

REPORT ON UNIVERSITY REORGANIZATION, Committee on Educational Policy
of the Yale Corporation, March 17, 1919

REPORT
OF
THE COMMITTEE
ON EDUCATIONAL POLICY
TO THE
YALE CORPORATION

MARCH 17, 1919



NEW HAVEN
PRINTED FOR YALE UNIVERSITY
MDCCCXIX

FROM YALE CORPORATION RECORDS

MARCH 17, 1919

Voted, that the recommendations of the Committee on Educational Policy, as this day presented, be approved.

Voted, that the President and Secretary be directed in consultation with counsel of the University to prepare and present to the Corporation such modifications in the statutes and by-laws of the University as may be necessary to put into effect the changes proposed by the Committee on Educational Policy.

Voted, that the Chairman and the Secretary of the Committee be authorized to prepare the report for publication and to arrange for its distribution.

VOTED, to instruct the Corporation's Committee on Educational Policy to confer with the Advisory Board's Committee on Plan for University Development, or such members thereof as can be reached, and to report the results of such conference to the next meeting of the Corporation.

VOTED, that the Committee on Educational Policy be requested to confer with the University Council and with such other Committees and individuals as it thinks desirable or as may wish to be heard regarding plans for University reorganization, and to report its recommendations to the Corporation at the earliest practicable date.

b. RELATION TO PREVIOUS COMMITTEE OF CONFERENCE

THE Committee took the place of a Conference Committee appointed by the Corporation December 16, 1918, under the following vote:

VOTED, that Rev. William Adams Brown and Mr. Henry Bradford Sargent be requested to serve with the President as a special committee to whom questions of policy in connection with reorganization may from time to time be referred as need shall arise.

c. RELATION TO ALUMNI COMMITTEE ON UNIVERSITY PLAN

THE Alumni Committee on Plan for University Development, referred to in the vote constituting the Committee on Educational Policy, was appointed by the Corporation on February 19, 1917, when the following votes were adopted:

VOTED, that the Corporation approve the proposal outlined by its sub-committee (Messrs. Stokes and G. P. Day) for preparing a general plan for University development, including a statement of special needs and opportunities, and the best method of meeting them.

VOTED, to authorize the appointment of an Alumni Committee on a Plan for University Development to consist of the Chairmen of the Alumni Advisory Board and of the Alumni Fund Association, the Presidents of the Yale Club of New York and of the Western Federation of Yale Clubs, and five or more other graduates to be named by the Chairman of the Alumni Advisory Board.

VOTED, to authorize this Committee to appoint its own Chairman, and in conference with the President, Secretary and Treasurer of the

University, to prepare a report to be presented to the Corporation through the Alumni Advisory Board, after consultation with the officers of the Sheffield and Peabody Trustees, the Consulting Architect, Deans, Directors and other heads of University Departments.

The members of the Committee are as follows:

Frederic W. Allen, '00, New York City.
 Samuel C. Bushnell, '74, Brookline, Mass.
 T. DeWitt Cuyler, '74, Philadelphia, Pa.
 J. Benjamin Dimmick, '81, Scranton, Pa.
 Samuel H. Fisher, '89, New Haven, Conn.
 John Henry Hammond, '91 S., New York City.
 Edward S. Harkness, '97, New York City.
 Edwin M. Herr, '84 S., Pittsburgh, Pa.
 George Grant Mason, '88 S., Chairman, New York City.
 Frank H. Platt, '77, New York City.
 Irwin Rew, '89 S., Chicago, Ill.
 Percy A. Rockefeller, '00, New York City.
 Samuel L. Smith, '89, Cincinnati, Ohio.
 Philip L. Dodge, '07, Secretary, New York City.

This Committee presented its report* to the Yale Corporation on February 17, 1919, when the following votes were adopted:

VOTED, that the thanks of the University be extended to the Alumni Committee on Plan for University Development for the large amount of labor which its members have given to the study of the needs of the University and for preparing a comprehensive report of much value to the Corporation.

VOTED, to refer the report to the Corporation's Committee on Educational Policy for its consideration and recommendations.

d. RELATION TO OTHER CORPORATION COMMITTEES

OTHER committees charged with considering the various aspects of University Reorganization and Development are the Corporation's Committee on Salaries, and the Special Committee on Architectural Plan. Your Committee has had several sessions with the former and is in substantial agreement with its recommendations. The latter is not yet ready to report.

* The recommendations of the report were published in the *Yale Alumni Weekly*, February 28, 1919.

2. HISTORY OF THE COMMITTEE'S PROCEEDINGS

a. ORGANIZATION AND MEETINGS

THE Committee met in New Haven on Saturday, January 25, 1919, and organized, with the Rev. William Adams Brown as Chairman, and Mr. Stokes as Secretary. It has held seven all-day meetings in New Haven.

b. PERSONS INTERVIEWED

AFTER full consultation with the administrative officers of the University, the Committee addressed through the Secretary the following letter to each of the permanent officers of Yale University:

"The Yale Corporation's Committee on Educational Policy, consisting of Rev. Professor William Adams Brown, Chairman, Mr. Alfred L. Ripley and Mr. Henry B. Sargent, is to hold meetings in New Haven this coming Friday and Saturday. The Committee will be very glad to hear either in writing or in person from any of the permanent officers of the University who wish to present their views on reorganization matters. Special appointments to meet the Committee may be made by addressing the Secretary."

As a result of this invitation the following professors appeared in person separately before the Committee at subsequent meetings:

Professors Abbott, Bishop, Boltwood, Brown, Corwin, Fisher, Gruener, Harrison, Hendrickson, Morris, Phelps, Tracy, Zeleny.

c. CONFERENCES HELD

IN addition to individual interviews the Committee has held formal conferences with various committees of the Faculties and with a sub-committee of the Alumni Committee on Plan for University Development.

d. COMMUNICATIONS CONSIDERED

THE Committee also received and considered with care a number of written communications. These communications were of

three kinds: formal statements by faculties and departments, letters from permanent officers and others interested in the University, and published communications in the Yale Alumni Weekly and elsewhere. A list of these is appended in a footnote.* These communications touch on various matters of University organization and of University policy, as well as special matters affecting individual departments and schools.

e. ACTION BY CORPORATION IN COMMITTEE OF THE WHOLE

THE preliminary report of the Committee was presented to the Yale Corporation at a special meeting on March 8. After considering the various recommendations of the Committee, the following votes were passed in Committee of the Whole:

VOTED, that the Yale Corporation in Committee of the Whole approves the draft of the report of its Committee on Educational Policy and directs the Secretary to send copies to members of the Corporation, to officers of Professorial Rank in the University, to members of the Committee on Plan of the Alumni Advisory Board,

* Formal communications: from the School of Forestry, submitted by Director Toumey; from the School of Law, submitted by Dean Swan; from the Graduate School, submitted by Dean Cross; from the School of Music, submitted by Dean Parker; from the School of the Fine Arts, submitted by Director Kendall; from the Sheffield Scientific School, submitted by Director Chittenden; from the Conference Committee of Yale College, submitted by Dean Jones; from the Joint Conference Committee regarding Entrance Requirements, and from the University Council regarding Departments of Study and University Nomenclature.

Letters from individual officers of the University: Professors J. C. Adams, Bosell, Canby, Corwin, Fairchild, Foote, Henderson, Jones, Krider, Nettleton, Parker, Petruskevitch, Toumey, Tracy, Winslow, and Messrs. W. G. Anderson, H. S. Burr, Cheney and Frederic B. Johnson.

Published papers and reports, including the following: Recommendations of the Alumni Committee on Plan for University Development submitted to the Corporation December 16, 1918; the authorized address of Mr. Fisher at the New Haven Alumni Association meeting on February 3, 1919, on behalf of the Alumni Committee on Plan for University Development; the recommendations and actions of the Corporation on reorganization at its meetings December 16, 1918, January 20, 1919, and February 17, 1919; the votes passed by the Sheffield Trustees regarding closer coordination with the Yale Corporation; the printed report of the Alumni Committee on Plan for University Development submitted to the Corporation February 27; the published addresses by the President and Secretary on University Reorganization, and other articles in the Yale Alumni Weekly.

to the officers of representative alumni organizations and to the Yale Alumni Weekly, with the information that the Corporation will act formally on the recommendations of the report at its meeting on March 17, when it will consider any minor modifications that may be presented in writing through the Secretary of the Committee on Educational Policy.

Voted, that the President and Secretary be requested, in consultation with counsel of the University, to prepare and present to the Corporation such modifications in the statutes and by-laws of the University as may be necessary to put into effect the changes proposed by the Committee on Educational Policy.

1. SUBSEQUENT ACTION OF THE COMMITTEE

AFTER this special meeting of the Corporation, the Committee submitted the draft of its report, as approved by the Corporation in Committee of the Whole, to the Permanent Officers of the University and to representative alumni, with the following letter:

March 11, 1919.

Dear Sir:

I am forwarding to you herewith the recommendations in the report of the Committee on Educational Policy as unanimously approved on Saturday last by the Yale Corporation acting in Committee of the Whole. Formal action on this report will be taken at the meeting of the Corporation on Monday, March 17, and it will be given to the public promptly thereafter.

As directed by the Corporation, copies of the recommendations are being sent to members of the Corporation, Professors and other officers of equivalent rank in Yale University, members of the Alumni Committee on Plan for University Development and the officers of various Yale graduate organizations for their information and for any comments that they may care to make. It has seemed more courteous to the members of Boards of Permanent Officers of the University and to representative alumni committees to submit these recommendations to them in confidence prior to their general publication.

The Corporation's Committee on Educational Policy has carefully considered each and all of the recommendations contained in the comprehensive report of the Alumni Committee on Plan and has adopted most of them in substantially the form suggested. The main

features of the resulting organization are shown on the diagram enclosed, the details of which should be considered as tentative. The cases where it has departed most widely from these recommendations are indicated in an attached confidential memorandum prepared for the members of the Alumni Committee.

The University authorities believe that it is a matter of vital importance that the new reorganization should be carried through with the hearty cooperation of the Corporation, the Alumni, and the Faculty, so its Committee has given the most careful consideration to all suggestions received. Other criticisms or comments, if given briefly in writing and sent to the undersigned by next Saturday noon, March 15, may be assured similar attention, although the main lines of the Corporation's action seem now to be clearly determined.

Very truly yours,

ANSON PHELPS STOKES,
Secretary.

As a result of this letter, formal communications were received from the Yale Engineering Association, an informal meeting of members of the Yale College Faculty, and the Alumni Committee on Plan, as well as from over a score of individual members of the Faculty whose names are given in a footnote.*

A conference with five members of the Alumni Committee on Plan resulted in clearing up several points of divergence in the reports of the two Committees. It may therefore be fairly stated that the report as now presented to the Corporation represents the deliberate and unanimous conclusions of your Committee after the most careful consideration of all conflicting views.

3. FACTS DETERMINING THE COMMITTEE'S RECOMMENDATIONS

IN considering the important matters brought before us for decision we have had constantly in mind the following facts:

* Professors J. C. Adams, Andrews, Angier, Baldwin, Boltwood, Bristol, Brown, Clay, Corbin, Corwin, Evans, Fairchild, Farnam, Gregory, Harrison, Henderson, Jones, Keller, Lewis, Mendel, Morris, Scott, Swan, Tracy, Walker and Warren; also Mr. Edwin Oviatt.

a. The new spirit in the nation and in the university which requires of every institution and agency that it take account of stock, consider the lessons taught by the war, and seek to improve its methods to meet the new conditions.

b. The special conditions in the educational world which call for radical reform, and especially the decrease in the purchasing power of the salaries of teachers at the very time when the importance of the profession is being emphasized as never before.

c. The changes brought about by the war, especially through the virtual control of the University by the Army for the purposes of the S. A. T. C., which have resulted in breaking down many barriers, which make reorganization now easier than at any other time in recent years.

d. The Sterling bequest, with its unique opportunity of university expansion, and the consequent obligation which it lays upon the Corporation to consider the future policy of the University as a whole.

e. The particular reasons growing out of the history of Yale which make a closer correlation between the different schools at once necessary and difficult.

f. The fact that the Corporation has already dealt with reorganization matters in a partial and preliminary way.

g. The keen interest of our Alumni in the future usefulness of Yale, which has received its most signal evidence in the report of the Alumni Committee on University Plan.

We desire particularly here to record our sense of obligation to the Alumni Committee for its thoroughgoing and intelligent work. We have found ourselves greatly assisted by its report, as well as by personal conferences with members of the Committee. We are glad to find ourselves in agreement with the major part of its conclusions. We have placed on file in the records of the Corporation, and have submitted to the Alumni Committee, a memorandum explaining the reasons for differing from its recommendations in certain particulars.

4. PRINCIPLES UNDERLYING THE COMMITTEE'S RECOMMENDATIONS

THE principles underlying your Committee's recommendations are as follows:

a. That the primary need of the University today is a comprehensive plan for university development.

b. That such a plan must have due regard to the history and traditions of the University and conserve whatever is best in the life of the various units that compose it.

c. That in the development of this plan the Corporation should determine the principles to be observed and the main lines to be followed, leaving the details to be worked out by the administrative officers and the faculties.

d. That such a plan should provide the machinery for dealing adequately with all questions of University policy, including those for whose final settlement the time is not yet ripe. The fact that the plan proposed involves additional expense should not deter the Committee from recommending it, though it may well determine the time in which it is possible to put it into operation.

e. That the purpose of Yale, as an institution designed to prepare men for public service, should determine the educational policy of the University as a whole and of all its Schools.

f. That good teaching should be insisted on as fundamental in all Schools and Departments of the University.

g. That while it is at present necessary to give special attention to the reorganization of the undergraduate schools, the University has an obligation no less sacred to develop her Professional and Graduate Schools and to encourage research, particularly in those subjects, whether in the sciences or in the humanities, which promote the public welfare.

h. That improvement of administrative machinery is of no value unless it results in the promotion of better instruction and more fruitful research.

II. RECOMMENDATIONS OF THE COMMITTEE

THE recommendations of your Committee are grouped as follows:

A. Recommendations Regarding University Organization:

1. General University Organization.
2. The President.
3. Other University Officers.
4. Corporation Committees.
5. Corporation and Sheffield Trustees.
6. University Appointments.
7. University Council.
8. Governing Boards.
9. Faculties.
10. Departments and Divisions.
11. Deans.
12. Associate Professors.
13. Student Counselors.
14. University Laboratories.
15. University Business Administration.

B. Recommendations Regarding Departmental Organization and Nominations:

16. Organization of University Departments.
17. Grouping of Departments and Divisions.
18. Budgets of Departments.
19. Nomination of Professors.
20. Nomination of Instructors.

C. Recommendations Regarding the Organization and Interrelation of the Several Schools:

21. The Schools of the University.
22. The Undergraduate Schools.
23. The Graduate and Professional Schools.
24. The Interrelation of Schools.

D. Recommendations Regarding Entrance Examinations, Courses and Degrees:

25. Joint Entrance Committee and Common Entrance Examinations.

26. Common Undergraduate Freshman Year.
27. College Degrees.
28. Scientific School Degree.
29. Graduate School Degrees.
30. Professional School Degrees.
31. Group Courses in College.
32. Courses in American History and Government.
33. Courses in Business.
34. Graduate Courses in Engineering.

E. Recommendations Regarding General University Policy:

35. University Registration.
36. University Year.
37. University Health.
38. University Teaching.
39. University Research.
40. University Salaries.
41. University Needs and Opportunities.

Your Committee, in making the unanimous recommendations which follow, has accepted four points as already established by the Corporation, namely, the transfer of control of the M.S. and the higher engineering degrees from the Sheffield Scientific School Faculty to the Graduate School Faculty, following a similar transfer a few years ago of the M.A. from the College to the Graduate School; the discontinuance of the so-called "Select Course" in the Sheffield Scientific School; the lengthening of the Scientific School course from three years to four years; and the decision to have University Laboratories.

A. UNIVERSITY ORGANIZATION

1. GENERAL UNIVERSITY ORGANIZATION

THAT the University be organized under the President into four main divisions, namely:

- a. Instruction and Research
- b. Records, Publications and Public Relations
- c. Business Administration
- d. Student Welfare

2. THE PRESIDENT

THAT the present statutes making the President "ex-officio a member of every Faculty and Governing Board" and defining his duties as "the supervision of the various Schools and Departments of the University and the general conduct of University affairs" be retained, with the understanding that, with the approval of the Corporation, he may delegate to other University officers such of his supervisory powers as he may desire.

3. OTHER UNIVERSITY OFFICERS

THAT the statute of the University providing that the President "shall be assisted by two administrative officers—the Secretary and the Treasurer, who shall attend meetings of the Corporation and of its Prudential Committee" be altered so as to read: "He shall be assisted by four administrative officers, the Provost, Secretary, Treasurer, and Dean of Students, who shall attend meetings of the Corporation. The Provost, Secretary and Treasurer shall attend meetings of the Prudential Committee."

The Provost shall be concerned primarily with education and with Faculty relations. He shall assist the President in matters affecting Faculties, Departments, Divisions, and Deans, and in coördinating the educational work of the various Schools, Departments, and Divisions in the University. He shall be an ex-officio member of all Faculties and Governing Boards and Chairman of the University Council.

The Secretary shall be concerned primarily with records and publications and with public relations. He shall assist the President in matters affecting the public and the Alumni, and shall care for the records, publications and official correspondence of the University.

The Treasurer shall be concerned primarily with finance and with business relations. He shall assist the President in matters affecting the material and financial interests of the University, and in the conduct of its business affairs.

The Dean of Students shall be concerned primarily with

morale and with student relations. He shall assist the President in matters affecting University student organizations, and shall aid the officers of the various Schools in maintaining the morale of the student body.

That the Corporation shall define through statute the duties of the Provost and Dean of Students, and the adjustment of work between these new officers and the present University officers.

4. CORPORATION COMMITTEES

THAT the Prudential Committee continue as the executive committee of the Corporation, but that provision be made that at least one member of the Committee shall retire each year and not be eligible for reelection before the lapse of a year.

That there be five standing committees of the Corporation, in addition to the Prudential Committee, of each of which the President shall be a member:

A Committee on Educational Policy, to consist of three elected members of the Corporation, with the Provost ex-officio.

A Committee on Finance, to consist of three elected members of the Corporation, with the Treasurer ex-officio.

A Committee on Honorary Degrees, to consist of five elected members of the Corporation, with the Provost and Secretary ex-officio, and Faculty representatives elected by the University Council.

A Committee on Architectural Plan, to consist of three elected members of the Corporation, with the Treasurer and the Dean of the School of the Fine Arts ex-officio.

A Committee on Grounds and Buildings, to consist of two elected members of the Corporation, with the Treasurer ex-officio.

Each of these five Committees may elect its own chairman, and may report directly either to the Corporation or to the Prudential Committee, as occasion may demand.

5. CORPORATION AND SHEFFIELD TRUSTEES

THAT the Corporation approve the steps recently taken by the Sheffield Trustees looking towards a closer coördination between the Trustees and the University Corporation, and urge

the Board of Trustees to take such further steps in the same direction as may be consistent with the terms of their trust.

6. UNIVERSITY APPOINTMENTS

THAT Professors of all grades be hereafter elected to chairs in Yale University and assigned by the Corporation to the School and Department that it may judge most appropriate; and that Instructors be appointed Instructors in Yale University and be annually assigned to the School or Schools which the Corporation may determine.

7. UNIVERSITY COUNCIL

THAT the University Council be reorganized so as to include the five general administrative officers of the University, the Librarian, a representative of the Museums, the Deans, the Chairman of the Entrance Committee and two representatives to be elected by each of the Divisions; and that in all matters where two or more Schools or Departments are concerned, the Council, subject to the approval of the Corporation, shall determine questions of educational policy.

That the University Council, subject to the approval of the Corporation, shall elect an Executive Committee including representatives of three groups: the General Administrative Officers of the University, the Deans of Schools, and the Divisions; and such other committees as may seem desirable.

8. GOVERNING BOARDS

THAT the Board of Permanent Officers of each of the Schools of the University, consist as at present of all the full Professors holding appointments therein. In the case of the Graduate School, however, the Executive Board shall be maintained as at present, with the provision that all Professors holding appointments in or assigned to the Graduate School be informed in advance by the Dean of all meetings of the Executive Board and of the business to be considered. Professors who are not members of the Executive Board shall have the right to take

part in its deliberations and to vote on nominations to the Corporation of Professors of all grades.

That provision may be made for part time Professors to be represented on a Governing Board in such a way as the Board may propose and the Corporation approve.

That each Governing Board shall continue to have the right, subject to the Corporation, to decide questions which concern the general policy of its School, and to nominate to the Corporation candidates for professorial positions of all grades whenever the Prudential Committee declares vacancies to exist.

That any Governing Board may elect an Executive Committee from members of its Faculty with such powers as the Board may propose and the Corporation approve.

That any member of a Governing Board shall have the privilege of presenting his views to the Corporation in matters affecting the welfare of the University.

9. FACULTIES

THAT the Faculty of each of the several Schools be constituted of all the officers holding appointments in or assigned to the School by the Corporation, including Professors of all grades and Instructors, and in addition the Chairmen of all Departments whose members teach in the School.

10. DEPARTMENTS AND DIVISIONS

THAT the Departments of Study shall be constituted as defined in B 16 below, and that affiliated Departments shall be grouped in Divisions, as provided in the vote of the Corporation of November, 1916.

11. DEANS

THAT the Dean of a School shall be elected by the Governing Board of the School, subject to the approval of the Corporation. Hereafter such appointments shall be for a term of years. The Dean shall be the executive officer of the School. He shall be Chairman of the Governing Board and of the Faculty, and shall represent the School in its dealings with other Schools.

and Institutions of the University and with the Departments, unless special conference committees are appointed. He shall exercise a general supervision over the affairs of the School. He shall see that the necessary business is brought before the Governing Board or Faculty at proper times, and that the Departments are informed regarding the teaching needs of the School. He shall take care that all regulations of the Corporation and all rules of the Governing Board or Faculty are faithfully carried out. He shall assist the Treasurer in the preparation of the budget of the School, and shall see that the expenses provided for in the budget are not exceeded without the consent of the Prudential Committee. He shall have authority to deal with the daily needs and emergencies of the School in all minor matters, and shall have the privilege of presenting his views in person to the Corporation as the official representative of his School.

11. ASSOCIATE PROFESSORS

THAT the Corporation request the University Council to consider and report on the advisability of establishing the new rank of "Associate Professor."

13. STUDENT COUNSELORS

THAT the Corporation approve the plan of having Student Counselors to assist the Deans of Schools in matters of discipline, and to cooperate with the Dean of Students in maintaining the morale of the student body. Counselors shall be elected by the Corporation on joint nomination of the Dean of Students and the Dean of the School concerned. They may hold positions on the teaching staff.

14. UNIVERSITY LABORATORIES

THAT University Laboratories and other University buildings be provided for subjects of study in which two or more Schools are jointly interested, and that each laboratory be in charge of a committee made up of the Professors and Assistant Professors of the Department or Departments concerned, with an

administrative head known as the Director, who may or may not be Chairman of a Department, but who shall be elected Director by the Corporation for a term of years on nomination of the President, after consultation with the Laboratory Committee. The Director shall prepare for the University Treasurer the annual budget of the Laboratory.

15. UNIVERSITY BUSINESS ADMINISTRATION

THAT the following recommendations regarding the reorganization of the business administration of the University, prepared after consultation with the University Treasurer, be adopted:

That all buildings and grounds belonging to the Yale Corporation be placed under the care and management of the University Treasurer.

That beginning with the next fiscal year the collection of all accounts due to the University or to any School thereof from students registered in any School of the University be made by the Treasurer of the University, or by the Bursar acting under his instructions, at such times and in such manner as may be ordered by the Prudential Committee.

That payment of all accounts for all Schools and Departments of the University be made by the Treasurer of the University after these have been approved for payment by the Deans concerned.

That the Treasurer furnish to each Dean at regular intervals statements of accounts so paid, balances, etc.

That all supplies which are to be paid for by the University for account of any of its Schools or Departments be ordered through the Bureau of Purchases and Stores of the Treasurer's Department, but that in the case of libraries, museums and laboratories the Treasurer may approve other arrangements.

That all repairs to buildings which are to be paid for by the University for account of any of its Schools or Departments be made by the University Service Bureaus, unless in the judgment of their General Manager and of the Treasurer it is more advantageous to arrange for such work by letting contracts outside.

That the accounting of the Library, the Service Bureaus, and all laboratories be centralized in the Treasurer's Office, under a system devised to furnish all such Departments with necessary information at stated intervals, without requiring the keeping of accounts by them.

That the University Treasurer be directed to offer to the Sheffield Trustees the facilities of his office in the collection of rentals and other charges due from students to the said Trustees, thus saving the latter unnecessary expense.

That all the facilities of the Service Bureaus of the University Treasurer's Office be offered to the Sheffield Trustees.

B. DEPARTMENTAL ORGANIZATION AND NOMINATIONS

16. ORGANIZATION OF UNIVERSITY DEPARTMENTS

THAT the following definitions of the functions of the Departments and their officers, based on the recommendations of the University Council, be adopted:

a. A Department shall include Professors of all grades and Instructors engaged in teaching or investigation in the same or closely related branches of study throughout the Schools of the University. In case of doubt the Corporation shall determine the departmental affiliation of a University officer.

b. It is a function of the Boards of Permanent Officers to formulate the requirements for the various degrees, and it is a function of the Departments to supply the necessary instruction. Each Department shall be responsible for the character of the latter.

c. Each Department shall have a Chairman, who shall be elected by the Corporation for a term of not over three years on nomination of the President, after consultation with the Professors of all grades of the Department. Professors of all grades shall be eligible to the office of Chairman. Each Department shall keep a record of its business.

d. Each Department, acting as a whole, shall plan its courses in accordance with the requirements of the different Schools, apportion the work among its members, and deal with the ordinary matters of organization and instruction.

e. The Chairman, as the presiding officer of a Department, shall call the meetings and present to the Department all questions that may be submitted by the Dean of the School or the Deans of the Schools in which the Department does its work. He shall report to the President on the conditions and needs of his Department. Together with the full Professors he shall be responsible to the President for the proper correlation of the work of the Department between the

Undergraduate and Graduate and Professional Schools, and be equally responsible to the Dean of each School in which the Department gives instruction for that portion of the instruction provided for the said School.

f. Questions of appointment or assignment of duties involving the relations of a Department to two or more Schools, which cannot be settled by the Chairman of the Department and the Deans concerned, shall be determined by the Prudential Committee.

g. Nothing in the powers delegated to Departments shall be construed as taking from the Boards of Permanent Officers the control which they have hitherto exercised over the courses of study prescribed for the various degrees.

17. GROUPING OF DEPARTMENTS AND DIVISIONS

THAT the University Council be requested to consider and report to the Corporation on the regrouping of Departments and Divisions so that every member of every Faculty of the University shall be included in both.

18. BUDGETS OF DEPARTMENTS

THAT a preliminary salary budget of each Department for the following University year be presented by its Chairman to the Treasurer not later than February 1, and that no appointments or promotions involving expenses outside of this preliminary budget be recommended to the Corporation until the Prudential Committee has specifically approved the added expense.

That the University Treasurer's Office apportion the charges for instruction between Schools as directed by the Prudential Committee, and that the payment of the regular University fees (including Laboratory fees) and School tuition charges shall entitle a student in good standing to attend all courses in the University which his Faculty approves, without adjustment between Schools for the salaries of members of the Faculty, except as provided above.

19. NOMINATION OF PROFESSORS

THAT nominations of Professors of all grades be made to the Corporation by the Board of Permanent Officers of a School

on recommendation of the Professors in the University Department concerned, acting with a standing committee on appointments of the School to consist of the Dean and two Professors to be elected by the Board of Permanent Officers.

20. NOMINATION OF INSTRUCTORS

THAT nominations for positions of Assistants and Instructors be made by the Professors of all grades of a University Department in which the officer is to give instruction or to conduct research, such nomination to be reported by its Chairman to the Prudential Committee, with the approval of the Dean or Deans concerned.

C. ORGANIZATION AND INTERRELATION OF THE SEVERAL SCHOOLS

21. THE SCHOOLS OF THE UNIVERSITY

THAT the different Schools of the University be continued for the present as follows: Yale College and the Sheffield Scientific School, with a Common Freshman Year; the Graduate School; the Schools of Religion, Medicine, Law, Forestry, Fine Arts, and Music.

22. THE UNDERGRADUATE SCHOOLS

THAT the following definition of the main purpose of the College and the Scientific School be approved:

- a. The College is the University's undergraduate School for non-professional study in the Liberal Arts and Sciences.
- b. The Sheffield Scientific School is the University's undergraduate School for professional study in Science and Engineering.

23. GRADUATE AND PROFESSIONAL SCHOOLS

THAT the University Council be requested to define the functions and spheres of the Graduate and Professional Schools, and to advise the Corporation as to the relation they should bear to each other and to undergraduate instruction.

24. THE INTERRELATION OF SCHOOLS

THAT the Schools of the University be so coordinated and interrelated that "the principle of interchange of courses and facilities" be applied to all the Schools to the fullest extent, so as to prevent unnecessary duplication of similar courses and to make it possible for any well-qualified student of one School to take any course approved by his Faculty in another School.

D. ENTRANCE EXAMINATIONS, COURSES AND DEGREES

25. JOINT ENTRANCE COMMITTEE AND COMMON ENTRANCE EXAMINATIONS

THAT the following recommendations of the Joint Conference Committee of the College and the Sheffield Scientific School be approved:

- a. That a joint entrance committee be established "composed of six members, three representing Yale College and three representing the Sheffield Scientific School, to . . . correlate more closely the requirements for admission with the work of the secondary schools, both public and private."
- b. "That Latin be removed from the list of required entrance subjects in the College and placed in the elective group."^a
- c. "That Advanced Algebra, Solid Geometry, and Trigonometry be removed from the list of required entrance examination subjects for the Sheffield Scientific School and placed in the elective group."
- d. "That in the routine work of admitting candidates to their respective Schools, separate committees should, as at present, handle all matters pertaining thereto" until the Common Freshman Year goes into effect.

That the Chairman of the Joint Entrance Committee be elected by the Corporation on nomination of the President, after conference with the Deans concerned. The Provost shall be an ex-officio member.

^a See page 31.

26. COMMON UNDERGRADUATE FRESHMAN YEAR

THAT the plan of a Common Undergraduate Freshman Year with a Freshman Dean and Faculty be approved, and that arrangements be made to carry it into effect in the fall of 1920.

That in the meantime both undergraduate Faculties consider the possibility of such readjustment of Freshman courses as will facilitate the transfer of students from one School to the other at the beginning of Sophomore year.

That the President appoint a committee, including the Dean and Director and representatives from the College and Scientific School Faculties, to report to the Corporation regarding the organization and studies of Freshman year.

27. COLLEGE DEGREES

THAT provision be made for giving a degree to well-qualified students in College without Latin, and that the Board of Permanent Officers of the College be requested to report to the Corporation by April 4 whether in its judgment this degree should be the B.A. or some other degree.*

That, except for students taking the combined College-Medical School course, the "Humanities" normally constitute the major portion of the total work of students in the College.

28. SCIENTIFIC SCHOOL DEGREE

THAT the degree of Bachelor of Science be awarded to students in the Sheffield Scientific School who have satisfactorily completed a four years' course with the major portion of their total work in approved courses in the "Physical, Mathematical and Natural Sciences"; and that the Governing Board of the School be requested to report on the date when this recommendation shall go into effect.

29. GRADUATE SCHOOL DEGREES

THAT the degree of Doctor of Philosophy, the higher Engineering degrees, the degrees of Master of Arts and Master of Science, and the degrees or certificates in Public Health be

* See page 31.

conferred on recommendation of the Faculty of the Graduate School.

30. PROFESSIONAL SCHOOL DEGREES

THAT the University Council be requested to report on such changes as it may think desirable in the degrees conferred for work in the Professional Schools of the University, and that pending the receipt of this report and action upon it by the Corporation, the University continue to confer degrees as at present.

31. GROUP COURSES IN COLLEGE

THAT the principle of group courses be approved, and that the College Faculty be requested, after conference with representatives of other Faculties concerned, to formulate alternative groups of courses of study covering a considerable part of the work of Sophomore, Junior and Senior years, and designed to meet the needs of men planning to enter various professions and callings, with provision for an increased freedom in choice of studies for men of high scholarship.

That among these groups there be provided a course of study in Political and Social Science which shall concentrate attention upon those problems which are of chief contemporary importance and which may serve as an introduction to Law, Journalism, Business or Public Life.

32. COURSES IN AMERICAN HISTORY AND GOVERNMENT

THAT the College and Scientific School Faculties be requested to provide required courses in American History and Government for all undergraduate students who cannot give satisfactory evidence of adequate knowledge of these subjects.

33. COURSES IN BUSINESS

THAT no complete "Business Course" be given either in the College or in the Sheffield Scientific School; but that suitable facilities for the study of business principles and methods be offered upperclassmen in both undergraduate Schools.

That, when satisfactory arrangements can be made, the

Graduate School be authorized, if approved by the Executive Board, to offer the degree of M.A. for advanced study in Business Administration.

That the President be requested to confer with the Sheffield Trustees regarding the funds in their keeping for the study of Business Administration, with a view to finding some method of conserving the use of the income of these funds which may be satisfactory to their donors and to the Sheffield Trustees.

34. GRADUATE COURSES IN ENGINEERING

THAT the engineering section of the Graduate School be strengthened, so that engineers may ultimately receive the same thorough pre-professional training as members of the other leading professions.

E. GENERAL UNIVERSITY POLICY

35. UNIVERSITY REGISTRATION

THAT every student entering the University be required to fill out a University registration card and to furnish a bond in such forms as the Corporation may direct.

36. UNIVERSITY YEAR

THAT the University Council be requested to consider the advisability of lengthening the University year, and of holding additional "Summer Sessions" for the Graduate and Professional Schools.

37. UNIVERSITY HEALTH

THAT more attention be given to public and private hygiene throughout the University, and that the Corporation consider the advisability of requiring the physical examination of students at stated intervals.

38. UNIVERSITY TEACHING

THAT Departments and Boards of Permanent Officers be requested to give special consideration in future appointments

to those qualities which make a member of the Faculty a strong teacher and an inspiring force in the life of the University community.

39. UNIVERSITY RESEARCH

THAT every effort be made to encourage productive scholarship at the University, and that Directors of Laboratories, Chairmen of Departments and the Professors concerned give special care to the selection of significant subjects for research.

40. UNIVERSITY SALARIES

THAT nothing is of more fundamental importance for the welfare of the University and its future development than an immediate and substantial increase in salaries.

That the increases in salaries already announced and those under consideration be regarded as only the initial step in a general policy to bring about, as soon as additional income can be secured, further increases in the remuneration of those members of the Faculty who have consistently rendered the most efficient, intelligent and inspiring service.

41. UNIVERSITY NEEDS AND OPPORTUNITIES

THAT as an aid to the Corporation in determining the future educational policy of the University, the various University Departments of Study be requested to report on the following questions:

- a. What is the budget of your Department for the present year, and the estimate for the coming year?
- b. What are the special needs of your Department for its full development in teaching and research?
- c. What contribution is your Department making, and what additional contribution ought it to make, to the University as a whole?
- d. What contribution is your Department making, and what contribution ought it to make, to the work of the community and the nation?
- e. What are the opportunities for cooperation with the other Departments of your Division that promise important results?

In conclusion your Committee desires to express its appreciation of the coöperative attitude of the officers of the University and of its various Faculties who have appeared before it in person or by letter, as well as of the members of the Alumni Committee on University Plan. While we have found, as was natural with strong men with sincere convictions, honest differences of opinion as to the best methods to be followed, we have found also a readiness to submit individual preferences to the common good, and a determination to accept loyally whatever conclusions shall finally approve themselves to the Corporation as for the best advantage of the University as a whole. In this spirit of coöperation, with its promise of a united and unselfish attack upon the administrative and educational problems which remain to be solved, we find the largest promise for the future. The time was never more auspicious for a forward movement in the life of the University. We venture to hope that if the recommendations of this report are adopted by the Corporation, and if they are carried out with energy and enthusiasm by the officers of the University and the Faculties concerned, the University as a whole, as well as each of its constituent Schools, will be placed in a position to render a larger service to the cause of education to which its founders committed it.

Respectfully submitted,

WILLIAM ADAMS BROWN
HENRY B. SARGENT
ALFRED L. RIPLEY

} *Committee.*

ANSON PHELPS STOKES, *Secretary.*

New Haven, Conn.,
March 15, 1919.

SUPPLEMENTARY NOTE

The Prudential Committee of the Yale Corporation, at its meetings on April 5 and May 3, 1919, adopted the following recommendations of the Board of Permanent Officers of Yale College, concurred in by the Committee on Educational Policy of the Corporation, with reference to procedure under recommendations 25 and 27 above:

"That Latin be continued as a requirement of candidates for the B.A. degree (Latin being understood to mean the Latin of the present entrance requirements of Yale College, or its equivalent in Latin courses).

"That the degree of Ph.B. be awarded to those candidates for the Bachelor's degree in Yale College who have passed the necessary courses without taking the Latin required of the candidates for the B.A. degree.

"That students who are admitted without Latin may receive the B.A. degree by passing the entrance examinations in the Latin requirements for entrance and by fulfilling all the curriculum requirements for the B.A. degree.

"That no provision be now made for the teaching of the Latin of the entrance requirements in the curriculum of Yale College.

"To accept two or more years of Latin for entrance from candidates for the Ph.B. degree."