and a member of the faculty of each college and school therein. He shall be elected for a term of two years by the Board of Trustees. In the election or re-election of a president, the University Senate shall be represented by members of its own selection on the nominating committee of the Board of Trustees. The President shall attend the meetings of the Board and participate in its deliberations. He may act with freedom within the
80 lines of general policy laid down by the Board, but in any particular matter on which the Board has passed he shall follow the specific action taken. With the advice of the Committee on Estimate and Apportionment, he shall prepare the annual and biennial budgets for presentation to the Board of Trustees. He shall make
85 an annual report to the Board, which shall be published for the use of the University, and which shall deal with the progress and problems of the institution. He shall recommend to the Board suitable persons for positions in the University, and in case of exigency he may make an appointment so that the work of the
90 University shall not be interrupted. The President shall be responsible for the enforcement of the rules and regulations of the University. He shall make such recommendations to the Board and the Senate as he may deem desirable for the proper conduct and development of the work of the University. He shall be *ex*
95 *officio* the presiding officer of the Senate. He shall have the

authority to issue diplomas conferring degrees, but this shall be done only upon the recommendation of the Senate.

THE VICE-PRESIDENT

100 10. The Vice-President shall be appointed for a term of two years, on the recommendation of the President of the University. He shall perform such duties as the President may direct, and during the absence or disability of the President shall exercise the functions of that officer. He shall serve as President in the event of the death or retirement of that officer, until a successor shall be elected and qualified.

THE DEANS OF UNDERGRADUATES

105 11. The Dean of Men and the Dean of Women shall be appointed biennially by the Board of Trustees, upon the nomination of the President of the University.

12. The Dean of Men and the Dean of Women shall be general advisers for men and women students respectively.

THE REGISTRAR

110 13. The Registrar of the University shall be appointed by the Board of Trustees, on the recommendation of the President of the University.

115 14. He shall conduct general correspondence with prospective students, pass upon the credentials of students entering the colleges and schools, supervise their entrance examinations, and have charge of their matriculation, registration, and academic records. He shall be *ex officio* Secretary of the Senate and Clerk of the Council.

THE SENATE

120 15. The Senate shall consist of professors of the University, the President, the Vice-President, the deans, the directors of schools, the Director of the Library, the Registrar, the High School Visitor, and the Chairman or acting head of each department.

125 16. It shall determine what constitute questions of educational policy, shall exercise legislative functions touching the same,

and shall make such rules and regulations as it may deem desirable to promote the educational interests of the University.

130 17. Requirements for admission to the University and for degrees and certificates, curricula, and such new courses of study and changes in courses of study as involve considerations of educational policy or relations between colleges, shall be determined by the Senate. When so determined they shall be effective without further action unless an increase in the expense of instruction or administration is involved. When such an increase is involved, 135 the President shall report the action of the Senate to the Board of Trustees with his recommendation thereon, which report shall show the additional cost of carrying the changes into effect.

140 18. The Senate shall recommend candidates for diplomas, degrees, and certificates, which shall be conferred by the President under the authority of the Board of Trustees.

19. No new line of work shall be established except by action of the Board of Trustees, on recommendation of the Senate and the President.

145 20. It shall lie within the province of the Senate to propose amendments to this Constitution to the Board of Trustees.

21. The Registrar shall be *ex officio* Secretary of the Senate.

22. The Senate shall appoint committees on educational policy, library, museum, press, university extension, and athletics.

THE COUNCIL

150 23. The Council shall consist of the President, the Vice-President, the Dean of the Graduate School, the deans of the colleges, the Dean of Men, and the Dean of Women. The Registrar shall act as its Clerk. The Council shall act in the capacity of adviser to the President. It shall have general charge of matters of routine administration and shall have exclusive and final jurisdiction 155 in all matters of discipline. It shall not exercise legislative functions in any matter involving educational policy; but if any specific case which involves a new question of educational policy shall arise upon which immediate action is imperative, the Council may act upon this specific case according to its discretion, and its 160 action on such case shall not be subject to reversal by the Senate. It shall, however, be the duty of the Council to report its action in such case at the next meeting of the Senate, in order that the question of educational policy involved may be determined.

THE COMMITTEE ON ESTIMATE AND APPORTIONMENT

24. There shall be a Committee on Estimate and Apportionment, to be appointed by the President of the University from among the members of the Senate.

25. It shall be the duty of this Committee to make recommendations concerning all matters relating to University financial needs; and after the income of the University for any year has been determined, to make recommendations concerning the allotment of funds to the various University interests. These recommendations shall be made to the President for information and advice in making up budgets and allotments.

THE GRADUATE SCHOOL

26. The Graduate School shall be organized with an Executive Faculty and a Dean.

27. The Executive Faculty shall be composed of the Dean as Chairman and not more than fifteen (15) members of the faculty, elected annually by the Senate, on nomination of the President.

28. It shall make recommendations to the Senate upon matters of educational policy which affect graduate studies; it shall advise the Dean in the administration of his office, in the preparation of the budget, and in the apportionment of funds; it shall pass upon all courses of instruction offered for graduate credit and the thesis subjects of candidates for advanced degrees; it shall pass upon the qualifications of each member of the teaching staff who proposes to offer courses for graduate credit or to take charge of the thesis work of graduate students; it shall recommend to the President all appointments to scholarships and fellowships in the Graduate School. The sessions and minutes of the Executive Faculty shall be open to all members of the academic staff who have charge of graduate work.

29. It shall fall within the province of the Executive Faculty to recommend to the Board of Trustees through the President appropriations to provide special funds for the proper conduct of the higher forms of research and the publication of the results of the same; for co-operation upon undertakings too large for any individual to organize or to complete; and for prizes and subventions for the solution of definite scientific problems; provided

200 that nothing in this paragraph shall be interpreted to confer upon the Executive Faculty the exclusive right to make such recommendations.

30. The Dean shall be the chief executive officer of the Graduate School.

205 31. He shall be appointed biennially by the Board of Trustees, upon the nomination of the President, but the appointment to be effective must be confirmed by a majority vote of the Senate, voting by ballot.

210 32. He shall have the same powers and duties within the Graduate School as have been assigned to the deans of colleges within their respective colleges.

THE COLLEGE

33. The college is the largest administrative group of departments, and shall include all the departments whose interests are best served by their inclusion in this administrative group.

215 34. The college shall be governed in its internal administration by its faculty. The faculty shall consist of the President, the dean of the college, and all professors, associate professors, assistant professors, and associates in departments belonging to the college, together with representatives of such other departments as may be entitled to representation by virtue of participation in the program of instruction in the college, and finally such other officers of the University as the President may assign thereto.

220 35. The transfer of any line of work, or any part thereof, to or from a college, from or to some other administrative group, shall be made upon recommendation of the Senate and approval of the Board of Trustees.

225 36. The college may approve such new courses of study or changes in existing courses of study as do not involve considerations of educational policy or relations between colleges.

37. The faculty shall select its own secretary and committees.

230 38. There shall be an executive committee to advise the dean in the administration of his office and to transact such business as may be delegated to it by the faculty. This committee shall consist of heads and chairmen of departments chosen by the faculty, together with the dean, who shall be its chairman.

THE DEAN

235 39. The dean shall be the chief executive officer of the college.

40. He shall be appointed biennially by the Board of Trustees, upon nomination by the President of the University, but the nomination to be effective must be confirmed by a majority vote of the professors and associate professors in the college faculty, voting
240 by ballot.

41. (1) The Dean shall be the presiding officer of the faculty; (2) to the end that committee work may be reduced to a minimum, he shall formulate and present to it policies for its consideration; however the foregoing clause shall not be interpreted to abridge
245 the right of any member of the faculty to present any matter whatever to the faculty; (3) he shall make reports upon the work of the college, including a detailed annual report to be made to the President before the close of the academic year; (4) he shall oversee the registration and the progress of the students in the
250 college; (5) he shall be responsible for the educational use of the buildings and general equipment of the college as distinct from that of the separate departments; (6) he shall serve as the medium of communication for all official business of the college with other University authorities, the students, and the public; (7) he
255 shall represent the college in conferences, except that other or additional representatives may be chosen by the faculty for specific conferences; (8) he shall nominate the officers and members of the teaching staff in co-operation with the departments concerned as provided under the head of "Nomination of the Teaching Staff"; (9) in case recommendations from the college are not
260 approved by the President, he shall have, on request, the opportunity of presenting the same in person before the Board of Trustees in session.

THE SCHOOL

42. The school is an administrative unit occupying a status
265 between that of the department and the college.

43. A school organized as an independent administrative unit shall be subject to such regulations as may be recommended by the President, upon consultation with the director of the school, and adopted by the Board of Trustees for its government.

270 44. A school affiliated with a college shall be under the general direction of the faculty of that college, which may delegate specific powers to the school.

THE DIRECTOR OF A SCHOOL

275 45. The chief executive officer of the school shall be a director, appointed biennially by the Board of Trustees, on the recommendation of the President of the University. Within the school the duties of a director shall be determined in each case as provided in paragraphs 43 and 44.

THE DEPARTMENT

280 46. The department is the primary unit of administration within the University. It may include all persons engaged in the teaching and investigation of any subject or phase thereof or of closely related subjects.

285 47. There shall be a chairman or a head for each department. If a chairman, he shall be appointed annually by the Board of Trustees, on nomination presented by the President of the University after consultation with the dean of the college and the professors of the department concerned. If a head, he shall be nominated and appointed in the same way as other professors. He may, however, be relieved of his duties and title as head of the department by the Board of Trustees, on recommendation of the President and the dean of the college.

295 48. In each department organized with a chairman, the voting faculty shall consist of the associates, assistant professors, associate professors, and professors. In consultation with the executive committee, the chairman may invite other members to attend departmental meetings.

300 49. In each department organized with a chairman, there shall be an executive committee, composed of the professors of the department, which shall be empowered to act in such matters as may be delegated to it by the voting faculty of the department, and also in such matters as cannot appropriately be presented to that faculty. In such a department organized with no professor other than the chairman, the latter shall exercise the power otherwise vested in the executive committee.

50. The voting faculty of the department or the head of the

305 department shall have power to determine such matters as do not
so affect relations with other departments or colleges that they
properly come under the supervision of larger administrative
units.

310 51. In each department organized with a chairman, that
officer shall be responsible for the initiation and execution of
departmental policies and the execution of University policies in
so far as they affect the department; he shall represent the depart-
ment in its official business with other University authorities, with
students, and with the public; he shall report upon the teaching
315 and investigation of the department; he shall have general charge
of the rooms and equipment of the department; he shall have
general oversight of the work of students in the department; he
shall be responsible for the disbursement of departmental funds
for the purposes approved by the executive committee; and he
320 shall call and preside over all meetings of the department, or any
of its sections, and of the executive committee.

52. In each department organized with a head, that officer
shall have general direction of the work of the department. He
shall consult with the other permanent members of the depart-
325 mental staff in regard to departmental policies and budgets, and
with all members of the department regarding the nature and
scope of the work in their charge. The head shall be held respon-
sible, however, for the organization of the work of the department,
for the quality and efficient progress of that work, and for the
330 formulation and execution of departmental policies. He shall
make departmental reports, prepare departmental budgets, and
be responsible for the distribution and expenditure of depart-
mental funds, and for the care of departmental property.

53. In the discharge of their responsibilities it is intended
335 that both chairmen and heads of departments shall recognize the
individual responsibility of other professors in the department
for the discharge of the duties committed to them by their ap-
pointments, and shall act so as to allow proper scope to the ability
and initiative of all members of their departments.

340 54. Departments may be grouped in divisions for considera-
tion and action upon matters of mutual concern.

THE ACADEMIC AND ADMINISTRATIVE STAFFS

345 55. The academic staff shall include the President, the Vice-President, the deans, the directors of schools, stations, shops, and laboratories, and all persons engaged in teaching, research, experimentation, and public service.

56. The following ranks in the academic staff shall be recognized: professor, associate professor, assistant professor, associate, instructor. Other ranks may be established by the Board of Trustees.

350 57. The administrative staff shall include the officers of the Board of Trustees, the Dean of Men, the Dean of Women, the Registrar, and their subordinates, and the administrative subordinates of those members of the academic staff who are charged with administrative duties.

METHOD OF APPOINTMENTS

355 58. All appointments upon the academic and administrative staffs are to be made by the Board of Trustees, upon nomination, as hereinafter provided, to be presented by the President of the University.

360 59. All University appointments shall be made on the merit basis, solely with respect to the special fitness of the individual for the work demanded in the position. Political, social, fraternal, or church influences shall in no case affect or prejudice the appointment of any individual. No appointee shall be removed before the expiration of his term of service without the filing of
365 formal charges and a hearing before the Board of Trustees.

60. Every appointee to a position in the University shall be given formal notification that the appointment is made subject to the provisions of this Constitution.

370 61. Reports and requests shall pass through the ordinary channels, but upon formal application a member of the academic and administrative staffs may have an opportunity to present matters concerning his own work or his relation to the University, in person, before the Board of Trustees in session; provided that such matters have first been presented to the President without
375 receiving his approval.

ACADEMIC APPOINTMENTS

62. Nominations for indefinite term appointments shall originate with a committee composed of the dean of the college, the Dean of the Graduate School, the permanent members of the department, and representatives of two or more allied departments
 380 coöpted by the previously named members.

63. Nominations for limited term appointments shall originate with the department.

64. Nominations of persons suitable to carry on new lines of work shall originate with a committee composed of the dean of
 385 the college and representatives of allied departments, appointed by the President of the University.

TENURE

65. An appointment as professor or as associate professor shall be for an indefinite term. This shall be construed to mean permanent tenure; and such tenure may be terminated only by:
 390 (1) honorable retirement on an allowance granted for age or permanent disability, (2) acceptance of resignation, or (3) discharge for cause; provided, however, that when a person's first appointment in this University is to a professorship or an associate professorship, such appointment may be for a limited term, but a re-
 395 appointment following shall be for an indefinite term as already provided. Appointments below the rank of associate professor shall be made for a definite term. Only immorality, gross neglect of duty, or conspicuous and continued inefficiency and incompetency shall be considered cause for discharge.

ACADEMIC FREEDOM

400 66. Academic freedom in the pursuit and teaching of knowledge shall be maintained in the University of Illinois.

ADMINISTRATIVE APPOINTMENTS

67. Appointments to the administrative staff, unless otherwise provided for in this Constitution, shall be made annually by the Board of Trustees, upon the recommendation of the President
 405 of the University.

68. The principal officers of the administrative staff may be

accorded an appropriate academic rank, with all rights and privileges pertaining thereto which are not in conflict with other provisions of this Constitution.

DUTIES OF THE ACADEMIC AND ADMINISTRATIVE STAFFS

410 69. The members of the academic and administrative staffs shall loyally perform such instructional and administrative duties as are determined by the duly constituted authorities.

415 70. Instructional duties shall be determined by the department in consultation with the dean. Administrative duties shall be determined by any faculty to which the individual in question may belong, by the department, by the dean or director of any such faculty, and by the President. But members of the academic staff actively engaged in productive scholarship may not be assigned regular administrative duties or functions, upon committees or otherwise, without a corresponding reduction in hours of
420 instruction.

71. No member of the academic or the administrative staff may engage in activities which are incompatible with the proper performance of his duties in the University, except by permission
425 of the Board of Trustees.

72. Temporary releases from duty may be granted by the President.

VACATIONS

73. All members of the academic staff shall be entitled to a vacation, which shall amount to three months out of each calendar
430 year. Such vacations are to be understood as releases from instructional duties; the proper performance of administrative duties, however, may shorten the vacation period.

74. All members of the administrative staff shall be entitled to a vacation, which shall amount to not less than one month out
435 of each calendar year.

LEAVE OF ABSENCE

75. After each seven years of service on the academic staff a member of that staff holding the rank of professor, associate professor, or assistant professor, shall be entitled to a leave of

absence for the purpose of better fitting himself for his work.
 440 This leave of absence may be for one year on half pay, or for one-
 half year on full pay. Acceptance of the leave of absence binds
 its recipient to remain in the services of the University for one
 year after his return at the salary which he received for the year
 445 deferred on the recommendation of the President. The length of
 time, however, during which such leave of absence has been de-
 ferred shall count upon the period of service that must elapse
 before the next succeeding leave of absence.

PENSIONS

76. Subject to such regulations and limitations as may be
 450 made from time to time by the Board of Trustees, all persons in
 the service of the University, upon honorable retirement due to
 age or disability, and the widows of all persons who have been
 in the service of the University, shall receive a pension that shall
 stand in a reasonable relation to their needs and to the positions
 455 which they or their husbands have previously held in the Uni-
 versity.

THE SUMMER SESSION

77. The Summer Session shall be an integral part of the
 work of the University, and all courses for which credit towards
 a degree is given shall be maintained at the same grade and
 460 standard as other work in the University.

78. The scope and character of the courses offered therein
 shall be outlined by the respective departments and the Director
 of the Summer Session, and shall be approved in the same manner
 as other courses.

465 79. The Director shall be appointed biennially by the Board
 of Trustees, upon the recommendation of the President of the
 University. He shall be the chief executive officer of the Summer
 Session, and shall have therein the same duties as the dean of a
 college.

470 80. There shall be an Executive Faculty, appointed by the
 President which shall assist the Director in the administration
 of his office, including the formulation of plans and the prepara-
 tion of a budget. All proposals affecting general educational

policy shall be approved by the Senate before going into effect.

475 81. Appointments to the academic staff of the Summer Session shall be made by the President, on the joint nomination of the department and the Director.

480 82. Service without pay for three Summer Sessions shall entitle any member of the academic staff of the University to leave of absence for one semester at full pay.

UNIVERSITY EXTENSION

83. The Director of University Extension shall be appointed biennially by the Board of Trustees, upon the nomination of the President of the University in consultation with the Senate Committee on University Extension.

485 84. The Director shall organize and administer the extension work of the University, with the assistance of the Senate Committee on University Extension.

490 85. The scope and character of all the extension work offered in any subject shall be determined by the Director and the department concerned, subject to the approval of the Senate.

86. Nominations to positions upon the instructional staff shall be made to the President by the Director and the department concerned.

495 87. Every member of the instructional staff shall be a member of that department whose field of study he represents.

LIBRARY

88. The Library includes all books, periodicals, maps, photographs, manuscripts, and similar material purchased or acquired in any other manner by the University.

500 89. It shall be in the custody of the Director of the Library, who shall be responsible for its arrangement, care and serviceability.

90. The Director shall be appointed by the Board of Trustees, on the nomination of the President of the University. His rank and tenure shall be that of a professor.

505 91. He shall make to the President and the Senate an annual report on the condition and needs of the Library and on the work of the staff.

92. Nominations to positions on the Library staff shall be made to the President by the Director of the Library.

510 93. There shall be a Committee on the Library, appointed by the Senate, of which the Director shall be chairman, which shall determine matters of general Library policy, apportion Library funds and assist the Director in the administration of his office.

EXPERIMENT STATIONS

515 94. Experiment stations shall be organized to conduct research work, which shall have for its object the solution of problems concerning the economic and scientific phases of agriculture and engineering.

520 95. Similar organizations for research in other fields may be established by the Board of Trustees, on the recommendation of the President of the University and the Senate.

525 96. The Deans of the Colleges of Agriculture and of Engineering shall be *ex officio* Directors of the Agricultural and Engineering Experiment Stations, respectively, and the heads or chairmen of those departments organized for such experimental work shall be *ex officio* chiefs of corresponding divisions of the staffs of those Stations.

97. The executive staff, composed of the director and chiefs of divisions, shall determine the character and extent of the investigations to be undertaken.

SCIENTIFIC AND PUBLIC SERVICE BUREAUS

530 98. The various State scientific and public service bureaus, surveys, laboratories, offices, and similar departments, whether supported by direct legislative appropriation or out of funds appropriated by the Federal government, by the Board of Trustees of the University, or by private contributions, shall be located at
535 the University of Illinois in Urbana-Champaign, save in exceptional cases where some other location may be deemed necessary or advisable by the Board of Trustees or the General Assembly.

540 99. There shall be a separate organization for each of the above mentioned departments, to be determined in each individual case by the Board of Trustees, unless otherwise provided by act of the General Assembly, which shall appoint the director or chief

officer of the organization and the principal members of the staff and approve the budget and plan of work.

545 100. The director or chief officer of the above mentioned organizations shall be responsible for the efficient organization and progress of the work entrusted to his direction.

550 101. Those of the above mentioned organizations located at the University of Illinois in Urbana-Champaign may be affiliated with the appropriate department of instruction in the University, the nature and degree of such affiliation to be determined in each instance by the Board of Trustees.

ATHLETICS AND HYGIENE

102. Athletics and hygiene shall be administered as a department of instruction in the College of Liberal Arts and Sciences.

555 103. This department shall exercise supervision over athletic games, sports, and exercises, the physical training and health of students, and the University dispensary and hospital.

104. Intercollegiate athletics shall be under the control of the Senate.

MILITARY SCIENCE

560 105. Military science shall be administered as a department of instruction in the College of Liberal Arts and Sciences.

565 106. The Commandant during his term of service shall be Professor of Military Science and head of the department, with the same rights and duties as other heads of departments, subject only to the limitations imposed by Federal Statutes and the War Department.

AMENDMENTS

570 107. This Constitution may be amended by a majority vote of record of all the members of the Board of Trustees constituting it by law; provided that no amendment, unless it shall have been proposed by the Senate, shall be voted upon until it has first been referred to that body for consideration and recommendation.

PROPOSED STATUTES

The following paragraphs are suggested for inclusion, not in the Constitution, but in a supplementary set of Statutes or Regulations:

THE TREASURER

(1) The Treasurer shall receive all appropriations made to the
575 University by the State and by the United States, and also all gifts,
moneys, and securities accepted by the Board of Trustees. He shall
collect, when it becomes due, the interest accruing on money and securi-
ties, including land contracts, of the University; shall also collect the
principal of said securities when it becomes due; and shall report
580 promptly to the Secretary for record the receipt of all funds and a
description of each security placed in his custody.

(2) The Endowment Fund shall be kept invested by the Treasurer
and the Finance Committee of the Board of Trustees. The Treasurer
shall forthwith report all changes in investments to the Secretary, who
585 shall enter the same on his records. At each regular meeting of the
Board the Committee shall report for approval its action concerning the
investment of funds.

(3) The Treasurer shall keep the accounts of the funds and securi-
ties in his custody in such form as shall be prescribed by the Board of
590 Trustees, and shall submit his accounts to the Board for audit.

(4) At each regular meeting of the Board of Trustees, the Treasur-
er shall report, in such manner as the Board may prescribe, the
transactions of his office for the fiscal quarter preceding the meeting,
and also the condition of all funds at the end of the quarter. He shall
595 also report at any other time that the Board may direct.

(5) The Treasurer shall give bond, payable to the State of Illinois,
for the use of the University of Illinois, in the sum of Two Million Dollars
(\$2,000,000), for the safe keeping of funds, for the payment of the
same in obedience to the rules and orders of the Board of Trustees, and
600 for the faithful performance of his duties as Treasurer.

THE SECRETARY

(6) The Secretary shall collect and account for all moneys from
dues, fees, tuitions, and all other sources, unless it is provided that the
collection shall be made by the Treasurer. He shall remit monthly to
the Treasurer the moneys received by him. At the end of every fiscal

605 quarter he shall furnish to the President of the University and to each
 member of the Board of Trustees a statement of receipts and expendi-
 tures in such form as the Board may prescribe. He shall prepare the
 annual financial report of the Board, which shall include a detailed state-
 610 ment of the value of the physical plant as well as statements concerning
 all moneys and funds of the University.

(7) The Secretary shall be the custodian of the Seal of the Uni-
 versity, and in all proper cases shall authenticate the acts of the Board
 of Trustees by affixing said Seal. He shall attend the meetings of the
 Board and of the standing committees of the Board unless excused, and
 615 shall keep a record of the proceedings.

(8) The Secretary shall keep an accurate record of each of the
 securities reported by the Treasurer, and shall report maturing securi-
 ties to the Board of Trustees at least three months before maturity.

(9) All purchases shall be made through the office of the Secretary,
 620 subject to such regulations and exceptions as may be prescribed by the
 Board of Trustees.

(10) The Secretary shall keep records showing the condition of the
 physical plant and the expenditures made in connection with the main-
 tenance and extension of the same.

625 (11) The Secretary shall give bond to the State of Illinois for the
 use of the University, in the sum of Fifty Thousand Dollars (\$50,000),
 for the payment of all moneys coming into his hands in obedience to
 the Constitution and Statutes of the University and to the orders of the
 Board of Trustees, and for the faithful performance of his duties.

630 (12) From time to time, as the Board of Trustees shall require, the
 Secretary shall submit detailed statements of the mode of operation of
 the business of his office, including the method of accounting and the
 operation of the purchasing and inventory systems.

APPOINTMENTS OTHER THAN OF PROFESSORS AND ASSOCIATE PROFESSORS

635 (13) Assistant professors shall be appointed for a term of three
 years, and shall be subject to reappointment for two additional terms.

(14) Associates shall be appointed for a term of two years, and
 shall be subject to reappointment for one additional term; provided that
 under exceptional circumstances reappointment to this rank may be
 made for an indefinite number of terms.

640 (15) Instructors shall be appointed for a term of one year or ten
 months, and shall be subject to reappointment for three additional terms.

(16) Other appointments shall be subject to individual consid-
 eration.

RECOMMENDATIONS AS TO PROCEDURE

The Committee recommends that in dealing with the report the Senate consider the following procedure:—

(1) That to facilitate study and discussion the Report be printed in full.

(2) That a printed copy be sent to each member of every faculty and to each administrative officer in the University of Illinois.

(3) That extra printed copies be provided for general use within the University and for distribution in response to outside requests.

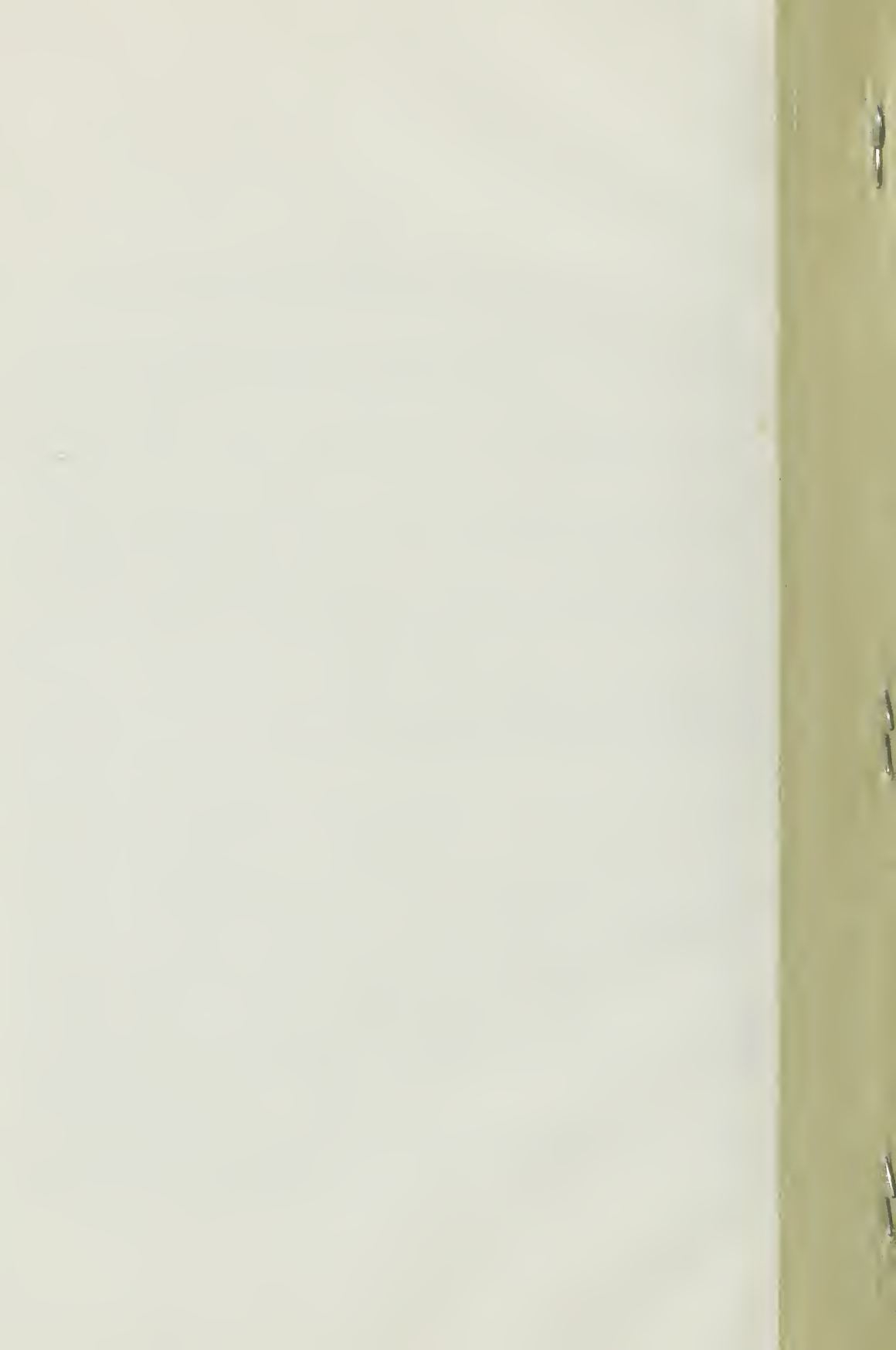
(4) That the Senate hold extra stated meetings for the discussion of the Report and the consideration of proposed amendments.

(5) That only such amendments be discussed or voted upon as shall have been presented in writing to the Secretary and placed in the hands of each member at least three days preceding any meeting.

(6) That the Senate invite from all faculties overtures presenting amendments for consideration.

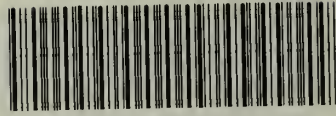
The Committee has completed its report, and if the Senate is willing will be glad to be relieved of all further responsibility, but it appreciates the desirability of welcoming emendations from every quarter and at the same time the necessity of reducing to simplest terms the volume of suggestions which may come in. After careful consideration it is unable to recommend that the proposed constitution be referred to each faculty for working over, because primarily of the complications and loss of time which would be associated with the subsequent necessity of reducing several separate documents to a single form.

The Committee is further of the opinion that the plan proposed of inviting overtures from each faculty will reach the desired end in a more efficient manner.





UNIVERSITY OF ILLINOIS-URBANA



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