

SECTION 5 - M. M. CHAMBERS AND ILLINOIS STATE UNIVERSITY

Dr. Chambers returned to higher education after spending seven years managing the Chambers' family farm near Mt. Vernon, Ohio. During the initial half of the 20th Century, M. M. Chambers worked at Purdue, Oregon State University, the University of North Dakota, the Brookings Institution, and the American Council on Education. Beginning in 1958 with a call from Algo Henderson inviting Dr. Chambers to the newly formed Center for the Study of Higher Education at the University of Michigan, he spent four years at Michigan, one year in East Lansing directing a state higher education organization, five years at Indiana University as a Professor of Higher Education, and then seventeen years at Illinois State University as Professor of Educational Administration and Editor of GRAPEVINE.

In my view, Illinois State University held a special place in M. M. Chambers' life despite his frequent pronouncements about bureaucracy, inefficiency, and institutional policies which inhibited, rather than facilitated, students moving ahead with their education. These pronouncements were given more as a commentary about how things should be rather than as any specific criticism of Illinois State University. Five years before he came to Illinois State, Dr. Chambers remarked:

To me it also seems fortunate that most of the normal schools, apparently established on the strange theory that the education of school teachers had no place in a university, have become 'state colleges' with divisions of arts and sciences, business, home economics, etc., and with some departments offering masters' degrees. I am not too shocked to observe that several of them are called 'universities' and some are now or will soon be offering a few doctoral degrees (Letter to President Hancher, March, 1964).

M. M. Chambers was enthusiastic about relocating from Indiana to Illinois State, as indicated below:

One of my pet enthusiasms is for the type of developing multi-purpose state university that has exploded the chrysalis of the teachers college, with all its implicit limitations, and is swiftly becoming a real comprehensive and cosmopolitan university. Illinois State seems to me to be one of the very best examples of that type (Letter to Richard Bond, June, 1967).



ILLINOIS STATE UNIVERSITY
NORMAL, ILLINOIS 61761

DEPARTMENT OF EDUCATION AND PSYCHOLOGY

July 20, 1966

Dr. M.M. Chambers
Indiana University
Bloomington, Indiana

Dear Dr. Chambers:

I am trying to get some information relative to the organization of higher education in some of the mid-western states. Indiana has been selected as one of the states. Do you have any publications relative to the organization of higher education in your state? If not, perhaps you could tell me somewhat in detail how it is organized.

I am especially concerned with the relationships existing between your Universities, state colleges, and public junior colleges. I am aware of the fact that your state has not done much with the public junior colleges, but perhaps you could tell me what is being planned for this institution in your state. I will appreciate any information you can furnish me.

Sincerely yours,

E.A. Lichty
Professor of Education

EAL/js

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

July 25, 1966

Dear Professor Lichty :

In response to your inquiry of July 20, one might say Indiana is one of several states which have no formal or statutory centralized organization of higher education at the state level; yet Indiana has one of the most effectively coordinated statewide systems to be found anywhere, because of the very close voluntary cooperation among its four state universities.

Under separate cover I am sending you a complimentary copy of my 1965 booklet, Freedom and Repression in Higher Education, which contains a very brief description of Indiana on pages 25-30, and some sketches of other states which may be of interest to you.


My 1961 booklet, Voluntary Statewide Coordination in Public Higher Education (1961, University of Michigan) is out of print and I can't send you a copy, but possibly you can find one in your university library or president's office. If so, it contains a chapter which carries a somewhat longer and more technical description of Indiana's system.

Indiana has four state universities, each with its own board of trustees, and no statewide central board. For about 15 years the four universities have worked continuously on comparable unit cost studies, and have presented to the governor and his director of administration and finance (budget director) a combined biennial request for appropriations of state tax funds, signed jointly by the four presidents. There has been and is, I think, an unusually high degree of public confidence in the fiscal management of the universities and in their general excellence.

Besides the four universities, there are some 12 regional campuses, about 7 of which appertain to Indiana U, and five to Purdue. In two instances both universities have a regional campus in the same city. At Fort Wayne the two operated for several years in close physical proximity, and last Fall a large new buildy located on a spacious campus was dedicated to house both of them under the same roof. The land and building were provided with locally-raised funds, at no tax cost to the state. The boards of trustees of Indiana U and of Purdue have a joint committee on the development of regional campuses. The regional campuses in therre or four of the larger cities are just about now in process of becoming four-year institutions, because the local demand justifies it and akes it imperative.

Of course there is a great deal more to be told, but I'm afaraid I do not have time to write a dissertation for you. If you would care to visit me , or other informed persons on this campus or at Purdue or any of the othercampuses, I would be glad to welcome you and try to give you the picture in more detail.

Sincerely yours,



INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

August 31, 1966

The Business Office
Illinois State University
Normal, Illinois 61761

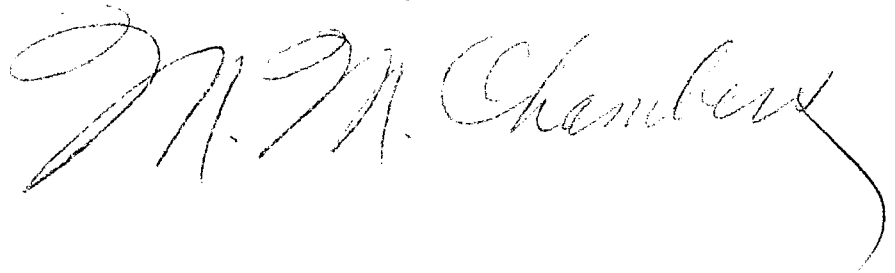
Gentlemen :

Today I am accepting, as offered in a letter of August 23 from Dean of the Faculty Claude M. Dillinger, a temporary part-time appointment which calls for my presence on your campus one week of each month during the ensuing academic year.

Dean Dillinger advises me that I should sign the loyalty affidavit, and complete an employee's withholding exemption certificate in the Business Office "immediately upon coming to the campus."

My first week on your campus will be September 26-30. If satisfactory, I will appear at your office September 26 to sign the documents. You may prefer, however, to mail me the documents and allow me to sign them (and notarize them if necessary) and return them to you by mail. Either method is satisfactory to me.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "J. M. Chambers". The signature is written in dark ink and is positioned below the typed text of the letter.

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

August 31, 1966

Acting Dean Philip Peak
School of Education
Indiana University

Dear Dean Peak :

With the knowledge and approval of President Elvis J. Stahr, I have accepted an arrangement at Illinois State University which will take me away from the Indiana University campus one week of each month: September 26-30; October 17-21; October 31-November 4; December 5-9; January 9-13; February 13-17; March 13-17; April 10-14; and May 15-19.

Here on the IU campus I am scheduled to teach C 670 on Thursdays at 2:30 to 4:10. I will be able to be present at the first meeting of that class on September 22, and others except the five which fall within the periods noted in the foregoing paragraph.

It may be possible to make up for the one meeting each month by simply extending the period from 4:10 to 4:50, if that can be done without inconvenience to any student; but if not, it would be possible, I am sure, to find on the campus a competent and willing substitute for me for each of the meetings I will miss. If it meets with your approval, I will take full responsibility for seeing that the course and the class are properly conducted.

On most days except those indicated above, I will be at work on this campus, usually in my office in Education 328 B, and available to students at any time during the day, either informally or by appointment. Do these arrangements seem satisfactory to you?

Sincerely yours,



M. M. Chambers

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

August 31, 1966

Dr. Claude M. Dillinger, Dean of the Faculty
Illinois State University
Normal, Illinois 61761

Dear Dean Dillinger :

In response to your letter of August 23,
I am happy to accept the proffered appointment, on the terms
and conditions set forth therein.

I look forward to a most pleasant and
mutually valuable experience on your campus one week each month,
beginning with the week of September 26-30.

I shall follow your suggestion regarding
the loyalty affidavit and the withholding exemption certificate.

Sincerely yours,

M. H. Chambers

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

September 15, 1966

Acting Dean Henry J. Hermanowicz
College of Education
Illinois State University
Normal, Illinois 61761

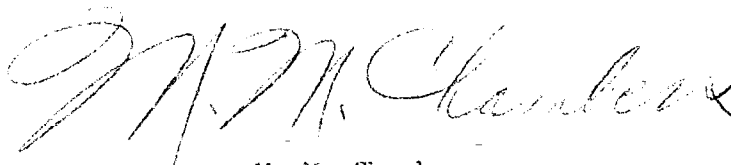
Dear Dean Hermanowicz :

Thank you for your hospitable memo of September 2,
letting me know I am to be in the Administration Center, 406 Mulberry.

Monday morning, September 26, I plan to come
to Schroeder 406 for a key card which will enable me to pick up a key
as instructed.

I look forward with pleasure toward being with
your advanced graduate students and professors one week in each month.
I will try to fulfill as best I can all requests that may be made of me
and all assignments that may be scheduled for me during those periods.

Sincerely yours,



M. M. Chambers

September 13, 1966

Department of Educational Administration

Dr. M. M. Chambers
Education Building
Indiana University
Bloomington, Indiana

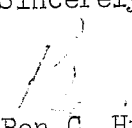
Dear Dr. Chambers:

I am extremely pleased that you are going to be working with us part-time during the coming year. With your permission, I will attempt to set up a schedule for the week of September 26-30, which will orient you to our educational administration personnel and will give you some insight into the student research which is being done.

While you are on campus that week, I will schedule considerable time for me to discuss our total program with you. On the occasion of your first week here, we will discuss in detail the kinds of schedules which you would like to follow in future weeks with us.

I have arranged for you to occupy the office which I identified as my former office when you were here, at least during the months prior to the election here in the state when we will know whether or not Dr. Prince will return to us. If there is any information which I can furnish to you, please let me know.

Sincerely,


Ben C. Hubbard
Acting Head
Department of Educational Administration

BCH:gt

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

September 15, 1966

Dr. Charles W. Edwards, Acting Head
Department of Education and Psychology
Illinois State University
Normal, Illinois 61761

Dear Dr. Edwards :

Looking forward toward spending the week of September 26-30 at your University, it occurs to me I would like to ask one small favor, unless it should turn out to be inconvenient for you. I would like to request that in or near my office, if possible, a telephone with an amplifier be installed. This is usually an instrument like any other telephone except that there is a small rotary button on the handset, with which one can turn up the volume. I believe such instruments are generally available at a very nominal extra rental (perhaps \$1.50 a month or thereabouts).

While I do not anticipate initiating any long-distance calls, I do expect to receive one occasionally from persons who want to ask me for information of the type I keep abreast of, and also occasionally from persons who want me for speaking engagements or consulting services. I have found that with the simple type of amplified phone I never have the slightest difficulty in coast-to-coast conversations, but without it there is sometimes some annoyance.

If the department head under whom I am to work will schedule all or several of the various duties it is desired that I perform during the week of September 26-30, and send me a copy of the schedule a few days in advance, this might be of some value by enabling me to bring along with me some pertinent materials. This is probably desirable, though by no means absolutely necessary.

Sincerely yours,



M. M. Chambers

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812
TEL. NO.

September 16, 1966

Professor Ben C. Hubbard, Acting Head
Department of School Administration
Illinois State University
Normal, Illinois 61761

Dear Professor Hubbard :

Thank you for your hospitable letter of September 13. I am glad you will schedule my activities for the week of September 26-30.

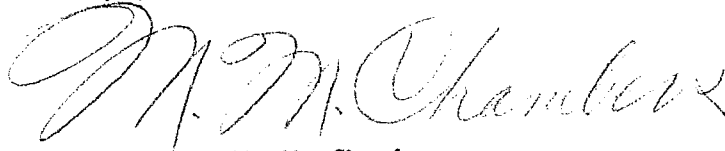
I will be happy to plunge right into any seminars or colloquia, for advanced students or staff members, which you may set up for me. Currently I will be offering a course here for advanced graduate students on Financing Higher Education.

As I believe you know, I keep quite well up to date on the Legal Aspects of Higher Education. In fact, I am just now completing a 200-page book on the cases of the past four years.

In the field of elementary and secondary educational administration, probably my forte would be in national, state, and city school administration and financing, and such other aspects of the field as are most closely related to government and public administration. I think I will enjoy working individually with some of your doctoral candidates, as well as conferring with your staff members.

Do not hesitate to give me plenty to do during my week with you. As you say, after we have had some chance to confer, I will have a better notion of what is desired. Anything I have mentioned above is only very tentative, for the reason that I am not yet well informed of your wishes. I am confident that I can adapt to your needs, and I look forward with pleasure toward the week of September 26-30.

Sincerely yours,



M. M. Chambers

ILLINOIS STATE UNIVERSITY NORMAL, ILLINOIS 61761

VICE PRESIDENT FOR ACADEMIC AFFAIRS
DEAN OF THE FACULTY

May 31, 1967

Dr. M. M. Chambers
College of Education
Indiana University
Bloomington, Indiana

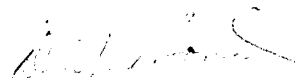
Dear Dr. Chambers:

In addition to the comments of Dr. Prince, I would like to add both the plaudits of Illinois State University as well as my own personal comments about your service here this year. You are just exactly the kind of person whom we were looking for last summer, who had sufficient experience that he could "look over the shoulder" of our new Department of Educational Administration to see that our Doctoral work was meeting generally accepted standards. You have not only done this well professionally, as we knew you would, but you have endeared yourself to our department for the way in which it was done. We can only say a very hearty "thank you" for all you have done for us.

We do hope that you will keep in touch with us for we feel that you are one of us, having committed so much of yourself to the development of this new program.

With warm personal regards, I am,

Cordially yours,



Richard R. Bond

RRB:pw

cc: Dr. Elvis J. Stahr, President, Indiana University
Dr. Helen Marshall, Author, Eleventh Decade
Dr. Donald Prince

INDIANA UNIVERSITY

School of Education

EDUCATION BUILDING

BLOOMINGTON, INDIANA 47401

AREA CODE 812

TEL. NO.

June 6, 1967

Dr. Richard R. Bond
Vice President for Academic Affairs
and Dean of the Faculties
Illinois State University
Normal, Illinois 61761

Dear Dr. Bond :

Your kind letter of May 31 is an item which
I prize very highly.

My intermittent sojourns at Illinois State
during the past academic year comprised a very pleasant
experience throughout.

My admiration for the students and professors
in the Department of Educational Administration is very high;
and the same is true of my appraisal of the entire university,
to the limited extent that I could gain informal impressions.

One of my pet enthusiasms is for the type of
developing multi-purpose state university that has exploded
the chrysalis of the teachers college, with all its implicit
limitations, and is swiftly becoming a real comprehensive and
cosmopolitan university. Illinois State seems to me to be
one of the very best examples of that type.

Sincerely yours,



M. M. Chambers

DUNN, DUNN, BRADY, GOEBEL, ULBRICH & HAYES

RICHARD F. DUNN (1888-1963)
RICHARD T. DUNN
FRANK M. BRADY
WILLIAM M. GOEBEL
LOUIS F. ULBRICH
MERRICK C. HAYES
JOHN L. MOREL
ROBERT S. DUNN

ATTORNEYS AT LAW
600 PEOPLES BANK BLDG.
P. O. BOX 476

AREA CODE 309
TELEPHONE 828-6241

BLOOMINGTON, ILLINOIS 61701

22 January 1968

Dr. M. M. Chambers
Indiana University
School of Education
Education Building
Bloomington, Indiana

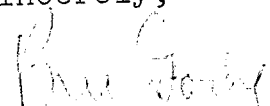
Dear Dr. Chambers:

Two new books -- "The Colleges and the Courts Since 1950" and also the 1962-1966 volume are resting behind me on my book shelf. They serve to remind me that we have not communicated recently, and your last letter back in July indicated that you were deeply preoccupied with the completion of a new book on financing higher education. I wonder if you have completed this work by now. If so, I would be very interested in seeing it because we are now entering an era with Illinois Wesleyan where finances are going to be crucial.

These books of yours also serve to remind me that it is now 1968 and we have had some discourse about the possibility of collaboration on a continuing basis keeping these splendid works up to date. My review of the correspondence indicates you have maintained an arms-length of this proposition, however, I hope your arm is either getting tired or shorter.

I hope that you had a pleasant holiday season and are approaching the challenges of 1968 with the same amount of vigor that you have had heretofore.

Sincerely,


WMG/b



motor lodge

Indiana Univ. Southeast
Jeffersville, Ind 47130
3 April 71

Dear M.M.

I am writing a report for the Illinois Board of Higher Education concerning a proposal that a new, full size university be established at the site of the National Accelerator Laboratory. My committee wants to encourage the State of Illinois to carry its proportionate burden in the field of higher education. A draft of this system reads as follows: "... in the field of publicly sponsored education Illinois historically has been an exporter of students and has devoted what the Committee feels is a comparatively modest proportion of its per capita resources in support of its existing institutions, while the absolute magnitude of its expenditures for higher education has been large, by comparative standards the financial burden borne by its people has not been excessive." Is this reasonably accurate? I would much appreciate your telling me whether the data show that Ill. is high or low in per capita expenditures.

This note is written from Kokomo, where I am attending a tenure committee meeting for Regional Campuses. I drove down from Chicago, + after the meeting tomorrow I will go on home to New Albany. Last night I had a delightful dinner with Don + Claire Prince in Chicago. I like Don.

Things are going very well for us this year, as I hope they
are for you. We miss our many friends in Normal, but are
making new ones in Southern Indiana. Please give my
greetings to your colleagues and accept my heartfelt
thanks for your help.

Sincerely,

Sam Braden

ILLINOIS STATE UNIVERSITY / NORMAL, ILLINOIS 61761

DEPARTMENT OF EDUCATIONAL ADMINISTRATION
Fruin Office Building
300 North Street
Telephone 309/438-2549

April 6, 1971

Dear Dr. Braden :

It is good to have your note of April 3,
written from Kokomo.

I believe the statement you quote can be said
to be "reasonably" correct. For example I quote briefly from
page 124 of my 1970 book, Higher Education in the Fifty States:

"In state tax appropriations for annual operating
expenses of higher education in 1968, the position of Illinois among
the states can be glimpsed from three simple measures:

(1) by magnitude of the total appropriations,
Illinois ranked third (after California and New York);

(2) by average state tax cost per citizen, it
ranked twenty-first, with \$27.58; and

(3) by ratio of state tax cost to total personal
income, it ranked thirty-eighth (with state tax cost only 0.69 per
cent of total personal income."

The bite into personal income was less than it
was in three-fourths of the other states. Illinois has been doing
moderately well in state tax support of higher education, but without
question it has the resources to enable it to do much better.

I am an expansionist in public higher education,
and I can easily become enthusiastic about a new full-scale uni-
versity at the site of the National Accelerator Laboratory. In my
opinion, it is practically impossible to provide enough higher
education facilities soon enough in a huge megalopolis such as the
Chicago area.

Enclosed are a couple of tabulations which will
amplify a bit what I have said above. I hope this is useful to you.

All good wishes,

ILLINOIS STATE UNIVERSITY
FOUNDED IN 1857
BLOOMINGTON-NORMAL 61761

PRESIDENT

March 25, 1974

Professor Merritt M. Chambers
Department of Educational Administration
Illinois State University

Dear Professor Chambers:

Thank you for providing us with a copy of your newest book,
Higher Education and State Governments, 1970-1975.

We very much appreciate the invaluable contribution which
you are making to Illinois State University and its program
in Educational Administration.

Cordially,



Gene A. Budig

aj

ILLINOIS STATE UNIVERSITY
FOUNDED IN 1857
BLOOMINGTON-NORMAL 61761

DEPARTMENT OF EDUCATIONAL ADMINISTRATION
331 DeGarmo Hall

Telephone: 309/438-3636

August 20, 1974

Dr. M. M. Chambers, Professor
Department of Educational Administration
Illinois State University
Normal, Illinois 61761

Dear Dr. Chambers:

During the years since you first came to us and particularly since you have been a permanent member of our faculty, you have served to make my task as the department chairman easier. I have depended on your counsel and have appreciated your great contributions both to students and in the way that you have brought national visibility to our program.

I want to formally thank you for these and particularly to thank you for the many ways that you have moved to make my task easier as the department chairman. Another thing I shall always look back to is the privilege of having worked with you while serving as the department chairman. I look forward to working closer with you as a colleague in the years ahead. Thank you for all of the things which you have done to make serving as the chairman of this department more pleasant.

Sincerely,



Ben C. Hubbard, University Professor
Educational Administration

BCH:de

ILLINOIS STATE UNIVERSITY
FOUNDED IN 1857
BLOOMINGTON-NORMAL 61761

DEPARTMENT OF EDUCATIONAL ADMINISTRATION
331 DeGarmo Hall

Telephone: 309/438-3636

August 26, 1974

Dr. Ben C. Hubbard, University Professor
of Educational Administration
Illinois State University
Normal, Illinois 61761

Dear Dr. Hubbard :

I prize very highly your generous note dated August 20. It is more than I deserve.

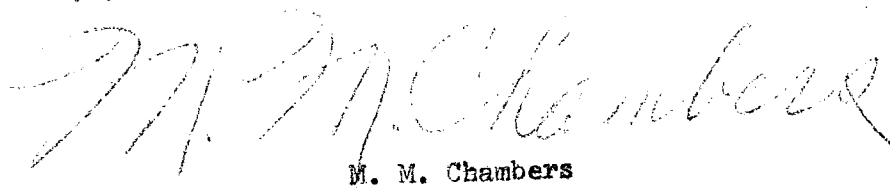
I am happy about your well-merited promotion, and glad to see you at least partly relieved of the constant pressures that are inseparable from the chairmanship. I am also satisfied with the choice of your successor, which could easily have gone wrong.

As you are probably already aware, my gratitude is everlasting for the numerous acts of encouragement and help you have given me since my first part-time service here in 1966-67 and since the beginning of full-time work in 1969.

If I am to continue with potential unimpaired for a few years, no plan seems more desirable than to continue here.

All good wishes,

Sincerely yours,



M. M. Chambers

MEMORANDUM

TO: Dr. M. M. Chambers

FROM: Clayton Thomas, Chairman *Clayton*
Department of Educational Administration

DATE: November 14, 1975

Upon seeing the November 10, 1975 issue of The Chronicle of Higher Education, I find myself once again impressed with the quantity and quality of the work which you do. Illinois State University and the Department of Educational Administration are indeed fortunate to have your services. It is so easy for each of us to accept your work as granted because you do it so consistently and in such an unobtrusive way. Although I occasionally fall into this trap, I do want you to know that I frequently stand in awe of the tremendous amount that you accomplish in your work as a teacher and researcher.

CT:de

Illinois State University

Department of Art

October 29, 1976

DR. MERRITT M. CHAMBERS
Educational Administration

Thank you for the copy of your new book - Keep Higher Education Moving. I had, for the first time since I received it last week, a few minutes in a quiet office to open it, read your preface, scan the book, and realized it is one I wish to spend more time with. It is the kind of book I would like to do in a few years. I have many papers and articles I have written that I would like to see in book form. You might be able to help me with this sometime.

I am also enclosing copies of our last three papers.



Fred V. Mills, Chairman
Department of Art

FVM/fh

enc:

Illinois State University

Department of Educational Administration

TO: Dr. M. M. Chambers
FROM: Ben Hubbard *Ben*
SUBJECT: Your Newest Book, "Keep Higher Education Moving"
DATE: October 26, 1976

One of the things that I have appreciated about your work is that you have always been willing to share it with those of us who serve on the faculty. My one real contact with higher education is my association with you and Dr. McCarthy and the reading of that which you print. I shall look forward to the new book and to understanding your concepts included in it. I simply wanted to say to you again how much I appreciate you and am appreciative of the fact that you include me among those who receive copies of the work which you do. I am proud to have you as a fellow faculty member and am delighted to be a part of a faculty where you and your contributions add so much to our existence.

BCH:cb

Illinois State University

President

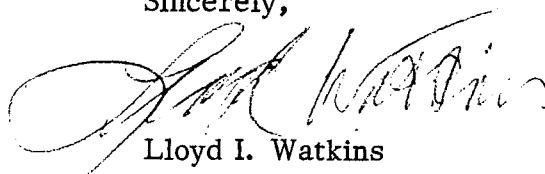
August 8, 1977

Professor M. M. Chambers
Department of Educational
Administration
Illinois State University

Dear Professor Chambers:

Just a note to let you know how much I have enjoyed reading your publication, Grapevine, over the years. It is a pleasure to have you associated with Illinois State University, and I look forward to meeting you in the near future.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lloyd I. Watkins".

Lloyd I. Watkins
President

aj

Illinois State University

President

November 28, 1977

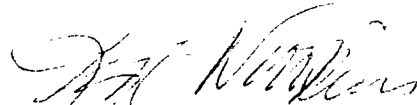
Dr. M. M. Chambers
Department of Educational
Administration
Illinois State University

Dear Dr. Chambers:

Mr. Godfrey has informed me of the editorial comments by the Chicago Tribune and the Times Higher Education Supplement of London, England, on your annual fifty-state summary of state appropriations for higher education. This is a very fine tribute to your work, and I want to emphasize what a credit you are to Illinois State University.

Best wishes for continued success in your future endeavors.

Sincerely,



Lloyd I. Watkins
President

aj

Normal-Bloomington, Illinois
Phone: 309/438-2211

Hovey 308
Normal, Illinois 61761

Illinois State University

President

December 11, 1979

Professor M. M. Chambers
Department of Educational
Administration and Foundations
Illinois State University

Dear Professor Chambers:

Just a note to compliment you on your fine analysis of appropriations for 1979 and 1980 recently published by the NASULGC. I, of course, follow your studies very closely and find them of great benefit to me.

Sincerely,



Lloyd I. Watkins
President

aj

Illinois State University

Vice President for Business and Finance

April 10, 1981

Dr. M. M. Chambers
Professor of Educational Administration
Illinois State University

Dear Dr. Chambers:

I appreciated very much the information pertaining to the five most populous states which you included in your April, 1981 issue of Grapevine.

As an administrator in the public sector in Illinois, the information is particularly informative and helpful in dealing with various internal and external constituencies.

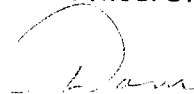
I want to thank you for the great service that you provide for American higher education with your Grapevine publication. I know that thousands of people across the country and in other nations as well rely upon your data and narrative as important factors in their educational decision making.

I also want to commend you for the variety of scholarly publications and educational data which you provide for a number of publications and agencies. Your wisdom, sage advice, and timely data are a valuable resource for many of us. I was pleased to see the Chronicle of Higher Education give you much overdue credit for your work in the field of Higher Education in one of its issues earlier this year.

We are pleased and proud to have you associated with Illinois State University. I consider it a special honor to have had you as a member of my doctoral dissertation committee at Indiana University.

Best wishes for good health and continued success in the future.

Sincerely,



David A. Strand

DAS:bk

M. N. Chambers
Professor, Educational Administration

March 28, 1984

TO: President, Illinois State University

It is a pleasure to respond briefly to your memo of March 14.

A university must accept diversity in the views pressed upon it, and they will change as time passes. ISU may become increasingly more than a residential institution, and have more and more commuting students and classes off-campus while maintaining and increasing its resident enrollment. Increasing numbers of women, Blacks, other ethnic and national minorities, and persons above the conventional college age, and financially deprived persons may increase enrollments.

Historically the single-purpose normal schools served a necessary purpose in their day, but now the name "normal" has disappeared from the national map. Many of them have become multi-purpose state universities. There is very widespread recognition that teachers should have their education in the cosmopolitan atmosphere of universities, not in a narrow exclusive enclave. Additional public universities will be needed as universal higher education is approached.

"University" connotes an academic community intended to be permanent in the sense of centuries or millenia; comprehensive in the sense that it may include all fields of instruction and research; and cosmopolitan in the sense that it welcomes as students and teachers, in addition to its own locals and nationals, qualified persons from any part of the world;- any race, any sex, any religion, any politics. "No university can be all things to all people"; true, but there is an obligation to think repeatedly about the range of opportunities of service open to ISU now and in its future ambience.

Broadly, ISU is regarded as a well-advanced multi-purpose university, with an outstanding history of excellence in education, and desirous of continuing and augmenting that repute. To define its ethos in greater detail is difficult, especially while preserving brevity, clarity, and inspirational quality; but progress in that direction can bolster institutional morale, and stimulate internal upgrading and external enthusiasm and support.

Among the motives for creating new and additional functions and programs for state universities are self-aggrandizement--individual and institutional--but there is a growing recognition that the main object is the betterment of all the people.

Great reluctance in considering heavy reduction or elimination of programs because of transient slowdowns in enrollment should be exercised, because such losses, if they turn out to be excessive in the future, are likely to be more difficult and expensive to replace or repair than they were to build up in a decade or longer period.

It may be best in the long run to allow the university's total mission to expand when possible, rather than to concentrate on a presumption of immobility or inevitable decline.

Illinois State University

President

TO: ISU Faculty and Staff

FROM: Lloyd Watkins



DATE: March 14, 1984

Recently the abbreviated version of the 1984-89 I.S.U. Academic Plan was sent to you. The Academic Plan is an important document at our University, and is thoroughly reviewed by the Academic Senate before it is approved by me and distributed. I hope that by now you have had an opportunity to study the abbreviated version.

The basic purposes of the Academic Plan are to set forth missions and goals, and to articulate the means by which those missions and goals are to be realized. The Plan moves from very general statements about the missions of the University and its colleges to very specific program review recommendations. This year the program review recommendations of the departments comprising the College of Arts and Sciences are featured. You will note that concerns vary from department to department, although recommendations concerning maintaining enrollments, revitalizing curricula, and increasing incentives for research and scholarship through changes in the ASPT system are mentioned with frequency. This diversity of concerns within one college is indicative of the pluralism characteristic of a large, multi-purpose university. As you read the mission statements developed by our colleges, you again will encounter diversity.

Despite this, many on the faculty and the staff believe that I.S.U. would benefit by developing a more defined concept of its own ethos or essential character, and of its future directions. I confess that I yearn to articulate a succinct statement of our essential nature, and that I have been frustrated by the static condition of Illinois higher education in recent years, created by a long period of economic recession. Perhaps you can help as we try to define our mission and articulate our future more precisely. Before I ask for your help, however, allow me to enumerate some factors which I believe must be considered.

First, our location, while a good one for maintaining enrollments, has been used as an excuse for limiting our initiatives. We are very close to the University of Illinois, the "flagship" university in the state system, and we also are located near several private institutions, some of which have professional schools. Securing approval and funding for programming which is in direct competition with that available within an hour's drive is highly unlikely.

Second, we are a large, residential university; almost ninety percent of our students are undergraduates, and more than ninety-five percent of them are residents of Illinois.

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March 14, 1984
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Third, while the financial picture of the State of Illinois appears to be improving, economic recovery in Illinois is slow. There is no reason to believe that funding for our state universities will improve markedly in the near future.

Fourth, there is, however, reason to believe that the "mix" of students at I.S.U. will change, as older people seek to keep pace with societal change and as the numbers of those being graduated from high schools in Illinois decrease.

These are factors which limit and shape not only what we are, but what we can become.

As I have thought about these things, several questions keep recurring. First, can a university with a variety of programs, ranging from the very practical to the highly theoretical, find relevant commonalities? Second, should we expend our energies attempting to become a smaller, less affluent version of the University of Illinois? Third, should we emphasize the basic undergraduate nature of our endeavors, perhaps in the process inadvertently making a negative statement about our graduate and research missions, missions which enrich our university community far beyond the size of our efforts in these areas? Fourth, why are we concerned about this matter at all? Should we just relax and accept the diversity so clearly depicted in the Academic Plan?

There have been many serious discussions about mission and direction by administrators, faculty and staff during recent years. While we have sharpened our views to some extent, nothing definitive has evolved. Perhaps it cannot, but I would welcome your views. If, after reading the abbreviated version of the Academic Plan (or the full version if you wish!) and after reviewing this letter, you wish to send me your comments, they would be welcomed. I ask only that you:

1. Consider all aspects of Illinois State University, not just your own area;
2. That you keep your comments as brief as possible, in order that I may deal with a volume of comments within a reasonable period of time;
3. Send me your comments by May 1, 1984;
4. That you sign your comments. I long ago stopped reading anonymous letters.

I do not know where this will lead us, but I believe we need to make this effort to "know ourselves."

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