

T H E O H I O S T A T E U N I V E R S I T Y

1870 - 1970

History of the Division of Business and Finance

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I.

By an act of the Legislature of the State of Ohio on March 22, 1870, the new institution "to be styled the Ohio Agricultural and Mechanical College" was established. Could these legislators have envisioned that one hundred years later the offspring of their creation, now known as The Ohio State University, would be a full-fledged University with 55,232 students, total assets of \$423,889,656.61 and an annual income of \$205,522,867.31.

For many years, the annual reports of the Board of Trustees to the Governor of the State of Ohio listed every item of income and every expenditure made. Can you imagine the volumes that would be needed today to do the same? The first Treasurer of the Board of Trustees, Mr. F. W. Prentiss, diligently posted his entries in the same leather ledger book from the first entry on September 21, 1870 through April 2, 1885. Today the entire accounting system of the University is computerized.

At a meeting of the Board of Trustees on October 13, 1870, it was decided to locate the new college in Franklin County and a site was selected, being land embraced by what was called the Neil farm. A total of nine parcels, constituting 331.11 acres was approved for purchase at a total cost of \$117,508.00. Plans for a College building were studied and at the Board Meeting on March 10, 1871 the plans submitted by Mr. J. Snyder of Akron with certain modifications suggested by the Executive Committee were adopted, and Robert N. Jones was appointed superintendent of construction. On July 7, 1871 the contract was awarded to Kanmacher and Stark on their bid of \$112,484.00 and on July 12, 1871 the contract was executed, with a completion date set of November 1, 1872. Numerous

delays postponed the completion of the building, but the Board of Trustees decided that construction would be sufficiently completed that school could open on September 17, 1873, though much was still to be done. On that date, the new college opened, with faculty of seven which included the President, Dr. Edward Orton, Sr., and an enrollment of twenty-five students.

II

The Early Years 1873-1884

In these beginning days of the Ohio Agricultural and Mechanical College to be a member of the staff was to be a jack-of-all-trades. Teaching was the prime job, but from there one branched out into being a purchasing agent, for there was no central purchasing and each member of the staff did his own; as well as repairman to repair or install equipment and even to fix a leaky pipe or help with other maintenance work about the college building. Three bachelor professors lived on the third floor and Professor Thomas C. Mendenhall, his wife and small son, had an apartment on the first floor. These four were to be stabilizers for the students who used the building as a dormitory. Professor Robert E. McFarland served as Bursar and continued to do so until June of 1885.

In these days also, the entire Board of Trustees reviewed the invoices for all purchases made, and had to approve them before the Treasurer of the Board could make payment. The accounting for the new college was done by the Treasurer of the Board of

Trustees, Mr. Henry S. Babbitt, who handposted all entries in a single leather volume.

At the Board of Trustees meeting on January 9, 1874, the following additional by-laws were adopted;

- (1) The fiscal year of this Board shall terminate annually on the 15th day of November
- (2) The Board shall meet annually, at the College edifice on Commencement day in June.

Prior to these changes, the new college had been on a calendar year basis, and the Board meetings were held away from the Campus. It is interesting to note that each year the Board of Trustees made an annual report to the Governor of Ohio which consisted of the President's Report of the college for that year, a financial report which included an itemized list of all receipts and expenditures as well as a statement of the status of the Endowment Fund on deposit with the Treasurer of the State of Ohio, and in later years a complete list of the employees of the College and subsequently the University, listing the name and the annual salary both of which were required by an act of the legislature.

The status of the Endowment Fund was most important because the income therefrom, along with the fees from the students, provided the operating funds for the College. There was no State aid provided even though the Congressional Act required it. By an act of the legislature on May 7, 1877, a Department of Mining Engineering was established and an appropriation made of \$4,500.00 to provide the equipment. It was the first money paid by the State to the support of the institution, the first recognition by way of financial aid. Governor Thomas L. Young,

in his message to the General Assembly in January, 1878, gave the first official voice to the necessity of the State to financially recognize its obligations to support the new College. He said:

"The College report shows a large and very gratifying increase in the number of pupils for the year just entered upon, and everything betokens that the institution has fairly entered upon a career of great service to the State. It still needs your fostering care, which I hope will be generously accorded".

This precedent was followed by Governor Richard M. Bishop in his message of January 6, 1879 when he called to the attention of the General Assembly the fact that the State had made no appropriations for paying the expenses of the Trustees of the College, or for repairs of buildings, or improvements; that by the terms of the congressional grant, no portion of the funds derived therefrom could lawfully be used for such purposes, and that the State in accepting such grant, had undertaken, and had pledged her faith to provide for these expenses. He asked that "its claims should receive just and considerate action at your hands."

Unfortunately at this time, after repeated urgings for a change in name of the College, the General Assembly, on May 1, 1878, passed an act to reorganize the College, which included the change in its name from the Ohio Agricultural and Mechanical College to Ohio State University. This infuriated the agricultural press, the farmers, and the friends and patrons of the denominational colleges, and nothing was done.

In 1879, while the General Assembly was in session, the

Hon. T. Ewing Miller of the Board of Trustees and President Orton arranged a trip to the University of Illinois, which had also been established under the land grant of 1862, and invited the members of the finance committees of both houses to accompany them. Some committee members of each house accepted, including the Hon. Ross J. Alexander, Chairman of the House Finance Committee, and all were amazed at the success accomplished at the University of Illinois because of that State's support. Upon the return to Columbus, Mr. Alexander had the following appropriations for the University inserted in the general appropriation bill that was approved by both houses:

For a mechanical laboratory and equipment, \$9,600
 For stock and farm improvements, \$3,000
 For river improvements, \$1,500
 For a solar compass, \$500, and
 For analysis required by state law, \$1,200
 In all, the sum of \$15,800

At an adjourned session of the same General Assembly in 1880, an appropriation of \$5,150.90 was made to the University as a refund for the accumulated expenses of the Board of Trustees that it had paid since 1871.

Thus, at long last, the General Assembly and the Governor recognized the State's obligation and responsibility to assist in the development of the Ohio State University.

Thereafter, annual appropriations were made by the General Assembly, but all of these, except for expenses of the Trustees and repairs, were for special purposes and not for current expenses.

During these early years, Joseph Sullivant had served as Secretary of the Board of Trustees from 1870 to 1878. Albert Allen then served in that post until the end of 1883, at which time he tendered his resignation because of "enfeebled health". The Board accepted it with great regret and proceeded to elect Captain Alexis Cope to the office and he officially took office on January 1, 1884.

III

The Cope Years 1884-1904

At the annual meeting of the Board in June, 1885, it is interesting to note that the salary of President Scott was increased from \$2,750 to \$3,000. Also at that meeting, Professor R. W. McFarland tendered his resignation and since he had been serving as Bursar, Alexis Cope, the Secretary of the Board, was directed to act as Bursar until further notice, and that job was to stick with the office of Secretary until 1945. The Board also appointed Professor W. R. Lazenby to take general care of the campus.

At this time, much of the campus labor and many of the repairs were done by students who, as Secretary Cope pointed out, "received their training in the mechanical department". They fitted out the library and laboratory of the agricultural chemist, and made the desks, cases, tables and shelving during the summer. Thus, they were enabled to pay a considerable portion of their expenses at the University with their earnings.

The Board of Trustees, at its November, 1884 meeting upon receiving the resignation of the Treasurer, Dr. Henry S. Babbitt, who had served from the time the first Board was organized in 1870, appointed Mr. F. W. Prentiss to replace him.

Operating income of the University was not adequate to take care of its growing needs, and the situation seemed almost hopeless, since under the law the Trustees could not create a deficiency. Secretary Cope proposed a bold demand on the legislature for relief by a direct appropriation for current expenses and outlined a course of action that he felt would bring the needed help. The president of the Board of Trustees, the Hon. T. J. Godfrey, was a member of the Senate and he brought Senator George H. Ely to a meeting to outline such course of action. Senator Ely promised to incorporate an appropriation for current expenses of the University in the appropriation bill when it came over from the House. The remaining problem, then, was how to overcome the opposition of the House. One of the bitterest opponents of the University was the Hon. Allen O. Myers, who was also one of the most influential members of the House, as well as a journalist. It was decided to invite Mr. Myers to visit the University and the invitation was accepted. In company with Secretary Cope and the Hon. T. Ewing Miller, a member of the Board of Trustees, Mr. Myers saw the University for the first time and was so greatly impressed by the kind of work the institution was doing that he agreed to do all that he could to secure an appropriation for the University. Largely through his

influence, an appropriation of \$25,500 was approved, which included \$10,000 for current expenses - \$6,000 for salaries and \$4,000 for laboratories. To date, this was the largest appropriation ever made for the University and heralded the State's recognition of its obligation to provide the means for the future growth and expansion of the University.

In November, 1886, William C. McCracken was named engineer at a salary of \$800 a year "with charge of the gas, water supply and heating apparatus at the University, together with the care and cleaning of the buildings. Said McCracken is also to make all ordinary repairs of said gas, water and heating apparatus in the several buildings". For help he was provided an additional janitor at not more than \$1.50 a day who was to be his assistant and serve also as fireman. This was an excellent appointment, as Mr. McCracken was to serve in this capacity for sixty years.

Up to this time, the Secretary of the Board did not have an office on the campus, and at the December, 1887 meeting of the Board provisions were made for the secretary thereafter to "keep his office at the University, and perform the duties of registrar". Secretary Cope's duties were multitudinous. At the June 18, 1888 Board meeting, for example, he was directed "to fit up the room in the Horticultural building, formerly used as a seed-room, for a Pharmaceutical Library...to purchase the necessary gas fixtures for the Horticultural building and private residences on the campus...to lay a gas main to the new Experiment Station building...to rebuild the bridge across Neil Run.. if deemed advisable...to have the woods north of the President's

residence cleared up at a cost not to exceed \$150."

The National Association of colleges established under the Morrill Act of July 3, 1862 had pressed the Congress to supplement the congressional grant made under that act. On August 30, 1890 Congress passed an amendment to the Morrill Act providing additional endowment for the support of the Land Grant colleges in the form of a permanent annuity of \$15,000 in the beginning year and increasing \$1,000 each year thereafter until a maximum of \$25,000 was reached. Acceptance by the State Legislature was necessary to make the grant effective and this was done on May 4, 1891.

In his report, President Scott had annually urged that the Legislature recognize its responsibility for financial assistance to the University by approving a one-twentieth of a mill levy on the grand duplicate of the State. Governor Campbell in his message to the General Assembly on January 6, 1891 prepared the way for such legislation, and on March 20, 1891 the Hysell Act was passed providing for a one-twentieth of a mill levy. On the basis of the grand duplicate that year, the estimated first year yield would be \$87,795.61. However, since the needs for additional buildings by the University were most urgent and it would be some time before enough money from the levy could be saved for that purpose, a bill was submitted to the General Assembly to authorize the Board of Trustees to anticipate the annual levies and "to issue from time to time certificates of indebtedness not exceeding thirty thousand dollars in amount, in anticipation of,

and in amount not to exceed, the annual levy...for the purpose of providing for the erection and equipment of buildings." The certificates were to bear interest at such rate as the Board of Trustees might determine, not exceeding six percent per annum, and were to be paid out of the annual levies. The bill was approved and became a law on May 4, 1891.

This Act of the General Assembly made the necessary money available to build a manual training building and a building to house the geological museum and the University library. Earlier plans called for separate heating plants for the new buildings, but further investigation showed "that there would be great economy in fuel and care, and greater safety and cleanliness, if both buildings could be heated and furnished with power from a station outside". Thus was born the idea of a central heating plant that was completed in 1892-1893 year and the central power plant that was completed the following year.

At the January 10, 1893 meeting of the Board of Trustees, Secretary Cope laid before the Board a bill he had prepared to amend the law so that the annual report should be for the year ending June 30 instead of November 15, and through the years, this fiscal year has never been further changed.

Since its inception, the University had been favored from time to time by small donations of books, cabinets and specimens for the various laboratories and museums which had greatly enriched the collections. Gifts and loans of machinery and apparatus had been made that essentially increased the efficiency of the

mechanical and engineering departments. However, up to this time no large devises or gifts had been made. On October 27, 1891, the Hon. Henry F. Page of Circleville, Ohio died, leaving his entire estate under the terms of his will to the Ohio State University, subject to the life estates of his widow and daughter, "to be invested as the Endowment Fund". Litigation ensued, brought by certain collateral kindred who were contingent beneficiaries under the will. In the meantime, the daughter, Isabel Page, died on August 4, 1892 and the widow, Charlotte G. Page, on March 18, 1898. Such litigation was finally terminated by the Supreme Court of the United States at its October term in 1904 in favor of the University. As a result, the Page endowment fund by this time approximated \$217,000. How thoughtful a contribution to the University this was, made by a man who had never set foot on its campus and who yet developed such a keen interest in its development and growth, presumably through his close friendships with several of the trustees over the years, that he was motivated to make such a gift of his entire estate.

Over these years, the purchases of supplies for the University had not been made by or through any one person. The Board of Trustees now appointed a committee to study and devise a plan whereby a single agent would purchase all supplies for the University. At the Board meeting on June 11, 1894, this committee made a verbal report in favor of a plan providing "for their purchase by the Secretary, as purchasing agent for the Board, provided, that the President and such purchasing agent may make such exceptions and modifications of such plan as they find necessary".

Their report was adopted.

In 1895 the General Assembly increased the special University levy from one-twentieth to one-tenth of a mill, and also authorized the issue of not exceeding \$300,000 of certificates of indebtedness in anticipation of the increased levies, and to be paid out of them. These were to be issued "for the purpose of providing for the speedy erection of needed buildings and improvements, and the securing of needed equipment, and for the payment of the costs, expenses, and estimates therefor."

During the year ending June 30, 1897, \$46,000 was spent in completing the power, heating and lighting plant which was begun five years earlier. In this connection the tunnel system carrying power and other service lines was extended to a total of 4100 feet and the plant was regarded a "model in every respect" and as adequate for years to come.

During the year 1896 - 1897, the enrollment rose above 1,000 for the first time. The total, including summer school, was 1019 as against 968 during the previous year. Thus another milestone had been passed.

In December, 1897, steps were taken towards a more efficient and responsible control of athletics in the University. Previous to that time such control had been exercised by various changing bodies of students. A committee was appointed to study the matter and on January 17, 1898, made its report, recommending the establishment of a Board of Control of Athletics. This Board was to have absolute control of all matters pertaining to athletics,

both collegiate and intercollegiate, including finances. By action of the Board of Trustees at their meeting on March 3, 1898 the Board of Control of Athletics was established.

At the meeting of the Board of Trustees on July 6, 1898, W. C. McCracken, the Chief Engineer, was appointed Superintendent of Buildings, including janitors.

Up to this time, there had been doubt as to who had charge of the ordering of repairs and betterments on the various buildings. AT the January 31, 1899 Board meeting, it was ordered that the President and Secretary, in connection with the Executive Committee be constituted a committee on repairs, and that no repairs or improvements in any of the Departments be ordered or done except on approval of the Committee.

At the Board meeting on June 13, 1899, Mr. L. F. Kieseletter was elected Treasurer of the Board to replace Mr. F. W. Prentiss, who had served in that capacity since 1884.

Mr. Carl E. Steeb of Medina was appointed by the Board at its meeting on November 9, 1899 as an accountant in the office of Secretary Cope, at a salary of \$50 per month until December 31, 1899 and \$60 per month thereafter until June 30, 1900. It was the beginning of a life work for Mr. Steeb, devoted to the University and its development.

Again the need for additional buildings was desperate. Upon appeal to the General Assembly for additional funds, it approved on March 29, 1900 an act increasing the special University levy by one-twentieth of a mill for the two years, the increase to be

used solely for the erection and equipment of buildings. Steps were taken promptly to build the law and physics buildings with this additional money.

In 1901 the executive committee of the Board, by agreement, met regularly on the first Tuesday of each month to audit current bills, and to dispose of other business demanding attention.

Since the two year term of the special levy of one-twentieth of a mill was to expire, the General Assembly, after considerable deliberation, passed an act in May of 1902 to add permanently an additional one-twentieth of a mill to the already approved one-tenth of a mill levy, and authorized the issuance of \$200,000 of bonds in anticipation of these levies.

At a meeting of the Board of Trustees on June 16, 1902 a resolution offered by Mr. Mack was adopted which provided that the engineers, in consultation with Doctor White, dean of the College of Veterinary Medicine, and Doctor McPherson, professor of General Chemistry, should present plans for an engineering building, an addition to Chemical Hall, and a veterinary building; the engineering building cost ultimately not to exceed \$120,000; the present structure cost not to exceed \$80,000; the addition to Chemical Hall cost not to exceed \$20,000; the veterinary building cost not to exceed \$25,000. Said plans were to be completed and presented not later than August 1, 1902. The resolution of Mr. Mack was novel in that, for the first time, the architectural and engineering skill in the engineering faculty was to be used in planning and constructing University

buildings.

At this time, the idea of a central book and supply store was conceived in a faculty recommendation to discontinue "the various book and supply stores now in operation and that a general supply store be opened and operated by the University", and that the Trustees supply the necessary working capital. It was referred to the finance committee.

At a meeting of the Board on August 6, 1903, President Thompson and Secretary Cope were appointed a committee to secure options on land west of the Olentangy River adjoining the University lands. This would give the University the opportunity to expand the campus westward.

Until now there had been no central planning of buildings or site selections nor improvements of the University grounds. So at the Board meeting on April 5, 1904, it approved a resolution calling for the appointment of an advisory Architect "whose general duties shall be to prepare a comprehensive scheme for the improvement of the University grounds", and to make a map of the campus on which shall be located anticipated new buildings and such additional future buildings for the "ultimate completion of a great University". Plans of buildings and sites selected were to be referred to such advisory Architect before acceptance or selection. A committee was appointed to seek a suitable architect and report back to the Board.

In 1904 upon the retirement of Secretary Alexis Cope, the Board of Trustees elected as secretary, Mr. Carl E. Steeb, the

accountant in Mr. Cope's office. This ended twenty years of service by Captain Cope as Secretary of the Board, which were devoted to the improvement and development of the University.

IV

The Steeb Years 1904-1945

Mr. Steeb assumed the full duties of Secretary of the Board of Trustees and Bursar on September 15, 1904. He had graduated in the Class of 1899 and there had been some doubt about electing so young a man to such an important office. However, the wisdom of the Board in its selection is confirmed by President Thompson's report of November 3, 1905 in which he states:

"The Honorable Alexis Cope, who for twenty years had served as the efficient Secretary of the Board of Trustees, retired from office in June 1904 and was succeeded by Mr. Carl E. Steeb, alumnus of the University in the Class of 1899. Mr. Steeb has already proved his efficiency and capacity in the office.

In this connection it may be proper to report that in 1904, upon recommendation of the President, the Trustees decided to employ an expert accountant to examine the books of the University. This examination began with the year beginning July 1, 1899 and carried through to the year 1904.

It is a matter of gratification to know that this examination attested the accuracy and carefulness of the Board's accounts. A similar examination was made for the year ending June 30, 1905, with similar findings.

This disinterested and expert examination is a valuable testimony to the carefulness of the work under the direction of the Board of Trustees, and the systematizing and efficient manner of the Secretary Mr. Carl E. Steeb in carrying on the work of his office."

At the Board meeting on September 15, 1904, Mr. W. E. Mann

was elected accountant to replace Mr. Steeb, at a salary of \$1,000 per year, and Miss Bess Watters as his assistant at \$720 per year. A resolution adopted by the Board on November 8, 1905 requested the heads of departments to furnish the Secretary a complete inventory of all apparatus and equipment in their respective departments, the inventory to be on blank forms furnished by the Board of Trustees, and to be completed and returned to the Secretary by January 1, 1906.

At its meeting on January 12, 1905, the Board authorized the following notice at Secretary Steeb's request in furtherance of his plans to organize the work of his office, especially in the purchase of supplies and equipment for the various departments of the University:

Notice to Dealers

All persons, companies or concerns who may have business with anyone connected with The Ohio State University, are hereby notified, that under no circumstances must they charge supplies, books, apparatus and the like to said institution except by an official order from the Secretary of the Board of Trustees.

A sample copy of said official order is to be found on the reverse side of this card. All requests for supplies not accompanied by said official order must be treated by dealers as private business, for which the credit of the University must not be used.

Charge no goods to The Ohio State University or any department thereof, unless you have an official order for the same.

Signed: Paul Jones, President
Carl E. Steeb, Secretary

As stated earlier, the University was desirous of expanding

across the Olentangy River but had been unable to do so for lack of funds. Funds finally became available and on April 12, 1906, the Board approved the purchase of 79.59 acres of land west of the Olentangy River for \$39,139.11.

J. McLain Smith, who had been a Trustee since 1897, died on July 4, 1905, and under the terms of his will left his estate to the University to assist "worthy young men and young women in attaining an education, especially the higher technical education, including Agriculture", with preference for Montgomery County residents. The estate amounted to \$23,141.50 and resulted in the beginning of what eventually became the considerable University loan funds for students.

At the Board meeting on April 30, 1906, the committee that had been appointed to assist in securing an advisor Architect, presented a letter from Olmstead Brothers of Boston, Massachusetts, Landscape Architects who "agreed to become the Consulting Landscape Architects for the University at a compensation of \$200 a year for a term of three years, together with the usual charge for services of assistants when engaged in draughting plans, etc; also traveling expenses and incidental expenses". The Board accepted, provided that in any one year the expenses allowed should not exceed \$300 unless specially authorized by the Board.

For many years a women's dormitory had been recommended but funds were just not available for building one. In 1907 the funds did become available and several sets of plans were pre-

pared but when the bids were opened, they exceeded the estimates. Plans were then revised and the project was readvertised. On August 7, 1907 the Board awarded the contracts except for the heating contract, which was awarded later. It was to be built on the east side of Neil Avenue just north of Eleventh Avenue and was subsequently named Oxley Hall, the middle name of President Thompson, and his mother's name. For the first time, the women students were to have their own dormitory on the University campus.

At the October 9, 1908 meeting, the Board adopted a new purchasing system and the President and Secretary were authorized to employ such additional help as were necessary to carry out the new purchasing regulations. Subsequently, the title of R. M. Royer was changed from Store-Keeper to Assistant Purchasing Agent and F. E. Jones was made Store-Keeper to replace him.

A great deal of consideration had been given to building a spur from the Hocking Valley Railroad on the west to the power house so that the coal and supplies used could be brought in by railroad instead of trucking them in as was now required, and costs could thereby be reduced substantially. Again the story was no money. Plans had been developed and costs estimated. On March 12, 1909, the Legislature did appropriate the sum of \$40,000 for this improvement. Immediately the wheels were put in motion, a side-track agreement arranged with the Hocking Valley Railway Company, and on July 26, 1909, contracts were awarded for the bridge to span the Olentangy River, the track and the grading.

At a later date the contract was awarded for the rails. The completion of this project brought to fruition another very important improvement to the University.

The students of the University had been agitating for a Student Union, but again funds were not available. Whereupon, the students waged a campaign of their own, descending upon the legislature in the 1907 session to plead their case, and won an allotment therefor of \$75,000 in the University appropriation to erect and equip such a building. The Ohio Union, as it was named, was completed and opened in 1910 with great fanfare, and was one of the first student centers in the United States. The new Union, was, among other things, to serve as a center for student activities and organizations, and in May, 1910, the Trustees adopted a set of "Instructions for Officers of Student Organizations" for them and provided "for a full and complete report upon contracts, receipts and expenditures, and for an official audit of all books and accounts". H. S. Warwick, 1906, was named the first manager of the new Ohio Union.

At the Board meeting on August 7, 1909, Lowry F. Sater, Class of 1895 and a law alumnus, was elected Treasurer of the Board to replace L. F. Kiesewetter.

In 1909 the General Assembly appropriated \$250,000 for a Library Building which was to enable the Library to have a separate building of its own on campus for the first time. This heralded the beginning of a new era of building construction on the campus. As heretofore, six architects were invited to submit

designs in competition, and that of Allen and Collens of Boston was selected. Upon completion, the University had a Library Building of which it could well be proud. However, with the larger building program planned, the Board of Trustees decided it was time to stop having to select an architect whenever the General Assembly appropriated money for each building. Instead, a permanent University Architect would be appointed who, with the assistance of an advisory board, was to "design and erect all buildings for the University". Consequently, in August, 1911, the Board created the position of University Architect as well as an Architect's Advisory Board of seven members. Professor Joseph N. Bradford was elected University Architect and the members of the Advisory Board appointed were the President of the University, the superintendent of the power, heat, and light plant, Professors Edward Orton, Jr., E. A. Hitchcock, Thomas E. French, and C. E. Sherman, and a landscape architect. This last place was later filled by Professor Wendell Paddock. Professor Bradford held the post until his retirement in 1933.

Since the organization of his office by Mr. Steeb in 1908, the business of the University was being handled through the Secretary's office with the assistance of Ray M. Royer, Assistant Purchasing Agent, Wilbur E. Mann, accountant and a stenographer. With the growth of the University and its business responsibilities, other changes became necessary. Acting on a committee report respecting certain changes in the plan of organization as proposed by Ralph D. Mershon, 1890, then president of The Ohio State University Association, the Board at its March 16, 1911 meeting approved

the following:

1. Giving the name Administrative Council to the advisory board consisting of the President, and the deans of the colleges, and the Graduate School, and making more explicit the requirements of the deans in the matter of the budget.
2. Directing the Administrative Council to assign each department of the University to some one of the seven colleges.
3. Making it the duty of the President to "ascertain the probable revenues of the University, to apportion it among the respective colleges, the executive staff, the physical plant, and all other interest of the University, and to correlate, co-ordinate, and adjust the various budgets, and to determine finally all these matters, subject only to the paramount authority of the Board of Trustees
4. Creating the office of Superintendent of Property, and defining his duties.

The last item was never carried into effect. The trustees were feeling their way to an ideal, and so did not elect such a superintendent. However, in September 1913, the Board changed Mr. Steeb's title to Secretary and Business Manager and through the President made him responsible to the Board of Trustees for the business affairs of the University. As financial officer he continued to receive all moneys due the University and to pay them over to the Treasurer, he was charged with maintaining the uniform accounting system, and was given supervision of the officers and employees of the Physical Plant. The uniform accounting system, including uniform statements, had been researched and developed by the Carnegie Foundation and was adopted by the University in its fiscal year ending June 30, 1910. In 1912 the Stores and Receiving Department was created and Fred E. Jones was put in charge. This department was an outgrowth of a service begun in

1892 by Professor George B. Kauffman in the College of Pharmacy, and aided by Professors Nathaniel W. Lord, Henry A. Weber, and Sidney A. Norton. Originally only chemical and pharmacal laboratory supplies were handled, but this was soon enlarged and in 1900 a division express office was located in the store and all parcels for the University were brought there. One of the early managers of the store was Ray M. Royer who added examination papers, janitors' supplies and other articles to the stock. Upon receiving department status, the stock was increased to include all articles used in classrooms, laboratories, and administrative offices. It received all parcels and materials for the University and made deliveries in its own trucks. It approved all invoices for payment, thereby relieving the various other departments from this detail, and insured prompt payment in order to effect maximum discounts.

During the fiscal year ending June 30, 1913, a record income of \$1,063,309.24 was collected, marking the first time that receipts by the University exceeded one million dollars in one year.

On March 24, 1913, the Scioto and Olentangy Rivers rose to a height never before known because of the continuous heavy rains, flooding the acreage east of the Olentangy river and skirting the edge of the campus proper. The University railroad spur was undermined, fences were wrecked and sediment deposited over 192 acres of the University farm. Columbus also suffered heavily with the loss of 100 lives and the destruction of millions of dollars worth of damage.

President Thompson reported to the Board at its meeting on December 12, 1913 that the Receiving Department was now ready

for operation and recommended that an appropriation of \$1,259.67 be made for the purchase of equipment for the department. It was approved and an authorization was made to install a Bell telephone and a Citizens telephone, as Columbus at that time had both of these telephone systems.

The "Civil Service Law" became effective January 1, 1914, and the matter of arranging the classification of the employees of the University was referred to the President by the Board, and the following regulations were adopted:

"In order that the State Civil Service Law may be more effectually complied with, it is hereby ordered that all requests for service of any kind be filed with the President, then the Secretary shall make formal application to the Civil Service Commission for the kind of service requested.

In case of temporary help the same procedure shall be followed.

The salary and wage of each person in the classified service is filed with the Commission. No change in said salary or wage shall be passed by the Secretary until after such change has been approved by the President and filed with the Civil Service Commission as directed by law.

The Secretary is hereby directed to prepare and keep in his office such records as will protect the University in the operation of the Civil Service Law."

At its meeting on August 13, 1916, the Board of Trustees abolished the office of Accountant effective August 31, 1916, and

the office of Comptroller was created to be effective September 1, 1915. The plan of organization, as shown on the following chart, was adopted as well as Rules and Regulations defining the duties of the various officers and employees. The section appertaining to the Comptroller follows:

"The Comptroller shall be responsible to the Business Manager. He shall have general charge of all accounts in the Business Manager's office. He shall make regular reports to the Business Manager covering financial affairs of the University. He shall endorse on each requisition received by the Purchasing Department the classification and account to which such requisition shall be charged. He shall also indicate on each requisition received by the Purchasing Department whether or not funds are available to meet the purchase desired. He shall at regular intervals, audit the accounts of all commercial or rotary departments. He shall perform such other duties as may be assigned from time to time by the Business Manager."

The Rules and Regulations also provided that the Stores and Receiving Department was to be in charge of the Receiving Clerk, who shall be responsible to the Business Manager, receive his orders and instructions from him, and report all matters directly to him. Two stores were provided for - a Laboratory Supply Store and a General Store. F. E. Jones was the Receiving Clerk and Edgar W. Dean was named the Comptroller.

Both the physical plant and the administrative division were put under the direction of the Secretary and Business Manager. A cabinet was created consisting of the President of the University, the Business Manager, and Superintendent of Buildings and Grounds, and the University Architect, with the Purchasing Agent as secretary. Including the heads of all the main divisions of the business organization, this body was directed to hold stated meetings for the purpose of discussing repairs, improvements, and betterment of the physical plant. Minutes of the meeting were to be carefully kept and transmitted to the Board of Trustees, thus contributing to unity of thought and action, and to economy of administration.

Another factor in administrative economy was the creation in 1916 of an appropriation committee, composed of administrative officers, and charged with the expenditure of all moneys appropriated by the State for equipment and supplies. Each department was to requisition the supplies and equipment it needed, and the committee would honor them as found possible and wise. This method saved the department heads much bookkeeping, and effected a more even distribution of available funds than was previously possible under the old method of making a lump sum appropriation to each department.

At its meeting on May 2, 1916, the Board authorized the Business Manager to purchase an automobile for use of the President and appropriated \$2,875 for that purpose.

At the November 11, 1916 meeting, the Board appointed Miss Iva

M. Edy as Bookkeeper, and Charles A. Kuntz was transferred from the position of Secretary to the Dean of the College of Medicine, to become Inventory and Budget Clerk in the office of the Secretary and Business Manager.

The payment of student fees was also much simplified by a plan of cooperation worked out between the offices of the Business Manager and the Registrar. From the schedule card of each student, the Registrar would prepare a fee card with an itemized list of all fees to be paid, and deposits of all kinds. The student then presented this fee card with his payment to the cashier, whereupon the record of the transaction was sent to each interested department or Official. This method saved a great deal of time both for the student and the administrative force.

Up to this time, the annual reports of the University had been printed off-campus. At the Board meeting on January 9, 1917, a motion was approved ordering the printing of these reports hereafter by the University, and such order included the reports for the two years then in the hands of the State Printer, that were as yet unprinted.

Upon completion of an enlarged storage room and refrigeration plant at the Ohio Union, the increased facilities would permit the centralizing of purchase and storage of all food supplies used on the campus, especially at the Ohio Union, Oxley Hall, Homeopathic Hospital and the Women's building. So at the Board of Trustees meeting on November 17, 1917, the President and the Secretary were directed to prepare a plan to accomplish this

and present it to the Trustees for their consideration.

At the meeting of the Board on March 5, 1918, Miss Mary McGaughey who had been a clerk in the Purchasing Department, was appointed to the position of Secretary of the War Records Committee. On April 9, 1918 Miss Florence Nail was appointed Bookkeeper in the Business Office to replace Miss Iva M. Eddy. At the next Board meeting on May 25, 1918, Edgar W. Dean tendered his resignation as Comptroller effective as of May 15, 1918, and on June 24, 1918 the Board promoted Charles A. Kuntz, the Inventory and Budget Clerk, to the position of Comptroller to be effective as of May 15, 1918.

The Board of Trustees on June 25, 1918 received the report of President Thompson and Secretary Steeb on the utilization of the enlarged storage room and refrigeration plant at the Ohio Union and after due consideration ordered that effective as of the close of business on June 30, 1918, the commercial features of certain departments in the College of Agriculture be discontinued, that when the products involved had served their educational purposes, they were to be turned over to the Ohio Union without monetary consideration. The Manager of the Ohio Union was to distribute such products to the Union, Oxley Hall, and the Hospital so that they may not be wasted or lost. It was decided that a committee, consisting of the Business Manager who shall be Chairman, the Dean of the College of Agriculture, and the Manager of the Ohio Union, be appointed with power subject to approval of the President and the Trustees, to interpret and

carry out the orders entailed and to make such other adjustments from time to time as experience would develop. It was also directed to have such supplies produced as would be needed by the consuming departments.

The University played an important part in World War I and its story has been told in detail in the three volumes by Professor Wilbur H. Siebert, published in 1935 and 1938. All areas of the University were affected - students, faculty and staff. On September 4, 1918, the Board approved a contract with the United States Government for establishment of a Students' Army Training Corps at The Ohio State University, effective from October 1, 1918 to June 30, 1919, and authorized Acting President Adams to execute this contract on behalf of the University. The S.A.T.C. was the forerunner of the later R.O.T.C. This immediately entailed the housing and feeding of the men, and the myriad details involved in such an operation. The University did such a good job that in a survey published in 1931 by the U. S. Office of Education, Ohio State was the second only to Cornell in the number of officers and men who served in the war and who received their training in the Land Grant colleges. Cornell was first with 6,850 and Ohio State second with 6,591. Of this number, 2,777 were officers and 3,814 were in the ranks.

In the first full post war year, the University not only returned to normalcy, but was to herald a great expansion that was to last for a decade, until it was curbed by the great depression that began in 1929. It brought in swarms of veterans whose

education had been interrupted or postponed by the war. In addition the Ohio Legislature passed the Jones Law which waived tuition fees for all veterans holding honorable service discharges.

In 1920, the formal observance of the fiftieth anniversary of the founding of the University was held. Elaborate plans were laid for this occasion. The complete story is preserved in a separate volume of the University History series.

A major change in University policy was the shift to the Four Quarter Plan. It had been under consideration for a number of years and was finally approved to take effect on July 1, 1921.

With the increase in enrollment necessitating additional teachers, and with the sharp increase in the cost of living, the matter of salaries became most important. A long step toward raising University salaries was taken when the Legislature authorized the return of student fees to the University instead of putting them in the general revenue fund as was formerly done. This money ran into considerable sums and was now available for personal service. The following year three related changes were made; the institution of a matriculation fee of \$10 as a "privilege fee"; an increase in the "incidental" fee from \$30 to \$40 a year; and the doubling of the non-resident fee to \$50 a semester. This arose from a growing feeling that the student, as Dr. Thompson noted, "should pay a larger proportion of the expenses of education than he had been doing for some years past".

A resolution of the faculty reaffirmed its position in favor of the Four Quarter Plan but suggested the advisability of post-

poning its inauguration until the summer quarter of 1922, and the Trustees concurred in this recommendation.

The Legislature in 1921 enacted the Fouts Bill which provided for a levy of one-eighth mill to be divided among the Ohio State, Miami and Ohio University for building purposes. It also re-enacted certain earlier appropriations that had not been utilized so that the total available for buildings during the biennium was more than \$2,400,000, of which about three-fourths came from the new levy. All of this gave the University the largest appropriation in its history of that time.

A faculty request was made to be placed under the State Teachers Retirement System and this request was approved by the Board in April, 1921.

A "Co-op Store" was founded by students and faculty out of the belief that students were being overcharged for books and supplies necessary for University work. Off-campus merchants strongly opposed the store in the belief that "it was introducing an element of competition and also infringing upon the rights of taxpayers who supported the University". The store was opened in the basement of Hayes Hall with a line of books and supplies commonly used by students. A suit brought to determine the right of students to operate such a store was decided in favor of the venture.

In adopting the Four Quarter Plan, it was established on the basis of service for three quarters out of four, that all salaries, however, be on an annual basis, that no additional

salary be paid for the fourth or vacation quarter except in unusual circumstances, and that vacation credits be not accumulated for more than three quarters.

Thanks to a special grant from the State Emergency Board, for the sum of \$51,000 including freight and handling, the University was able to acquire a complete power plant which had never been uncrated at Langley Field, Virginia, and which had cost the government \$630,000.

By this time, the University Administration had overcrowded University Hall, so the Trustees approved the erection of a new administration building. Bids were received and approved at the Board meeting on March 6, 1923. It was located immediately to the east of University Hall on the north side of the Oval, and was first occupied in the fall of 1924. The first floor housed the offices of the Entrance Board, University News Bureau, Faculty Meeting Room, and an Assembly Room. The second floor was the main administrative floor, providing offices for the President, Purchasing Agent, Business Manager, Alumni Secretary, Auditor for Student Organizations, and the Registrar. The third floor was occupied by the Faculty Club.

On March 17, 1925 Julius F. Stone was reappointed a Trustee of the University, and resigned the position of Treasurer of the Board of Trustees which he currently held. The Board then elected Charles F. Kettering as Treasurer to replace him.

This same year Trustee Julius F. Stone gave Gibraltar Island, in Put-in-Bay to the University as a permanent home for the Lake

Laboratory. Also in 1925, the Food Warehouse was added to the Stores.

In September, 1925, the Trustees resolved the Co-operative Supply Store issue. It was decided not to operate the store as a separate activity after June 30, 1926, but to conduct its business thereafter "as a rotary fund in the same manner as chemicals and laboratory supplies are now supplied to the students". It was subsequently set up in the east basement of the old Chemistry Building.

The University Press Committee presented its proposal for the reorganization of related University activities in this field, including the print shop, mailing room and book store. It was also authorized to engage a University Press manager with the idea of developing this activity along the lines of other well known university presses like those at Yale, Princeton and Chicago. Subsequently, M. K. Dutton, of the Plimpton Press, was appointed as Director of the University Press.

Another development was the transfer of the entire athletic plant and business to Board of Trustee control. This made athletic budgets subject to the Board, put athletic receipts in the hands of the University Treasurer, and all purchasing went through University agencies.

The remodeling of the old Chemistry Building was completed. A third floor and north wing were added, which practically tripled its size. It was now turned over chiefly to the language departments. Later this building was renamed Derby Hall. The University

increased its dormitory facilities by leasing Neil Hall, which had been built by private interests. It more than doubled the dormitory facilities for women, and led to a policy of housing freshman women in the three dormitories.

In the Spring of 1929 the tower of University Hall was damaged by a severe electrical storm. The flagpole was blown off and the tower so badly damaged that it had to be rebuilt, at which time the louvres gave way to solid masonry.

At its meeting on August 8, 1929, the Board of Trustees adopted a resolution setting forth a policy of fee waivers for those persons who were members of the instructional force, Graduate Assistants, Research Assistants in the Research Bureaus, appointed Fellows or Scholars by the Board of Trustees, members of the Library Staff, provided such persons were registered in the Graduate School, teachers employed in the Public Schools of Columbus, Ohio if on active duty, members of the Ohio Agricultural Experiment Station, and members of the instructional force of other Ohio Universities and Colleges when registered in the Graduate School. It is interesting to note that included in the resolution was the following: "The Board of Trustees deems it inadvisable to exempt from fees any member of the administrative or clerical staff of the University who may register as a student, and expresses it as a general principle that such employees of the University should not be permitted to carry University courses except outside of the prescribed office hours."

By resolution adopted on September 7, 1929, the Board of

Trustees provided:

That the jurisdiction of the University Press Committee and the organization of its activities be altered as follows:

- (a) That the Mailing Department of the University be placed under the control of the Business Manager of the University
- (b) That the University Bookstore be placed under the control of the Business Manager of the University.
- (c) That the University Printing Plant and its activities, otherwise known as the University Press, be placed under the control of the Director of the University Press; in all matters relating to business and accounting operation, the Director shall be responsible to the Business Manager of the University; in all matters relating to the scope of the activities and the policies of the University Press, the Director shall be responsible to the President of the University.
- (d) The University Press Committee shall be a group advisory to the President of the University in matters concerning University printing policies and publications.
- (e) No expenses for printing except for proper uses and purposes of the University shall be charged against the Press Rotary Fund. Prices charged for the services of the Press shall not exceed actual cost of maintenance and operation, including reasonable allowance for depreciation and a margin of safety.
- (f) That if printing other than for proper University uses and purposes be undertaken, financial provision therefor shall first be made from sources outside of the Press Rotary Fund.
- (g) That all sales of University Press Publications shall be handled by the University Bookstore.

On March 10, 1930, a committee of the University Faculty was appointed by the President to investigate and report to the Board of Trustees upon plans for a more adequate retirement system for persons in the service of the University, whose compensation is fixed by annual salary appropriations with recommendations for action. This took cognizance of the fact that the number of persons retiring was growing and that the ex-

isting system under which they were paid \$2,000 a year from state appropriations was both a drain on University resources and somewhat doubtful legally.

At the Board meeting on January 12, 1931, Marian Evans was appointed a Typist in the Business Office effective as of January 1, 1931. She subsequently became Cashier in the Bursar's Department, retiring in 1969 after 38 years of service in the Business Office.

Because of the condition of the economy and an impending reduction of the appropriations to be made by the legislature, the Board at its July 20, 1931 meeting upon consideration of the University budget for the fiscal year 1931-32, directed the President to revise the budget on the following basis and submit same to the Board for action on August 6th:

A reduction of 10% on salaries from \$7,500 up.

A reduction of 7-1/2% on salaries from \$5,000 to \$7,499.

A reduction of 5% on salaries from \$3,000 to \$4,999.

The revised budget was submitted at the August 6, 1931 meeting and after discussion thereon was adopted.

On December 7, 1931, the Secretary reported to the Board that the Ohio National Bank had offered to assign in favor of The Ohio State University certain first mortgage real estate loans, to secure deposits made by the University in said bank, that he had taken counsel with the Attorney General as to the proper form of assignment of mortgages to be used, and that such form was being prepared. The Board thereupon directed the Secretary for and on behalf of the Board of Trustees to receive such mortgages

and notes as shall be presented by the Ohio National Bank and to execute all necessary papers incident thereto. He was also directed to present the final form of assignment of mortgages to the Board at its next meeting so that it could be incorporated in the records.

At the meeting of the Board on July 11, 1932, the President presented revised Rules and Regulations pertaining to the business organization of the University. In the ensuing reorganization the Business Organization was to consist of the Administrative and Physical Plant Divisions as shown on the Business Organization Chart that was made a part of the Rules and Regulations:

The Administrative Division shall consist of:

- A. The Business Office
- B. Service Enterprises

The Physical Plant Division shall consist of the Departments of:

- A. Architecture and New Construction
- B. Operation and Maintenance

The Rules and Regulations then defined the job titles and the duties and responsibilities entailed thereunder. This reorganization of the business organization was the most comprehensive one yet done in the history of the University.

Because of the imminent further reduction in the Legislative appropriations, the President recommended to the Board at its January 11, 1933 meeting, reductions in salaries to be effective as of January 1, 1933 as follows for members of the teaching staff, of the stenographic and the clerical staff, of fellows and

scholars paid from University funds, and of administrative officers of the University:

- (a) In the case of all such employees having a salary rate of less than \$3,000 and who had not been reduced under the resolution of July 20, 1931, a reduction in accordance with the following schedule:
 - 5% on the first \$1,000 or part thereof
 - 10% on the second \$1,000 or part thereof, and
 - 12-1/2% on the third \$1,000 or part thereof
- (b) In the case of all such other employees, the salaries of almost all of whom had been previously reduced by the resolution of July 20, 1931, a reduction of 4% of the present salary.
- (c) The reductions herein recommended to apply appropriately to the pay rolls supported by University Rotary Funds.
- (d) Because of the severe reductions effected by the Department of Athletics in the salaries of all members of the teaching staff who are paid from both athletic and University funds, there be no reduction at the present time in the portion of such salaries paid from the Personal Service funds of the University.
- (e) The President be authorized to make adjustments in the individual salaries effective as of January 1, 1933 so that all salaries will be divisible by 12 without any remainder, in the interest of simplifying the bookkeeping and making of vouchers and checks.

Upon due consideration, the Board approved such recommendations, thereby making effective the second salary reduction in 18 months.

The Secretary reported to the Board that on December 15, 1932 a certified check on the Cleveland Trust Company, signed by E. Hope Turner and made payable to Charles E. Turner, was presented for payment of fees for the Winter Quarter. The amount of the check was \$75.00, the fees amounted to \$35.00, and \$40.00 change was given to the presenter of the check. It developed later that this certified check was fraudulent. The Board thereupon moved that the registration of the individual be cancelled and the Business Manager was directed to make proper entries in the record of Student Fees to charge off the \$40.00 paid out in change.

In March, 1933 by decree of the President of the United States, the banks were closed for a time and money was tight. However, state employees were better off than others inasmuch as the state treasury was still cashing state warrants and on pay days, long lines formed in the rotunda and corridors of the State House. These were indeed difficult times.

The President notified the Board at its July 10, 1933 meeting that because of greatly reduced appropriations made by the 90th General Assembly, it would be necessary to reduce the annual payroll of the University, beginning as of July 1, 1933, in the amount of \$652,057.00. In addition, he outlined procedures for accomplishing this in the budget, and such procedures were approved by the Board.

At its meeting on August 18, 1933, the Board received the report of the survey made by the Cabinet of all buildings on the campus which might contain space available for dormitory purposes. The southwest tower of the Stadium was found to contain four floors which at a cost of \$1,500 could easily be converted to dormitory use that would provide sleeping quarters for 75 men, a study room, and a dining room and kitchen. The Board ordered that sketches be made by the University Architect, that the work proceed, and all actions of the Cabinet were approved. This created the Tower Club, which was subsequently expanded.

At the February 12, 1934 meeting, the Board approved a resolution recommended by the President to participate in the Federal Emergency Relief Administration program for Part-time Jobs for College Students. The University's quota for the period to end June, 1934 was 933 - on an allocation basis this resulted in 648 men and 285 women employees. They were paid from 30 to 50 cents an hour and earned an average of \$15.00 per month. Actually, 1272 students received this help and amounted to a total of \$45,005.71. Some of the students worked in the Business Office during this time. Through such agencies as C.W., P.W.A., and C.W.S. further government aid under the expanding New Deal program gave employment to outside workers which resulted in badly needed repairs and improvements on the campus. Included were such items as grading and landscaping along the Olentangy river, installing service lines, cleaning and washing interior walls, interior painting and remodeling.

Additional dormitory space became a necessity, and fortunately at this time the University was advised that it could apply to the Federal Emergency Administration of Public Works for a grant to aid in the construction costs. Application was made, and on April 6, 1934 the Secretary presented the Grant Agreement to the Board for consideration. It provided for an amount not to exceed \$48,000.00 for the construction of an addition to Mack Hall and the expansion of the Stadium Dormitory; it was approved; and the Chairman and Secretary were authorized and directed to execute it.

The position of Assistant Superintendent of Buildings and Grounds was abolished by the Board effective as of May 31, 1934.

The committee which had been appointed by the Board on June 13, 1932 to study the classification and salary of the non-academic personnel of the University, reported its recommendations to the Board at its August 24, 1934 meeting to be effective October 1, 1934. It classified the jobs of such employees (except those of academic or executive rank), provided a system of sub-classifications thereunder, for salary schedules to be worked out, that an administrative officer be appointed to administer the classification and all non-academic employee problems, and that an advisory committee of three individuals to be appointed by the President work with the administrative officer in the administering of the program and in the adjudication of the problems that arise.

On January 14, 1935, the Board adopted the rule that when

checks given in payment for fees are not paid on presentation at the bank, receipts given will be considered null and void and registration will be automatically cancelled. This rule replaced a regulation in force for the previous 10 years which prescribed a penalty in such cases, enforcement of which led to frequent and unyielding misunderstandings.

On May 1, 1935, Emerson B. Laird was appointed a sales clerk in the University Bookstore. Mr. Laird subsequently became Manager and served in that capacity until his retirement in 1967.

The University continued to benefit from the F.E.R.A. and P.W.A. programs. A project prepared by the Franklin County F.E.R.A. was presented to the Board by the Secretary at its July 17, 1935 meeting for the construction of a stone and concrete dam in the Olentangy River near Fifth Avenue, and construction of a levee on the east side of the river from King Avenue to Lane Avenue. This would raise the level of water in the river and it then could be used for recreational purposes. Total cost was estimated at \$378,700.00 of which the University would contribute \$21,635.00. Governor Davey had vetoed an item of \$200,000.00 carried in the biennium budget for an Addition to the University Hospital to house the Dispensary and the Isolation Hospital, and the Federal Works Progress Administration indicated its desire to take on this construction project. At the July 29, 1935 meeting, the Board approved the project at an estimated total cost of \$225,000.00 of which \$135,000.00 would be borne by Federal funds and \$90,000.00 by University funds - \$25,000.00 in architectural

and engineering services and \$65,000.00 in cash from the Endowment Income Fund. The only separate and complete new building the University acquired in this manner was the Social Administration Building which cost approximately \$125,000.00, entirely from Federal funds.

Upon the recommendation of the President, the Board approved a partial restoration of certain salaries, along with the regular salary budget, to be effective April 1, 1936. On an annual basis these partial restorations amounted to a total of \$280,000.00, and came long after the salary cuts of other State employees had been restored.

Through Public Works Administration grants, two dormitory projects were approved in 1938. Except for the Tower Clubs, there had been no housing available to men since the old 'North Dorm' had been abandoned. The House Sub-Committee of the Board of Visitors of the Ohio State University Association made a comprehensive report to the Board at its July 11, 1938 meeting recommending the erection of a men's dormitory on the south side of Twelfth Avenue at a cost of \$870,000 to accommodate approximately 480 students, of which a P.W.A. grant would provide \$391,500 and \$478,500 would be furnished by the University to be funded by the issuance of self-liquidating bonds issued under authority of Senate Bill No. 492. This same Committee reported to the Board on August 11, 1938 on the feasibility of constructing additional dormitories for Women under the same method at a total cost of \$522,000 to accommodate 240 women students, with a P.W. A. grant

of \$234,900 and the University providing \$287,100 which would also be funded by self-liquidating bonds. Both projects were approved by the Board. Subsequently, a total of \$830,000 of bonds were issued, all of which were purchased by the State Teachers Retirement System. The myriad details of approval, issuance and sale of the bonds were essentially handled by the Secretary and his staff. The question arose as to whether the money received from the grants and the bond sales should be deposited and the Attorney General rendered his opinion that they should not be paid into the state treasury but should be held by the treasurer of the University. He rendered a further opinion wherein he stated:

"In conclusion, I may say that your Treasurer should, of course, endeavor in so far as is possible to protect deposits of this nature by attempting to secure hypothecation of collateral in the absence of an express adjudication of this question of power hereabove discussed by a court of competent jurisdiction in this state."

Mr. Steeb contacted the Ohio National Bank, the depository of the funds of the Treasurer of the University, which agreed to pledge as security first mortgages and high grade municipal bonds in sufficient amount to fully satisfy the Board of Trustees.

Also, through W.P.A. grants, it was possible to construct the Faculty Assembly Building (better known as the Faculty Club and which had been furnished quarters up to this time in the Administration Building), and an addition to the Journalism Building. This latter project included space for the University Post Office Substation.

At their meeting on October 10, 1938, the Board ordered the

automobile being used by the Business Manager be assigned to the Maintenance Engineer, and directed the Purchasing Agent to purchase a new automobile at a cost not to exceed \$800 for the use of the Business Manager. Payment therefor was to be made from the special state appropriation for this purpose.

The Board of Trustees at the December 12, 1938 meeting took cognizance of the 52 years of invaluable service just completed by William C. McCracken, Superintendent of Buildings and Grounds, and fixed his salary at \$3,500 per annum on a part time basis, effective January 1, 1939, at which time he was to be relieved of the direct responsibility of the Physical Plant to act in an advisory capacity to the Maintenance Engineer and perform such duties as prescribed by the Maintenance Engineer. Effective January 1, 1939, the Board thereupon assigned the full responsibility of the Physical Plant to Paul H. Elleman, the Maintenance Engineer, who was also to assume all the duties and responsibilities heretofore prescribed by the Board of Trustees for the Superintendent of Buildings and Grounds. Mr. Elleman was a graduate of the College of Engineering, Class of 1918 and had been directly associated with Mr. McCracken for the past 16 years as Maintenance Engineer.

A Plan for Retirement Income and Collective Life Insurance for the University staff was approved by the Board on April 10, 1939 after unanimous approval of the Faculty. Each participant in this plan may retire after attaining age 60 or upon the earlier completion of 36 years of service credited under the State Teachers

or the Public Employees Retirement Systems of Ohio, and shall retire not later than the retirement date next following the attainment of age 70. The retirement dates are August 31 and December 31 respectively for the two retirement systems. For the collective life insurance, salaries were to be increased \$1.00 per month and the Business Manager was to deduct this amount to cover the monthly premium for the plan, which premium would cover one unit of collective insurance for each participant.

The Secretary was authorized by the Board on May 8, 1939 to enter into a contract with Brink's Incorporated for transporting money from the University to the State Treasury and to the University Bank, to replace the contract with the Brink's Express Company, Incorporated that was approved by the Board of Trustees on May 13, 1939.

At the June 12, 1939 meeting the Board directed the Business Manager, in preparing the estimate of available income for the salary budget for the year beginning July 1, 1939 to make provision therein for the Retirement and Insurance Plans as approved by the Board at the April 10 and May 8, 1939 meetings. For the Retirement Plan, the Board on August 16 selected as insurers through their joint proposal the Midland Mutual Life Insurance Company and the Columbus Mutual Life Insurance Company, and the John Hancock Mutual Life Insurance Company. Subsequently, the John Hancock Mutual Life Insurance Company was selected as the insurer for the collective or group insurance plan. Both plans were to become effective January 1, 1940 and the Board directed

that the salaries of all persons of the University staff eligible for the group insurance be increased \$1.00 per month effective as of that date.

A Civilian Pilot Training program was approved by the Board on September 18, 1939 and the Vice President and Secretary were authorized and directed to execute any contracts and arrangements with the Civil Aeronautics Authority for the inauguration and conduct of the program. Vice President, J. L. Morrill was named as the Director of Civilian Pilot Training.

The month of November, 1939 marked the fortieth anniversary of continuous service to the University by Carl E. Steeb, Secretary of the Board and Business Manager, and the Board unanimously approved a resolution on November 13, 1939 to "spread upon its minutes and thereby upon the permanent records of the institution the grateful expression of the Board's high regard for his exemplary public service to the University and to the state of Ohio." It then enumerated the positions and promotions of Mr. Steeb and the many varying responsibilities handed him by the Board during the development and growth of the University and commented on the excellence of his performance. It further stated:

"Beyond these things, the members of the Board desire to express their happiness in their association with Mr. Steeb as a colleague and companion. His hearty and robust personality, his unflinching good humor and sense of humor, his sincerity and straightforwardness—all these are a joy to all who know and work with him; and the friendship of Mr. Steeb and his gracious wife is precious to those in the University community so fortunate as to enjoy their intimate acquaintance.

To Mr. Carl E. Steeb, diligent and devoted servant of this

University for forty years, and to Mrs. Steeb, the Board of Trustees extends its congratulations upon this anniversary, wishing them many years more of the happiness and satisfaction to which by reason of their life and work together, they are so eminently entitled."

The Mailing Room and Publication Sales Office were transferred from Derby Hall to the Journalism Building, and Dale E. Lephart, Manager of the Mailing Room, and Helen Neunherz, Clerk, Clerk, were transferred from the University Bookstore payroll to the University Print Shop payroll, effective November 1, 1939.

On December 11, 1939, the Board approved a plan for the operation of the Residence Halls of the University under the direction of a Housing Council, composed of the President of the University to serve as Chairman and including the Dean of Women, the Dean of Men, the Business Manager, and the Director of Dining Halls. The duties of each were defined, and the Business Manager, was directed to supervise and audit all financial transactions involved in the operation of the Residence Halls.

Section 10 of the Indentures of Pledge made as of November 1, 1938 by and between the Board of Trustees of the Ohio State University and the Retirement Board of the State Teachers Retirement System securing the payment of the bonds issued for the construction, equipping and furnishing the proposed Men's and Women's Dormitories, provided for the maintenance of Insurance, at the full insurable value thereof. This amounted to \$1,200,000.00 and that amount of insurance was authorized to be purchased by the Secretary to cover the buildings and equipment. In addition, the Board authorized the purchase of Business Interruption Insurance

in the amount of \$235,550, the estimated annual income from the dormitories and the Refectory.

Again the storm clouds of war appeared and the Selective Service Act was passed by Congress. The question arose of leaves of absence for military service for not only the draftees, but also those members of the University staff who were reserve officers. This matter was considered by the Board at its meeting on December 16, 1940, and the following resolution, quoted in part, was adopted:

"Therefore, be it resolved that the Board of Trustees declares its intention to grant leaves of absence, without pay, upon recommendation of the President, to all employees of the University who are ordered into service with the land and naval forces of the United States, with the understanding that such employees may expect to return to their positions in the University upon completion of such active duty, subject to sufficient appropriations by the United States Congress and the General Assembly of Ohio for the maintenance and operation of the University, and subject to the physical and mental fitness of such employees on their return to the University. In considering an application for leave of absence, the President shall give due consideration in the preparation of his recommendation, to the manner of induction into the land and naval forces of the employee requesting leave."

The Plan for Collective or Group Life Insurance was modified by the Board to be effective January 1, 1941 which provided for increased coverage, permission to continue the insurance by an employee on leave, without salary, by paying the premiums through the Business Office, and made provision for the Board of Trustees to "determine the use that shall be made of the annual surplus distribution which may be apportioned by the carrier company."

On June 16, 1941, the Board approved the agreement by and between the City of Upper Arlington and the Ohio State University

Athletic Department whereby the City of Upper Arlington agreed to furnish the fire fighting apparatus to protect the University Golf Course in the case of fire for \$100.00 for each run.

On July 26, 1941, the Board approved the purchase of a blanket Fidelity Bond in the amount of \$15,000.00 and an All Risk insurance policy covering money and securities on the premises and money when carried by messenger. The coverages were placed with the National Surety Corporation.

At the Board meeting on March 9, 1942, the Business Manager was authorized to transfer \$25,000.00 from the Dormitory and Dining Hall accounts to an account to be known as Warehouse-Food Store. This account was to be under the control and supervision of the General Store and was to be used as a Rotary Fund to purchase an inventory of canned and staple food products for use in the dining halls.

For the past two years, the University had been training young men for civilian pilots under a contract with the Federal Government. 360 students had taken the course and 60 students were currently enrolled. The training had been done at the University for ground work instruction and the flying instruction had been done at Columbus Airport, which was now being taken over by the U. S. Navy. Therefore upon the completion of the flying training of the present class, the University was notified that no further classes could be given at the Columbus Airport. Because of the urgency of the situation, the President requested those interested in aeronautical engineering to make a study of the

surrounding area to find a suitable area for an Airport. This was done and options were secured on 345 acres of land seven miles north of the University. The President so reported to the Board on May 11, 1942 and it authorized the Secretary, upon release of the necessary funds, to complete the purchase of all lands covered by options for this Airport in the amount of \$63,825.00. In addition \$18,000.00 was authorized for shops and hangars, \$15,500.00 for grading and runways, \$2,000.00 for line fencing and \$675.00 for miscellaneous items; for an aggregate total amount of \$100,000.00 for the Airport.

On the campus front, a defense council was set up with Business Manager, Carl E. Steeb as head. Personnel safety and property safety divisions were organized. Each building was studied to determine its areas of greatest safety, with faculty leaders appointed for each structure. Quarterly drills were held and most buildings could be emptied in less than a minute from the time the surprise alarm was sounded.

At the elections held at the Board meeting on June 15, 1942, Hugh E. Neshitt was named Treasurer to succeed Charles F. Kettering.

Due to the rising cost of living and the great difficulty the University was having in holding its clerical and Physical Plant employees because of the demand from the outside with greatly increased pay, the Board increased the salaries of all Civil Service, Library, Dormitory, Athletic and Hospital employees effective October 1, 1942, in the amount of \$10 per month for

for those earning less than \$1,800 annually, and in the amount of \$5 for those earning \$1,800 or over.

An additional 40 acres of land were determined to be needed for the Airport in order that proper length runways might be built, and the Board authorized such purchase.

A resolution opening and maintaining a Ration Bank account with the Ohio National Bank was approved by the Board on March 8, 1943, and authorized the following to sign ration checks and endorse ration evidences:

Purchasing Agent	R. M. Royer
Assistant Purchasing Agent	G. H. Siebert
Food Buyer	J. F. Medley
Director, Stores & Receiving	F. E. Jones

Certified copies of the resolution were sent to the Ohio National Bank and to the Office of Price Administration, the Federal Agency handling rationing.

The University was approved as a basic training school in the Army Specialized Training Program for engineering courses, for training Army men in personnel psychology, for "area and language" training to fit men for foreign administration, for pre-medicine, medicine, veterinary medicine, dentistry and for preparatory work in the last three. This was done under the A.S.T.P. contract with the Army, which also required the housing and feeding of trainees and the University made the necessary preparations to accommodate 1500 of them. As all Women's Dormitories would be needed for their housing, the Board authorized the University to continue a limited housing program for women, especially for freshman women, by using the facilities available in vacant

fraternity houses. Since the Fraternity Managers' Association was set up to handle the business of fraternities, it was decided that that organization should handle the affairs of the new group, with Dean Esther Allen Gaw, Dean of Women, acting as Director of the program.

House Bill No. 227 of the General Assembly authorized a salary and wage increase retroactive to January 1, 1943 to state employees, and at the Board meeting on June 21, 1943 the necessary adjustments were authorized. The retroactive increase was to be paid on a supplementary payroll for the period from January 1, 1943 through June 30, 1943. The increase amounted to 10% for those employees earning \$1,800 per year or less, and \$180 to all employees earning over \$1,800. The increase was authorized to be paid on regular payrolls beginning July 1, 1943.

The University received word of Don Scott's death in the line of duty as a pilot in the Italian campaign and the President recommended to the Board on November 1, 1943, that inasmuch as "he was one of the nation's great athletes; he was a sportsman in the finest sense of that term; he was a thorough gentleman, beloved by all who knew him; his life brought great credit to his alma mater", that the University Airport be named "Don Scott Field." It was approved and the Board instructed the administrative officers of the University to arrange an appropriate public ceremony for that purpose.

At its meeting on January 3, 1944, the Board of Trustees wished to record its appreciation of the farsighted management, efficient

administration and wise counsel of Mr. Carl E. Steeb. In recognition of the value of his services, his salary as Business Manager and Secretary of the Board of Trustees was fixed at \$7,500, effective January 1, 1944.

The Board, on April 3, 1944, granted a leave of absence with salary to June 30, 1944 to Charles A. Kuntz, Comptroller, Business Manager's Office because of illness. Mr. Kuntz had been in the service of the University for 20 years.

The Secretary reported to the Board on April 3, 1944 that the Purchasing Department had located 11 used Army trucks which were being released by the U. S. Treasury Department at a price between 25% and 30% of the original cost. Nine trucks could be purchased for \$3,557.80 to be used by the Service Department and the Farms Department, and two trucks for \$1,038.72 for the Agricultural Extension Division's use. The Board thereupon authorized their purchase.

At the January 8, 1945 meeting of the Board, President Bevis explained the provisions of Senate Bill No. 1, passed by the 96th General Assembly, which made mandatory salary increases for all employees of the state, including the University, who are in the classified service, to be effective as of January 1, 1945. The increase was to be computed on the salary received on June 24, 1943, before the ten per cent increase authorized in House Bill 227 was applied, or initial salary at time of employment if employed after that date. The additional increase amounted to ten per cent of such salary plus two per cent for each year of

service up to five years prior to January 1, 1945. Funds had been appropriated for the increases and were allocated to the State Controlling Board to be distributed upon submission of the necessary data. He then posed the question of salary increases for those employees in the unclassified service of the University and the Board instructed the proper administrative officers to present to the proper State authorities a request for the appropriation of funds for this purpose. In the meantime, the necessary data was prepared for the classified employees and on March 5, 1945 the Board authorized the implementation of the salary increases to such employees. In addition, using the same formula, it authorized increases for the salaries of those employees paid through University Treasurer accounts who were doing work similar to those in the classified service, and also for those full time employees carrying the title of laborer, with such increases to be effective as of January 1, 1945 also.

Also, at the March 5, 1945 meeting, the Board approved the inauguration of annual recognition dinners for those employees having completed twenty-five or more years of service, and that the spouse of the employee be included in the invitation. These dinners have been continued through the years and have become an event eagerly anticipated.

Carl E. Steeb, having now completed forty-six years of service to the University, was given the title of Business Manager Emeritus, effective as of July 1, 1945. However, he continued as Secretary of the Board of Trustees and served in this capacity without

compensation.

Upon the retirement of Mr. Steeb as Business Manager and pending further organization of the Business Office, the Board appointed the Comptroller as the financial officer of the University to be responsible to the President, and defined his duties. It was further provided that in the absence of the Comptroller, his duties were to be assumed by the Assistant Comptroller.

The General Assembly enacted House Bill 484 in which a salary and wage adjustment was provided for unclassified employees, to be effective as of July 1, 1945, and the Board of Trustees on November 15, 1945, authorized its implementation.

Effective February 1, 1946, the title of Paul H. Elleman was changed from Maintenance Engineer to Director of Physical Plant in recognition of his excellent service to the University.

V

The Post World War II Years

Upon the recommendation of President Bevis, the Board elected Jacob B. Taylor as Business Manager of the University, effective February 11, 1946. Mr. Taylor had become a member of the Faculty of the Department of Accounting in the College of Commerce in 1927 and since 1930 had been Chairman of the Department.

George F. Fischer, University Accountant, resigned on March 1, 1946 and George H. Siebert, the Assistant Purchasing Agent, resigned effective February 28, 1946. On June 30, 1946 Edward S. Drake retired as Manager of the Ohio Union having served thirty-three

years in that capacity. Beanie, as he was called, was beloved by all who knew him. Frederick Stecker was appointed to succeed him.

On March 25, 1946, the Board modified its action of September 7, 1929 prescribing the jurisdiction of the University Press Committee and the organization of its activities by placing the University Print Shop under the control of the Business Manager, and creating the position of Manager of Publication and Printing, who was to be responsible to the President on matters of policy and to the Business Manager on matters relating to business and accounting operations.

Upon recommendation of the University Faculty Council, the Board on April 22, 1946 approved the awarding of the honorary degree of Doctor of Administration to Carl Eckert Steeb at the June Commencement 1946, to recognize his years of service as Secretary to the Board of Trustees and Business Manager of the University.

On April 22, 1946, Joseph Medley returned from military service and was appointed Food Buyer in the Purchasing Department. Subsequently, he rose to the position of Director of the Office of Purchasing and Auxiliary Operations.

Effective May 1, 1946, Paul W. DeLong was appointed Bookkeeper and subsequently was appointed as Bursar of the University. On June 1, 1946, William M. Caves was appointed Accountant in the Business Office.

On July 1, 1946, the Board established a Student Financial Aids

Office for the purpose of centralization and coordination of student financial counseling, scholarships, loans and employment. This office was to be under the President's Office, but the accounting is handled by the Business Office.

The Board established the position of Personnel Director in the office of the Business Manager on July 22, 1946. His responsibilities were to cover the employment, salaries, promotions and transfers of all non-academic employees of the University. Mr. Lewie C. Stephens was appointed to this position and has continued to serve in this capacity since; at this time, a period of twenty-three years.

Effective November 1, 1946, Robert C. Ringer, a clerk in the Business Office was promoted to Accountant and on April 16, 1947 James W. Croyle was appointed a clerk in the Purchasing Department. His years of service in that department merited his subsequent appointment as Assistant Manager of Purchases.

At the Board meeting on June 30, 1947, a schedule of traffic violation fines was approved to become effective Autumn Quarter 1947. It is interesting to note that the fines ranged in amounts from \$1.00 to as much as \$3.00.

On September 5, 1947, the Business Manager reported to the Board that the 97th General Assembly appropriated \$200,00 for the purchase of land, and he recommended that approximately \$100,000 be allocated for the purchase of additional farm lands and approximately \$100,000 for the purchase of city property immediately north of the campus in the general area bounded by Woodruff, Tuttle, Lane

and Neil Avenues. His recommendations were approved and were ultimately to result in the total acquisition by the University of all the properties lying between Lane and Woodruff Avenues from High Street on the east to the Olentangy River on the West.

On November 10, 1967, Charles J. McLeod was appointed Assistant Bookkeeper in the Business Office and subsequently became Bookkeeper and then Auditor and head of the Division of Auditing.

At its meeting on December 15, 1947, the Board authorized President Bevis to carry out the provisions of the salary adjustment law as passed by the Ohio General Assembly which provided for a \$10 a month increase in the salaries of all Civil Service employees whose base salaries were \$3,000 a year or less. He was further authorized to increase by the same amount salaries of other full time employees of the University receiving \$3,000 a year or less.

Public Law 796 passed by the 80th Congress and approved by the President on June 28, 1948 provided for transfer to the University of the government's contractual and property rights in the property known as the Veterans Housing Project located on the Ohio State University grounds. An application for such transfer needed to be filed within 120 days and on July 12, 1948, the Board authorized the Business Manager to proceed with the details required to effectuate the transfer.

As the new Medical Center would greatly increase administrative details, the Board determined that all matters relating to the business and custodial services of the Hospital were to be put under

the jurisdiction of the Business Manager of the University, thereby relieving the Dean of the College of Medicine of this responsibility and permitting him to devote his entire time to the medical operations of the Hospital and the development of the College of Medicine. Under the Business and Custodial Service would be included the following services: admissions, collections, accounting, purchase requisitions, voucher approvals, storeroom operations, receiving of all equipment and supplies, Dietary Department and House-keeping, including all personnel connected therewith. Such action was to become effective October 1, 1948. John M. Wilcoxon was appointed Business Administrator in the University Hospital effective November 15, 1948.

In order to give academic status to the Business Manager commensurate with his rank, on November 1, 1948, the Board designated the position to be Vice President and Business Manager.

The Board of Trustees at its June 10, 1949 meeting reconsidered the business operations of the University Hospital and determined that the Business Office was too involved in the internal operations of the Hospital. To remedy this situation it was requested to appoint a Hospital Superintendent whose training was on the Medical side of Hospital Administration, and who would have nominal charge of the business affairs of the hospital, subject to rules and regulations prescribed by the Business Office. The Board also asked that an Auditing and Cost Control Department be set up as part of the Business Office to pre-audit all transactions. All budgets would pass through this department before being presented

to the President's Office for approval.

Under Substitute House Bill 382 there was provided a classification system for employees in the Civil Service positions of the State. It did not require the state universities to comply with its provisions, but did suggest that they shall do so as closely as possible. The provisions were to become effective on January 1, 1950, so at the December 12, 1949 meeting, the Board authorized the President to further research the desirability of making such reclassifications and the availability of funds to do so, and to make such increases on January 1, 1950 or at such later date as might seem desirable.

Upon recommendation of a special committee to study retirement and insurance, and after due consideration by the Board at its March 20, 1950 meeting there was approved the following measures to become effective July 1, 1950:

1. Annual physical examinations on a voluntary basis to be provided by the University for all members of the faculty and non-teaching staff without cost to the individual.
2. A University Health Program established to provide medical care and hospitalization to all members of the faculty, employees and members of their families on a voluntary contributory basis, the contributions and services afforded thereunder to be fixed by subsequent action of the Board of Trustees.
3. Certain designated changes in the University Retirement Plan.
4. Changes in the Group Life Insurance to provide a minimum of \$500 and a maximum of \$5,000 with a doubling of the value of policies between the minimum and maximum. Premium deduction to be increased to \$2 per month.

Also at the March 20 meeting, the Board commissioned

James R. Hopkins to execute an oil painting of Carl E. Steeb.

Upon recommendation of President Bevis, the Board on April 17, 1950 authorized the proper officers of the University to take such steps as necessary to effect the practice of handling athletic, dining hall, and dormitory funds through the State Treasury in like manner as other University funds were handled.

The Board designated that effective July 1, 1950, Ray M. Royer be given the title Purchasing Agent Emeritus, culminating many long years of faithful service to the University. To replace him, George H. Siebert was appointed as Director of Purchasing.

Senate Bill 9, passed by the General Assembly, provided a broader and more comprehensive retirement program for state employees. Under it the annual contribution will be at the rate of six per cent of total salary, to be matched by the state. This required modification of the then present supplemental retirement program of the University and on June 11, 1951 the Board authorized the necessary changes.

On September 4, 1951 the Board of Trustees authorized the withdrawal of \$5,000.00 from the University Treasurer account to be deposited in the Huntington National Bank and to be used as a Petty Cash Account. These funds were to be added to the \$25,000.00 authorized by the Board on July 1, 1946, for the payment of wages of an emergency nature and for emergency purchases which cannot be paid in a minimum time by regular voucher procedure. Purchases were to be made in accordance with the usual regulations, and reimbursement of the Petty Cash Account was to be made by regular

vouchers drawn against the proper funds.

On February 14, 1952, Colonel Ralph D. Mershon, M.E. '90 died at his home in Miami, Florida. His will provided for certain bequests approximating \$750,000.00 with the remainder of his estate to go to the University upon the condition that the University shall execute and deliver to his domiciliary personal representatives an agreement to be bound by and carry out the conditions set forth in his will. His estate at the time of his death was estimated at \$8,600,000.00. The corpus of the estate was to be maintained intact under the name of the Ralph D. Mershon Fund and the principal together with all increases and appreciation thereof was to be kept invested in well-selected and well-diversified common stocks of going concerns or their equivalent. The Board on March 10, 1952 expressed its appreciation of "the wonderful gift which has come to the University under the terms of the will of Ralph D. Mershon, M. E. '90, a very distinguished alumnus of the University, and hereby pledges the University to faithfully carry out the wishes of Mr. Mershon which are so clearly stated in his will."

On May 12, 1952 the Board authorized the appointment of a committee to study the matter of insurance on buildings and properties of the University, to the end that a program of self-insurance might be developed. The Vice President and Business Manager reported to the Board on September 2, 1952 that in accordance with this interest on the part of the Board, a binder for \$3,500,000 had been placed on the Ohio Union Building for a

period of sixty days ending on September 2 , 1952. Such action was taken to protect the University from loss until such time as the Board of Trustees considers the general policy of insurance on buildings, equipment and inventories. This binder covered Fire and Extended coverage on an 80% co-insurance basis on the building and equipment; Vandalism and Malicious Mischief, and Business Interruption insurance.

Upon the recommendation of the Vice President and Business Manager, the Board on November 17, 1952 created the position of Director of Internal Audits and appointed to this position, Ernest W. Leggett, at that time an accountant in the Business Office.

The Vice President and Business Manager reported on June 8, 1953 that in accordance with the Board actions of May 12 and September 12, 1952, further studies had been made in the matter of insurance on income-producing buildings, and that as a result of this study, a binder for \$4,204,000 on a 90 per cent co-insurance basis had been placed on Baker Hall, Mack-Canfield Halls, Refectory, Oxley Hall, Neil Hall and Tunnel with an effective date of May 19, 1953.

At the Board meeting on July 7, 1953, a new schedule of fines for traffic violations was approved that would be more in line with those of the City of Columbus. The minimum fine in this schedule was \$2.00 and the maximum \$5.00. At this meeting, the President reported the death on June 8, 1953 of Hugh E. Nesbitt,

Treasurer of the University, who had served in this capacity continuously since June 4, 1942. He was a graduate of the Class of 1914 and in various capacities had rendered years of service to the University.

On September 8, 1953, the Board approved effective July 1, 1943 the transfer of overhead charges collected by the Research Foundation on contract research to the University for indirect costs actually incurred by the University in carrying out such contract research. Before transferring said overhead, the Foundation would be permitted to retain the current operating costs of the Foundation and a modest reserve for contingencies. This would be done by their calculation at the beginning of each fiscal year and presented in budget form through the University Administration to the Board of Trustees. The Board of Trustees was to assume policy control of the expenditure of the overhead funds transferred pursuant to this action.

At its meeting on October 19, 1953, the Board determined that by assigning the title of Treasurer to the Vice President and Business Manager it should avoid making a complimentary appointment as Treasurer. Thereupon Jacob B. Taylor was appointed Treasurer, effective at once. This action reflected and recognized the growth in financial activity, as well as the fact that the Vice President and Business Manager was in every sense the chief financial officer of the University. Also it created a Finance and Investment Committee of the Board of Trustees consisting of four members to (a) give financial and

investment advice to the University Administration, and particularly to the Treasurer and (b) formulate a basis of policy in financial and investment matters; such policy to be approved by the full membership of the Board at a later meeting. In addition an advisory committee on investments was created to give professional advice to the Finance and Investment Committee of the Board. Mr. J. E. Stevenson, President of the Huntington National Bank; Mr. Leland Stoner, President of the Ohio National Bank, and Mr. John McCoy, President of the City National Bank and Trust Company were appointed and compensated for on a professional basis.

The Board further provided that the Finance and Investment Committee would authorize the Treasurer to invest or reinvest funds of the University, whether principal or income, and that ratification thereof would be sought from the Board at its next regular meeting. Minutes of this Committee's meetings were to be kept and the Treasurer of the University was to serve as Secretary.

Effective January 1, 1954, the Board authorized a policy of pre-auditing of all vouchers as issued by State examiners from the Auditor of State's Office. Such procedure would expedite the required State auditing and therefore clear through the various state offices, speeding, speeding up the time needed for payment, thereby effecting additional discounts.

On February 3, 1954, President Bevis and Vice President and Business Manager Taylor met with the Investment Advisory

Committee to consider the temporary investment of \$350,000 of income in the Ralph D. Mershon Fund, and the principal investment of \$45,975 in the Anna E. Smith Fund and \$3,920 in the Kincaid Fund. In accordance with the recommendations made and confirmation by telephone survey of the Board of Trustees, the University Treasurer purchased 600 shares of American Telephone and Telegraph, 2,000 shares of General Motors, 1,000 shares of Standard Oil of New Jersey, 1,000 shares of United States Steel and 1,000 shares of Woolworth Co. for the Ralph D. Mershon Fund to yield approximately 6 per cent; 400 shares of General Motors and 625 shares of United States Steel were purchased for the Smith and Kincaid Funds to yield approximately 7 per cent. This action was then approved at the following Board meeting on March 8, 1954. At this same meeting, it was resolved that in order that the investment and security business of the University may be accomplished expeditiously, Jacob B. Taylor, Vice President and Business Manager, Treasurer of the University, acting for the Board of Trustees and in the name of The Ohio State University, was authorized and directed to purchase or sell, assign, convert, transfer or deposit securities and to execute such instruments therefor as may be necessary. The Board also considered the matter of the difficulty the University Architect encountered in estimating the amount of architectural services needed during any one quarter for the projects undertaken by his office. The Vice President and Business Manager was thereupon authorized to transfer funds to building projects previously approved by the

Board in amounts not to exceed \$7,500 per project per quarter.

Upon recommendation of the Committee on Distinguished Service Awards, the Board approved such award to be made to William Clyde McCracken at the June, 1954 Commencement, for his accomplishments as Director of Physical Plant.

The Board on May 10, 1954 modified the resolution of March 8, 1954 relative to the investment and security business of the University by authorizing Howard L. Bevis, President and Jacob B. Taylor, Vice President and Business Manager to act jointly therein.

Effective July 1, 1954, James L. Beck was promoted from Park Patrolman III to Chief of the Campus Police. On January 5, 1955, Janet G. Bettes was appointed as Assistant to the Vice President and Business Manager, and on April 4, 1955, Roy L. Leary was appointed an Accountant II. Mr. Leary was subsequently appointed Chief of Internal Audits.

Following the report of the Director of Physical Plant, a traffic survey of the University by the firm of Wilbur Smith & Associates was authorized by the Board.

Because of their outstanding services to the University, Charles A. Kuntz - Comptroller, Paul Elleman - Director of Physical Plant, and H. Dwight Smith - University Architect, were awarded the Distinguished Service Award.

At the July 11, 1955 meeting, the Board authorized entering into a contract with the International Cooperation Administration for the development of an educational program in India. Four other institutions were also to be engaged in this same project,

the others being the University of Illinois, University of Missouri, University of Tennessee and Kansas State University. The success of this project was the prelude to a large number of contracts between The Ohio State University and the Agency for International Development, an instrumentality of the State Department of the United States, and the successor to the International Cooperation Administration.

A plan of Student Accident and Sickness Insurance was approved by the Board on September 6, 1955, and the Continental Insurance Company was designated as the carrier company. The Bursar's Office was authorized to collect the premiums from the students and to remit the same pursuant to the contract to the carrier.

At their meeting on December 12, 1955, the Board appointed William E. Linch to the position of University Architect, effective February 1, 1956 to succeed Howard Dwight Smith who was then on leave of absence until the date of his retirement because of age in June, 1956. Mr. Linch graduated in 1921 from The Ohio State University in Architectural Engineering.

Effective April 1, 1956, the Board promoted Frank D. Brill from Assistant Director to Director of Laboratory Supply Store to succeed Chester W. McClintock who retired on March 31, 1956.

In recognition of the many years of his faithful service to the University the Board approved the awarding of the Distinguished Service Award to Carl E. Steeb at the June 1956 Commencement.

At its meeting on September 4, 1956, the Board considered the matter of competitive bidding on its purchases in excess of

\$1,000.00. Although Section 196.4 of the Revised Code excluded educational institutions from the provisions of the Code pertaining to the purchase of labor and material and commodities, the biennial General Appropriation Bill (Section 8) provided that any order or invoice drawn against any appropriation or rotary fund in said bill for labor and material which exceeds \$1,000.00 in the aggregate, or commodities purchased in excess of \$1,000.00 must show that the same was furnished or purchased pursuant to competitive bidding and that the lowest and best bidder was awarded the contract. Many purchases are made by the University which are not subject to the provisions of Section 8. Therefore, the Board decided to require competitive bidding to standardize procedures except in the case of personal services, and in the case of emergencies or where it is not practical to have competitive bidding, where it may be waived by the Vice President and Business Manager.

On September 1, 1956, Novice G. Fawcett became President of The Ohio State University. It was therefor necessary for the Board to revise the previous resolution concerning the investment and security business of the University so that Novice G. Fawcett, President and Jacob B. Taylor, Vice President and Business Manager of the University would be authorized to transact such business, and this was done on September 4, 1956. At this same meeting Charles J. McLeod, an Accountant in the Business Office, was appointed Assistant to the Director of the Laboratory Supply Store, effective as of July 1, 1956.

On October 31, 1956, Charles A. Kuntz retired as Comptroller of the University. In recognition of the excellent service of Charley F. Miller, he was promoted from the position of Assistant Comptroller to Comptroller to succeed Mr. Kuntz. On November 12, 1956 the Board gave recognition to Mr. Kuntz for his 41 years of loyal and faithful service to the University by designating him as Comptroller Emeritus.

Inasmuch as the schedule of fines for traffic violations lagged considerably behind those of the City of Columbus, the Board approved a new schedule to become effective at the beginning of Spring Quarter, 1957. This schedule ranged from \$3.00 to a maximum of \$10.00.

Effective April 1, 1957, C. Thomas Ridenour was appointed an Accountant in the Business Office. Mr. Ridenour subsequently became the Chief Accountant of the University.

The Board increased the maximum amount of Group Life Insurance from \$20,000 to \$40,000 effective July 1, 1957 with the proviso that no policy shall be written in excess of 1-1/2 times the compensation of the individual insured, and provided for an increase in salary of \$24.00 per annum for each employee of the University in the unclassified service to fund this increase in coverage.

A Plan of Major Medical Expense Insurance for the employees of the University and their dependents was considered by the Board and adopted effective as of June 1, 1957. The Plan included a maximum benefit per disability of \$15,000, with an 80% - 20% co-insurance factor and a deductible of \$300 for those in

insured in the Blue Cross and Blue Shield plan, and a deductible of \$600 for those not so insured.

Jacob B. Taylor notified the Board that he had been offered and accepted an executive position with the General Telephone Company and therefor tendered his resignation as Vice President and Business Manager and Treasurer to be effective December 31, 1957. Thereupon the Board on October 14, 1957 regretfully accepted Mr. Taylor's resignation and granted him terminal leave from November 1, 1957 to December 31, 1957, at which time he would have completed 30 years and three months of service to the University and would be eligible for retirement as of January 1, 1958.

Having accepted Mr. Taylor's resignation, the Board then authorized C. F. Miller, the Comptroller, to sign all papers including the investment and security business of the University wherever the signature of the Vice President and Business Manager was required.

At its meeting on November 8, 1957, the Board approved a code of Motor Vehicle Regulations that provided for the registration, operation, possession and use of motor vehicles on the grounds of The Ohio State University by students, by employees at the University, both faculty and non-faculty, and by visitors, to become effective January 1, 1958. It designated all parking zones within the University. The revenue collected from the registration of vehicles was to be used for acquisition of decals, signs and parking meters, for more adequate enforcement of traffic and park-

ing regulations, and for the repair, maintenance and extension of parking spaces. The revenue collected from fines for violations of traffic and parking regulations was to be applied to the Students' Financial Aid Rotary Fund. A Commission on Traffic and Parking was established to serve in an advisory capacity to the Traffic Department, to review the effectiveness of the code or regulations, and to serve as an appeal board for faculty and non-faculty staff as outlined in the code.

The Board also adopted the policy that all insurance on property of the University, and casualty or fidelity insurance was to be purchased through competitive bidding effective from January 1, 1958. The Oscar E. Carlin Organization was designated as consultant for all Ohio State University Insurance programs.

Effective January 1, 1958 Charles J. McLeod who had served as Assistant to the Director of the Laboratory Supply Store was appointed University Auditor. To replace him, Ernest D. Bibler was appointed as Assistant Director.

VI

The Carson Years 1958 to 1970

Since the resignation and retirement of Jacob B. Taylor as Vice President and Business Manager and Treasurer, Charley F. Miller, the Comptroller, had carried on during the interim. On March 7, 1958, the Board appointed Gordon B. Carson as Vice President of Business and Finance effective March 10th. Dr. Carson had been Dean of the College of Engineering before his appoint-

ment. The Board also made the necessary authorizations to empower him to carry out the duties of his new appointment.

On April 11, 1958, Dr. Carson was also appointed Treasurer of the University.

As required under the Loan Agreement with The Ohio National Bank, Trustee, the Board, at this same meeting, selected and appointed the Certified Public Accounting firm of Peat, Marwick, Mitchell & Co. to perform an annual examination of the operations of the dormitory facilities, and to provide other consultation and accounting services as might be required from time to time.

At the June Commencement, Edward S. Drake received the Distinguished Service Award in recognition of his years of service as Manager of the Ohio Union.

Resolutions in Memoriam were directed to be inscribed upon the minutes of the Board at its May 9, 1958 meeting following the deaths of Howard Dwight Smith, retired University Architect and Professor Emeritus of Architecture, on April 27, 1958, and of Carl E. Steeb, Secretary of the Board and Business Manager Emeritus, on May 3, 1958..

In 1938, except with a few minor exceptions, no fire and allied coverages insurance was carried by the University on its buildings and their contents. By March of 1958, such insurance at the University amounted to 24 million dollars, largely as a result of the construction of the Ohio Union, the Field House and Arena, Mershon Auditorium, and additional Student Dormitories, all of which were constructed from non-appropriated funds and which were insured in accordance with the decision of the Board of

Trustees. This insurance had been purchased piecemeal and resulted in 79 separate policies written in varying unequal amounts in 33 stock insurance companies through 18 different agents on approximately 27 buildings, including allied structures. A survey by the University Insurance Consultants revealed these facts as well as uncovering many errors in the writing of the policies. These coverages were submitted to competitive bidding as directed by the Board and estimated savings of \$53,732.26 were effected by so doing, less the fees and expenses of the University Insurance Consultants.

Upon the death of Carl E. Steeb who was Secretary to the Board, John T. Mount was appointed as Secretary to serve out the unexpired term of Mr. Steeb.

Effective August 15, 1958, Wendell W. Ellenwood was appointed to the position of Manager of the Ohio Union. Since the appointment of Gordon B. Carson as Vice President, Business and Finance, a study was made of the function of the staff assignments and changes were made in the titles of John M. Wilcoxon from Administrative Assistant to Special Assistant, of Paul L. Noble from Assistant Comptroller to Assistant Treasurer, of E. W. Leggett from Director, Internal Audit to Assistant Comptroller, and of Joseph F. Medley from Director, Stores and Receiving to Director of Commercial Departments. On August 11, 1958 Richard M. Ly-singer was appointed Director of Stores and Receiving.

At the September 2, 1958 meeting, the Board created, for purposes of investing only, an Investment Pool of all existing endowment

funds deposited with the University Treasurer, except those be-
quests which prohibit such pooling, on the basis of the book
values of the respective endowments at June 30, 1958 and directed
that subsequent additions or withdrawals from the pool shall be
made on the basis of current market values with procedures to be
established by the Vice President, Business and Finance.

In addition, the Board authorized the Vice President, Business
and Finance, to engage the services of The Putnam Management
Company as principal counsel for one year, at an inclusive fee of
\$5,000.00 It decided that the industrial analysis services of
Duff, Anderson and Clark be purchased for one year at a fee of
\$2,000; and that an amount not to exceed \$1,000 be set aside for
the procurement of necessary statistical and reporting services.

At its meeting on December 5, 1958, the Board authorized the
President and Vice President, Business and Finance to enter
jointly into a Custodian Agreement with The Ohio National Bank of
Columbus and to direct the activities of the Custodian from time
to time.

On September 2, 1958, the 85th Congress and President Eisen-
hower signed Public Law 85-864, known as the National Defense
Education Act, which provided funds to universities for the
establishment of student loan funds (nine-tenths federal funds
and one-tenth university funds) for the purpose of providing
low-interest, long term loans to needy students. On January 12,
1959 the Board created the Ohio State University National Defense
Student Loan Fund and authorized the President to complete the

Agreement under the Act, and the Executive Dean, Student Relations, and the Director of the Student Financial Aids to receive funds therefrom and to disburse them to needy students.

Effective July 1, 1959, Ernest W. Leggett, Assistant Comptroller, was promoted to the position of Assistant Treasurer, Also effective that date was the promotion of Ronald H. Pollack from Instructor in Agricultural Economics and Rural Sociology and Coordinator of Student Personnel to the position of Assistant Business Manager. James R. Roesch was appointed as an Accountant in the Business Office. Paul L. Noble, Assistant Treasurer, resigned his position.

J. Robert Zellmer, Foods Manager, was promoted by the Board of Trustees to the position of Director of University Food Services, effective September 1, 1959.

Upon the recommendation of Vice President Carson, the Board on September 7, 1959 authorized the continuance for one year of the services of The Putnam Management Company at a fee of \$5,000 plus travel and communication expenses. It also authorized the Vice President, Business and Finance, to invest in short-term Government Bonds an amount which would approximate one-half of the accumulated income balance of the Investment Portfolio. The intent was to keep the fund liquid enough to take advantage of the market conditions.

On July 1, 1959 Dale E. Lephart was appointed Manager of the mailing room.

Upon the recommendation of Paul H. Elleman, Director, Physical Plant and with the concurrence of Gordon B. Carson, Vice President,

Business and Finance, and Frederick Stecker, Executive Director, University Relations, the Board authorized that the building housing the power plant be renamed "McCracken Power Plant" in honor of William C. McCracken who retired in 1946 as chief engineer and superintendent of buildings and grounds, after 60 years of service to the University. It was through his vision in 1914 that the power plant was planned of such size as to accommodate equipment needs nearly fifty years later.

On May 31, 1960, John M. Wilcoxon resigned as Special Assistant in the Business Administration section of the Business and Finance Division, and on June 1, 1960, James B. Reardon was appointed as Assistant to Director, Laboratory Supply Stores. Effective July 25, 1960, Richard M. Larimer was appointed Director of Purchases.

On February 10, 1961, the Board considered the report of the Ad Hoc Committee on the study of the method of managing The University's investment portfolio. A survey of nine universities had been made and of these, only one used an investment counseling firm in the direct management of its fund. Two used the Trust Departments of their banks for counsel. None of the nine turned over their funds to investment counseling and management services for complete management. As a result, it was concluded that the Board of Trustees would continue their direct management of the fund through an investment committee with the Vice President of Business and Finance and his assistants as the direct management for the fund. In addition, the services of Standard and Poor's

New York City was engaged as investment counsel for three months at a cost of \$1,500. The Vice President of Business and Finance was to maintain liaison with Standard and Poor's and each month provide the Investment Committee with a report of their recommendations. The Investment Committee would make buy and sell lists, with timing to be determined by the market. Furthermore, the policy was to adhere to Common stock only in permanent investments, short-term government and agency bonds for interim investment, and to stay fully invested.

Effective March 15, 1961, the Board promoted Joseph F. Medley to the position of Director, Purchasing and Auxilliary Operations. Richard M. Larimer tendered his resignation as Director of Purchases effective April 6, 1961 and Herman E. Bartz was appointed an Assistant to the Director, Laboratory Supply Stores effective February 16, 1961. On March 16th, Dallas Sullivan was appointed an Estimator in the Director of Physical Plant's Office.

At the Board meeting on July 14, 1961, the firm of Fred. E. Wright & Wm. W. Gilfillen were employed to provide complete architectural and engineering services for the University Bookstore in Derby Hall, including preliminary plans, basic drawings, working drawings, specifications, estimate of cost, necessary bidding documents, and complete supervision of construction.

On October 6, 1961, the Board authorized the Vice President and Treasurer to open a bank account in the name of the University in The City National Bank of Columbus in which to maintain the University Treasurer Operating Fund, including the University

Treasurer Research subaccounts and withdrawal from said bank account to be by check signed by the Vice President and Treasurer.

On June 15, 1962 the parking registration fees for faculty, staff and students were increased to \$15 for Zone A, \$8 for Zone B and \$7 for Zone C. Registration for a second car in any zone was set at \$5.

Heretofore, the compulsory requirement date was not later than August 31 next following the attainment of age 70 for a member of the State Teachers Retirement System, and not later than June 30 next following the attainment of age 70 for a member of the Public Employees Retirement System. Since the State Teachers System now provided for retirement benefits to begin on dates that correspond with the June 30 and September 30 termination dates of University teaching contracts, the University Board policy was changed so that officers and employees retire not later than the end of the contract year in which the officers or employee reaches age 70.

On July 13, 1962, the Board authorized the Vice President, Business and Finance, to employ Wilbur Smith & Associates, New Haven, Connecticut, for a parking facilities feasibility study to be accomplished during the ensuing six months.

Because of the large number of small change orders on construction, remodeling and repair projects, the Board on October 12, 1962 authorized the President to approve all individual change orders not to exceed \$500 each. Actions to be taken are to be reported to the Board upon the completion of each of the re-

spective projects.

The Board approved the appointment on October 12, 1962 of the investment analyst firms Duff, Anderson and Clark, and Duff and Phelps at the combined rate of \$4,200 to succeed the firm of Standard and Poor's as investment counselors for the University Investment Portfolio.

At the Board meeting on May 17, 1963, Clinton V. Oster was promoted to University Controller, Office of Business and Finance, effective October 1, 1963.

On May 17, 1963, the President and Vice President, Business and Finance, were empowered by the Board to request the Attorney General of the State of Ohio to designate Squire, Sanders & Dempsey as special counsel to the University in connection with the proposed acquisition of a food service warehouse.

At the July 12, 1963 meeting, the Board employed the E. Ralph Sims, Jr. Associates firm of Lancaster, Ohio to survey and report on the janitorial operations on Campus. The survey was to include a review and evaluation of the organization structure, management and administrative practices and staffing of the Janitorial Department; a study of the janitorial work load factors; preparation of a preliminary evaluation of the Janitorial Department's organization, management, work pattern, methods, state of the art and effectiveness; and preparation or recommendations concerning a general janitorial improvement program and the specific steps required to implement it.

Having previously determined that a food service warehouse was necessary to the efficient operation of the dormitory fac-

and student union, the Board on November 15, 1963 authorized the creation of a non-profit corporations to be known as The Ohio State University Food Service Corporation. The initial trustees were to consist of the President of the University and the Vice President, Business and Finance, with broad powers including power to acquire, operate, lease, sell or otherwise act with the facility or facilities to be used to render food services to any portion of the University. By an assignment of the existing lease of Monasco Industries, Inc., the premises at 1315 Kinnear Road were taken over by the new corporation. This building was most suitable for a central food facility as a side-track from the Chesapeake and Ohio Railroad ran into it, thus permitting the purchase of foods and supplies by the box car loads, and unloading inside the building. The terms of the lease ran to July 31, 1984 and contained an option to purchase. Subsequently, a vegetable preparation department was set up, as well as a bakery department.

At the request of the Vice President for Research and on the concurrence of the Vice President, Business and Finance, the Board on February 14, 1964 authorized the employment of Booz, Allen & Hamilton, Inc., Management Consultants, to conduct a Data Processing Feasibility Study for the purpose of developing a general plan for immediate action as well as future action to bring together (through organizational centralization, various degrees of physical centralization, and other forms of centralization) the variety of scientific data processing functions, in-

structional functions, business functions, registrar functions, hospital functions, and other specialized data processing functions.

On April 1, 1964, Charles R. Long was appointed as an Administrative Assistant in the Auditing Department.

Because of a shortage of dormitory facilities for both men and women, the University had entered into an era of dormitory construction. Along Eleventh Avenue, Steeb Hall, Smith Hall, Park Hall, and Morrison Tower were constructed each consisting of eleven stories. Also constructed on Eleventh Avenue was Siebert Hall. On Twelfth Avenue, Patterson Hall and Bradley Hall were built as well as Bradford Commons and the Women's Dining Hall. Along with Baker Hall and Mack Hall, these facilities constitute the South Dormitory Complex.

With the acquisition of the lands lying between Lane Avenue on the north, High Street on the east, Woodruff Avenue on the south, and Neil Avenue on the west, the North Dormitory Complex of eight dormitories of four stories each were constructed. These are Archer House, Norton House, Scott House, Blackburn House, Nosker House, Haverfield House, Barrett House, and Halloran House. Three dormitories of twelve stories each were built on the north side of the complex, being Taylor Tower, Drackett Tower, and Jones Graduate Tower. The latter was designed for graduate students only, to provide an atmosphere conducive to the more exacting demands of graduate study. Three dining facilities were provided to feed the students housed in the North Dormitory complex, and were named Royer Commons, Raney Commons and North Commons.

To further alleviate the housing shortage for students, two high-rise dormitories were erected immediately to the south of the University Stadium, and along the east bank of the Olentangy River. Lincoln Tower and Morrill Tower are identical buildings of twenty-four stories each and together can house approximately 3800 students. These buildings are unique in that they are self-contained insofar as power generation is concerned, and the mechanical plant of each is located on the twenty-fourth floor.

At this time, applications were being received by the United States Office of Education for grants for academic facilities authorized by the Higher Education Facilities Act of 1963 that had been enacted by Congress. Title I of this Act provided assistance for the construction of undergraduate facilities and Title II of the Act provided assistance for the construction of graduate facilities. In due course, applications were filed by the University and grant awards were received from the Office of Education of the Department of Health, Education, and Welfare for the construction of the following facilities:

<u>Title I Grants</u>	<u>Amount</u>
Materials Engineering and Science Bldg.	\$619,074
Lima Campus - Phase I	818,539
Mansfield Campus - Phase I	719,779
Addition to Physics and Astronomy Bldg.	349,693
Wright State - Phase II	1,000,000
Wright State - Phase IV	1,000,000

<u>Title I Grants (continued)</u>	<u>Amount</u>
University College - Building No. 1	184,812
University College - Building No. 2	1,000,000
University College - Building No. 3	936,000
University College - Building No. 4	533,000
Systems Engineering Building	152,786
Humanities - Language Building	182,412
River Union and Drama Theatre	383,243
Electronics Laboratory	41,778
Allied Medical Professions Building	92,890
Marion Branch Campus	704,030
Biological Science Building	812,315

Title II Grants

Biological Sciences Building	\$1,384,133
Chemistry Research Facilities	427,933
Humanities - Languages Building	344,007

Title I and Title II grants did not provide financial assistance for the construction of health facilities, as financial assistance for such was provided under the Public Health Services Act. Facility grants have been received under this Act for the School of Nursing Building, Medical Basic Science Building,, Addition to Wiseman Hall, Laboratory Animal Center, Allied Health Training Center, Pharmacy Building, Comparative Medical Teaching and Research Facility, the Mental Retardation Facility, Addition

to the Dentistry Building, Animal Research Facility, Psychiatric Institute, Veterinary Medicine Building, Physiology of Exercise Research Laboratory, Institute for Research and Vision, and the Addition to Optometry Building.

Financial assistance for facility construction was also available from the National Science Foundation and grant awards were received from it for the construction of the Aeronautical and Astronautical Research Laboratory, the Addition to the Physics and Astronomy Building for the graduate and research areas of the Astronomy Department, Metallurgical Laboratory, and Electrical Engineering Building.

Paul H. Elleman retired as Director of Physical Plant effective July 31, 1964, having completed forty-two years of service with the University. Walter L. Hartman was promoted from Assistant Director to Director of the Physical Plant to succeed him effective September 16, 1964. At the same time, Thomas B. Smith was promoted from Assistant Director to Associate Director of the Physical Plant.

At the Board meeting on February 11, 1965, the Vice President for Business and Finance was authorized to engage the services of the firm of Scudder, Stevens and Clark of New York City as of March 1, 1965 to provide investment counsel to the Board of Trustees and the University officials in the management of the Investment Portfolio. The agreement was to continue on a month-to-month basis with the right to cancel by either party upon thirty days notice.

On June 10, 1965, upon the advice and counsel of the consulting engineers, Wilbur Smith and Associates, and the special bond counsel, Squire, Sanders & Dempsey, the Committee on Traffic and Parking recommended and the Board approved amending the Code of Motor Vehicles, Traffic, and Parking Regulations to incorporate two major changes which involve the parking fee structure and the designation of parking zones. These changes permitted the financing of preliminary expenses connected with the construction of parking ramps and other increases in available parking space.

Effective July 1, 1965, Ernest W. Leggett was promoted from Assistant Treasurer to Assistant Vice President and Assistant Treasurer; John A. Morgan from Assistant to Manager of Purchases, and Stephen E. Lance from Construction Superintendent to University Constructor. On this same date, Roger D. Deerhake was appointed an Accountant in the Internal Auditing Department.

Effective October 1, 1965, Hollie W. Shupe was promoted from Professor, Department of Engineering Drawing to University Architect, and George J. Schorr was appointed an Auditor in the Internal Auditing Department. On November 1, 1965 Leonard V. Cook was appointed as Administrative Assistant to the Controller.

At its meeting on April 14, 1966, the Board authorized the construction on Kenny Road of a building to house the University Laundry and a University Printing Facility to house the University printing service and related facilities.

Effective July 1, 1966, William E. Lynch, Office of the Uni-

versity Architect, was given the title University Architect Emeritus. On September 1, 1966, George J. Schorr was promoted to Assistant Contract Officer, and on September 30, 1966 Charley F. Miller retired as Contract Officer.

Ronald H. Pollock, Assistant Business Manager, was given a leave of absence effective June 1, 1967 through June 30, 1968, to serve on the staff of the Agency for International Development under the United States State Department. To replace him, Henry M. Anderson was appointed as Assistant Business Manager.

On July 13, 1967, the conversion of No. 5 boiler at the McCracken Power Plant from coal burning to gas-oil combination firing was authorized in a further attempt to eliminate as far as possible the source of atmospheric pollution. In addition, remodeling of the fuel oil system was authorized to increase the fuel oil storage capacity and of the pumping system to enable the firing of more than two boilers with oil in case of emergency.

Effective September 1, 1967, the Board made certain improvements in the Group Insurance Program, including an increase in the amounts of Group Life and Accidental Death and Dismemberment to two and one-half times the annual salary for unclassified employees, with a minimum of \$7,500. Increased amounts were made in the schedule for classified and hourly employees.

Upon recommendation of the Finance and Investment Committee, the Board on September 14, 1967 terminated the services of the firm of Scudder, Stevens and Clark as investment counsel to the Board of Trustees.

The American Federation of State, County and Municipal employees, Local 138, representing about 1,600 or 1,700 University employees out of 6,760 classified and equivalent people, had presented certain minimum demands to the University including a one-step salary increase to be effective January 1, 1968, free parking, free meals for food service employees, Blue Cross-Blue Shield benefits to be effective January 1, 1968, and final and binding arbitration as a part of a grievance procedure. The Union had made a settlement of their demands with Ohio University and were now pressing for a settlement at Ohio State. In an attempt to avert a strike, a meeting was held on October 4, 1967 between representatives of the Union and the University, but to no avail. The Union struck the University on Thursday morning, October 5, 1967, at 12:01 A.M. That morning the University took such legal steps as were necessary and secured a mandatory injunction directing the Union to terminate the strike and ordering the employees to return to work. The Union decided to defy the Court Order and appealed the decision to the Franklin County Court of Appeals, whereupon the Attorney General's Office of Ohio secured a Writ of Prohibition on Saturday, October 7, and plans were made to press contempt charges at 1:30 P.M. on Monday, October 9 in the Common Pleas Court. At the invitation of the University, the Union agreed to a further meeting and representatives of both met on Sunday evening, October 8, out of which discussions evolved the termination of the strike on Monday, October 9.

On November 9, 1967, the Board adopted a statement of policy for the management of The Ohio State University Endowment Portfolio, which stated that the fund shall prudently be invested in equities traded on the New York Stock Exchange, or the American Stock Exchange, except for Banks and Insurance Companies, which shall be invested in wherever the equity chosen has reasonable volume of trading and the proposed investment has the unanimous support of the Finance and Investment Committee; a reasonable return of income with fine growth possibilities; whenever market conditions warrant, to invest in short-term government and/or agencies to maximize the interest return; the fund to be fully invested at all times, and to be a long term fund; and the income from the Mershon bequest to be held in interest-bearing securities pending its use for purposes as authorized by the Board of Trustees.

Clinton V. Oster, Controller in the Office of Business and Finance, was appointed as Associate Dean of the College of Administrative Science effective February 1, 1968.

On Friday morning, April 26, 1968, a group of Negro students arrived in the Office of Business and Finance for an appointment with Vice President Carson to protest an alledged bus incident that occurred two days earlier. They immediately seized his area and held him and several secretaries as hostages while pressing their demands for concessions. Around 5:30 P.M. the seizure was terminated by a negotiated settlement.

On August 29, 1968 the Auditor of State transmitted to the University a check for \$4,764,460.28 closing out the irreducible

Debt of the State of Ohio, pursuant to constitutional changes voted by the people of Ohio on May 7, 1968, which amount represented certain endowment funds that had been deposited by the University over the years. The Board ordered these funds to be added to the University's Investment Portfolio and invested in accordance with the rules and regulations established by the Board of Trustees.

Effective September 1, 1968 the title of Madison H. Scott was changed to Assistant Director of Personnel and Equal Employment Opportunity Officer.

VII

For the fiscal year ended June 30, 1969, total receipts amounted to \$205,522,867.31 and total expenditures were \$202,008,108.62. Total endowment funds increased to \$25,832,799.49, equipment increased to \$73,603,288.72, and total assets to \$423,889,656.61. The Division of Business and Finance was responsible for the maintenance and care of buildings having an aggregate book value of \$218,719,894.79. The accelerated building construction program continued during this past year with total expenditures of \$29,966,543.40 on construction in progress.

Out of humble beginnings, nurtured by ninety-nine years of service and devotion, The Ohio State University has grown, and as the University grew, so did the division of Business and Finance. Today it comprises fifty-one departments with a combined total of 4255 employees. Over the years, the dedication of many of its employees

is evidenced by their record of service - twenty-five, forty, fifty and even as much as sixty years.

The record of accomplishments speaks for itself as to the wisdom of those legislators of the General Assembly who on March 22, 1870, created the "Ohio Agricultural and Mechanical College."

A C K N O W L E D G E M E N T

To all of those who made a contribution to this compilation, I express my sincere thanks and gratitude, particularly to Charley F. Miller who devoted long hours in the University Archives to ferreting out relevant data.

In addition, I am deeply indebted to the following authors and their compilations for the countless hours of diligent research each had to have done on the history of the University:

Alexis Cope - History of The Ohio State University,
Volume I 1870 - 1910

Osman Castle Hooper - History of The Ohio State University,
Volume II 1910 - 1925

William C. McCracken - History of the Physical Plant,
Volumes I through IV

James E. Pollard - History of The Ohio State University,
1873 - 1948

Because of the thorough works of William C. McCracken on the History of the Physical Plant, I have touched only lightly on the activities of that area.

George J. Schorr

A P P E N D I X

OFFICE OF SECRETARY

BOARD OF TRUSTEES

Joseph Sullivant	1870 - 1878
Albert Allen	1878 - 1883
Alexis Cope	1884 - 1904
Carl E. Steeb	1904 - 1958
John T. Mount	1958 - 1968
Edward Q. Moulton	1968 -

OFFICE OF TREASURER

BOARD OF TRUSTEES

Henry S. Babbitt	1870 - 1884
F. W. Prentiss	1884 - 1899
L. F. Kieseletter	1899 - 1909
Lcwry F. Stater	1909 - 1915
Julius F. Stone	1915 - 1925
Charles F. Kettering	1925 - 1942
Hugh E. Nesbitt	1942 - 1953
Jacob B. Taylor	1953 - 1957
Gordon B. Carson	1958 -

BOARD OF TRUSTEES

PRESIDENT

Novice G. Lawcett

VICE PRESIDENT FOR BUSINESS AND FINANCE

Gordon B. Carlson

CHIEF COST ACCOUNTANT

Cost Systems, Cost Procedures, and Cost Organization

CHIEF INDUSTRIAL ENGINEER

Richard A. Hunt

Systems, Methods, Procedures, and Organization

ASSISTANT VICE PRESIDENT AND ASSISTANT TREASURER

Ernest W. Leggett

BUSINESS MANAGER

Joseph F. Medley

DIRECTOR OF PHYSICAL PLANT

Walter L. Hartman

UNIVERSITY ARCHITECT (1)

Hollie W. Shipe

DIRECTOR, UNIVERSITY FOOD SERVICES

J. Robert Zellmer

DIRECTOR OF PERSONNEL

Lewie C. Stephens

DIRECTOR, OHIO UNION (2)

Wendell W. Ellenwood

- Chief Accountant
- Administrative Assistant
- Auditor, Accounts Payable
- Bursar
- Contract Officer (1)
- Chief Internal Audits
- Manager Payroll
- Manager Student Expenses
- Accountant Disbursements

- Manager, Bookstore
- Manager, Food Facility
- Manager, Inventory
- Manager, Operations
- Manager, Property Management
- Manager, Purchasing
- Manager, Stores
- Assistant Business Manager
- Administrative Assistant, Insurance and Travel
- Administrative Assistant, Property Acquisition
- Manager, Traffic and Parking
- Manager, Transportation and Garage
- Chief Security Officer

- Assistant Director, Physical Plant
- Administrative Assistant
- Superintendent, Building Services
- Maintenance Engineer
- Assistant Engineer
- Landscape Architect
- Associate Director, Physical Plant
- Superintendent, Electrical Systems
- Superintendent, Mechanical Systems
- Superintendent Utilities
- Hospital Engineer

- Associate University Architect
- Assistant University Architect
- Administrative Specialist
- Architectural Engineer
- General Superintendent, Construction
- Design Architect
- University Constructor
- Secretary

- Assistant to the Director, Business Affairs
- Assistant to the Director, Operations
- Assistant to the Director, Production and Service
- Assistant to the Director, Maintenance Superintendents

- Assistant Director, Personnel
- Director Employee Relations
- Manager, Employment Office

- Assistant Director, Administration
- Assistant Director, Food
- Assistant Director, Operations
- Assistant Director, Programs

A2

ORGANIZATION CHART
OFFICE OF BUSINESS AND FINANCE
THE OHIO STATE UNIVERSITY
FEBRUARY 1, 1968

(1) Contract officer works closely with constructor and University Architect on all Federal Funded Projects
(2) For business aspects only Program is under the Vice President for Student Affairs

DIVISION OF BUSINESS AND FINANCE

DEPARTMENTAL LISTING
OCTOBER, 1969

<u>Dept. Number</u>	<u>Department Name</u>	<u>Number of Employees</u>
4300	Business and Finance - Administration	13
4310	Office of Assistant Vice President and Assistant Treasurer	9
4311	Accounting	13
4312	Auditing	19
4313	Bursar	17
4314	Internal Auditing	6
4315	Student Aid Accounting	10
4316	Payroll	24
4330	Office of Personnel Director	24
4340	Office of Business Manager	6
4341	Police and Watchmen	107
4350	Office of Director of Physical Plant	22
4351	Custodial Service	442
4352	Physical Plant Maintenance	268
4353	Power Plant	85
4354	Roads and Grounds	130
4360	Office of University Architect	6
4370	Office of Director of Purchases & Auxiliaries	6
4371	Inventory	15

Departmental Listing (Cont'd.)

<u>Dept. Number</u>	<u>Department Name</u>	<u>Number of Employees</u>
4372	Mailroom	34
4373	Purchasing	37
4374	Receiving	59
4375	University Publications - Sales and Distribution	4
5109	Food Facility	144
5118	General Stores	19
5127	Lab Stores	67
5136	Laundry	188
5155	Office Equipment Repair	26
5164	Print Shop	136
5182	Telephone	13
5191	Transportation	76
5201	Food Service - Administration	38
5202	Accounting - Dormitories	5
5271	Food Service - North Commons	104
5273	Food Service - Raney Commons	103
5274	Food Service - Royer Commons	112
5276	Food Service - Baker Commons	144
5277	Food Service - Bradford Commons	102
5279	Food Service - Women's South	167
5281	Food Service - Stadium	27

Departmental Listing (Cont'd.)

<u>Dept. Number</u>	<u>Department Name</u>	<u>Number of Employees</u>
5290	Buckeye Village	23
5360	Pomerene Food Service	32
5407	Architect's Office	15
5421	Bookstore	91
5449	Ohio Union	451
5463	Parking Facilities	93
5470	Physical Plant Improvements	369
5484	University Housing	10
9134	Food Service - Lincoln Tower	155
9135	Maintenance - Morrill - Lincoln	21
9139	Food Service - Morrill Tower	168
<hr/>		<hr/>
51	Total	4255

THE OHIO STATE UNIVERSITY
TABLES OF GROWTH
1873 THROUGH 1969

TABLE I

<u>Year</u>	<u>Total Assets</u>	<u>Total Endowment Funds</u>	<u>Total Income</u>	<u>Total Expenditures</u>	<u>Total Students</u>
1873	\$	\$ 470,307.28	\$ 77,644.28	\$ 102,656.59	50
1880		538,182.89	46,636.90	48,525.60	302
1890		543,752.64	88,120.11	90,580.05	493
1900		553,893.62	306,529.76	308,491.34	1,268
1910	5,390,315.00	923,894.10	912,222.17	921,215.56	3,275
1920	9,062,199.36	1,046,466.09	2,653,711.21	2,388,008.14	7,817
1930	25,939,291.81	1,150,299.20	8,671,702.90	8,707,259.71	14,495
1940	31,310,904.03	1,636,670.32	10,230,341.73	10,586,364.83	18,003
1950	77,486,162.02	3,020,979.55	37,298,054.97	36,029,642.88	28,290
1960	183,051,520.86	15,865,987.28	76,910,340.17	77,130,483.91	29,090
1969	423,889,656.61	25,832,799.49	205,522,867.31	202,008,108.62	55,232

THE OHIO STATE UNIVERSITY
 TABLES OF GROWTH
 1873 THROUGH 1969

TABLE II

<u>Year</u>	<u>Total Land and Improvements</u>	<u>Total Buildings</u>	<u>Total Equipment</u>	<u>Total Land, Buildings and Equipment</u>
1873				
1880				
1890				
1900				
1910	\$ 1,581,099.79	\$ 1,599,468.24	\$ 880,140.19	\$ 4,060,708.22
1920	2,079,695.63	3,177,293.84	1,865,040.25	7,122,029.72
1930	5,393,461.65	9,995,661.40	4,653,759.15	20,042,882.20
1940	5,853,934.25	13,561,961.45	7,276,392.89	26,692,288.59
1950	7,047,311.76	32,881,275.32	14,427,975.29	54,356,562.37
1960	8,565,929.77	99,401,606.28	30,216,942.60	138,184,478.65
1969	22,346,749.89	218,719,894.79	73,603,288.72	314,669,933.40

Amounts

Not

Available

A7

0.5 m. 1969