

A MANUAL FOR TRUSTEES OF  
COLLEGES AND UNIVERSITIES



# A Manual for Trustees OF COLLEGES AND UNIVERSITIES

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## PREFACE

This book is the result of a conversation with Mr. John W. Hobbs, of Toronto, president or director of a number of large Canadian corporations. He spoke of the great importance of the policy-defining duties of the directors of corporations and of the diverse loyalties which tended to pull the president of the corporation in different directions in an endeavor to serve patrons, employees, and stockholders.

In thinking of this discussion and applying the conclusions to college and university presidents and trustees, the book developed. Dr. W. R. Boyd, chairman of the Finance Committee of the Iowa State Board of Education, did much to encourage me to develop these ideas and put them in final shape.

Having served for sixteen years under the trustees of Miami University and for eight years under the Iowa State Board of Education, and having served for three years on the Board of Directors of the Presbyterian Theological Seminary of Chicago, I have observed the operation of Trustees both from within and from without their membership.

In writing and developing this material, I am deeply obligated to Dr. John H. Powell, then instructor in History at Iowa State College, now Associate Professor of History at the University of Delaware, with whom each section was discussed in detail and by whom the original manuscript was critically read. The last three chapters were suggested by him and outlined in conference with him.

The first draft of the manuscript was read by Dr. W. R. Boyd; President Emeritus Frank L. McVey, of the University of Kentucky; Miss Anna Lawther, of the Iowa State Board of Education; and Mr. Walter Coles, President of the Board of

Trustees of Miami University. Each of these friends made suggestions and comments which contributed materially to the development of the material here presented, and I am under much obligation to each of them.

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## FOREWORD

Fifty years ago even our greatest Colleges and Universities were rather small in size and simple in organization. Today even the small colleges are rather complicated organizations. The great majority of the 1,000 or 2,000 college trustees, newly appointed each year, regardless of background, or breadth of education and experience, will find many problems brought before them of which they know little or nothing. An effort is here made to put together in brief form the generally accepted policies and practices relative to the more common problems which arise in college administration, in the hope of enabling trustees to act more effectively and of magnifying the importance of the policy-fixing duties of trustees.

