

## My Life on the Road

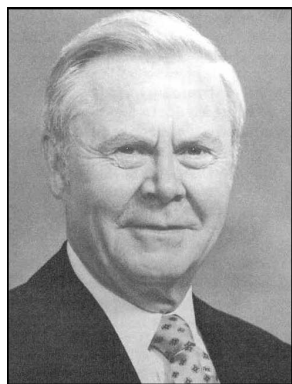
Brookston, Chalmers, Smithson, Reynolds, Monon, Francesville, San Pierre, La Crosse, Wanatah, and Westville are the villages along Indiana 43 and US 241 that one drives through between Lafayette and Purdue University North Central (PNC), a campus just south of Michigan City, Indiana. A few more place names appear on the map, but since one isn't aware of any actual settlement, I didn't list them. In the Fall of 1978 I began to become very familiar with these places.

In May, 1978, President Arthur Hansen was visited by a delegation from PNC seeking some kind of relief from certain actions of their Chancellor, John Tucker. In addition to certain perceived administrative shortcomings, there were specific complaints about discrepancies between "promised" and "actual" salaries of several persons.

Shortly thereafter Phil Haas, now University Provost, called to ask me if I would be interested in becoming the Chancellor of PNC. I enlarge here on the report of this period that I referred to in the Chapter *From here to . . .*

As I reported in *Life with Lou, . . .*, I had left the Dean's office in 1976. I had served as Assistant Dean in 1963-64; Associate Dean in 1965-1976; and Acting Dean in 1974-1975. These activities followed the tempestuous years 1959-1962. Now for the first time in my academic career I had only professorial duties; primarily teaching plus a few committee assignments. I was enjoying life and had no particular interest in northern Indiana. Frankly, I didn't regard this request as the offer of a "plum."

My reluctance to give up the "cushy" life of a professor was met with the claim that taking on this job would be a "Personal favor to President Hansen" and, I suppose, to the Provost, my old friend, Phil Haas. Words like "You used to be a rebel, maybe you can understand what they want." were used as further persuasion. I agreed to go up there for a year as Vice Chancellor for Academic Affairs to



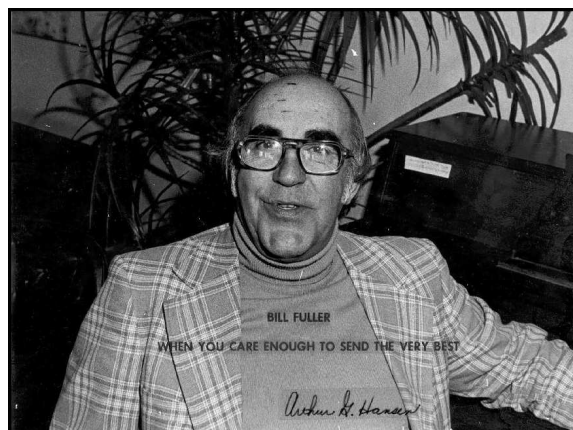
Arthur G. Hansen

sort out the issues and make recommendations to President Hansen.

I'm not sure of the dates, but my Calendar

for May, 1978, shows a meeting with Haas at 3:30 PM on Wednesday, May 10, and at 11 AM on the 11th the notation: "Leave for Westville" followed by "Meet with Bednar, NCC" and possibly John Tucker that afternoon.

The faculty assembled that afternoon were a grim lot. In retrospect, I suspect that they were reacting to years of neglect and uncertainty about what this meeting was going to bring. What could be done to help them? At that first meeting, Phil assured the assembled faculty of the University's interest in the well being of the North Central Campus. He told them that I had agreed to come there as Acting Vice Chancellor for Academic Affairs, to sort out the issues and make recommendations to President Hansen. Indeed, he stated that in sending Professor Bill Fuller there they were "sending their very best." Since those words were the slogan of the Hallmark Greeting Card Company, I was known forever after as the Hallmark Chancellor.



Arthur Hansen's signature pasted on a photo of me

When it was my turn to speak I acknowledged that I was indeed Professor Fuller, but that in my home department I was just called SOB. I continued that I assumed this stood for Sweet Ol' Bill. This broke the ice and the tension. SOB became my sobriquet for life.

The first up-side of my agreeing to work on the PNC situation was an expanded opportunity for flying. During my first year at PNC I flew a Staff Aero Club plane up there and landed on a strip across U.S. 421 from the campus. This little private strip was maintained by an orthodontic laboratory, for use by dentists flying in to learn about new appliances. It had only one east-west grass runway.

I usually flew up there on Tuesday, Thursday and Friday, teaching a class at West Lafayette on Monday, Wednesday and Saturday. I describe

this more fully in the Chapter *My Life in the Air*. When this proved too time consuming, I drove my own car.

Vice Chancellor for Administration Bill Back convinced his boss Treasurer Fred Ford to let me keep and drive a University car. I was assigned a little brown Chevette. Fred gave strict instructions that I was to drive it nowhere except to PNC and back and for necessary business while at PNC. After I started driving, I usually spent Thursday night at the Michigan City Holiday Inn.

A little background about Purdue's Regional Campus system may be useful before proceeding with this account.

To assist in meeting the educational demands of the men and women returning to civilian life after World War II, universities opened regional campuses in various parts of their service area. In the Purdue system, these grew in a more or less uncontrolled manner until President Frederick L. Hovde appointed Professor Charles (Chuck) Lawsche, a professor of Clinical Psychology, to head up the operation in 1958. Many details of "Chuck's" operation are to be found in the books by Bob Topping *The Hovde Years* and *A Century and Beyond*. One of the features of the operation was the appointment of a representative from each department on the West Lafayette campus to oversee the way that department's courses and programs were conducted in centers around the state.

PNC commenced operations in the late 1940s as an Extension Center in LaPorte, Indiana. In 1948 the Barker family, he a local industrialist, offered the family home, the Barker Center in Michigan City, to the university as a permanent home for the center. In 1967 the operation was moved to 155 acres of farmland along U.S. Highway 421 south of Michigan City. Accordingly, it was often referred to as the "Campus in a cornfield." At that time, the campus took on the name Purdue University North Central (PNC).

My personal knowledge of this operation first came from my association with a colleague – M. Wiles Keller, the mathematics representative on Lawsche's team. About half of Wiles' time was assigned to this function and assured that the quality of teaching appointment, instruction and course content was appropriate. He oversaw the mathematics operations at all regional centers: Indianapolis, Fort Wayne, Gary and Michigan city.

The campuses at Indianapolis, Fort Wayne and Gary, being in metropolitan areas grew to be larger and to have more diverse offerings than

many colleges. The local faculties and the local citizens chafed under the West Lafayette control and one by one these campuses were granted autonomy by the Board of Trustees. This meant that within the Board mandate of transferability of course credit, these larger operations were freed of West Lafayette supervision and control.

PNC, the smallest regional campus, did not have as broad a base of community support nor anything like as many students. Its authorization under the Indiana Commission for Higher Education (ICHE) included mainly Freshman and Sophomore courses. No baccalaureate degrees were authorized for the campus.

The end of the central supervision of the Regional Campuses left PNC to find its own avenues of survival in its efforts to serve the needs of the Porter/LaPorte county area.

In addition to addressing the issues presented by the faculty delegation, I found a plethora of "arrangements" under which permission had been granted to PNC faculty members by individual West Lafayette departments for offering courses beyond the level of ICHE authorization. Under these arrangements area students could complete baccalaureate programs at PNC and receive their diplomas at a local commencement. The diplomas stated "Awarded at West Lafayette." These arrangements were the result of trying to satisfy the educational needs of a "Region Bound" population. In fact, "Region Bound" was virtually the slogan for the campaign that was mounted during my tenure to meet these area needs.

All the regional campuses did, and still do, deal with a student population which is significantly older than for the typical college. Many of those seeking degrees could not move to a residential campus. Among the binding factors was, of course, their jobs. They often needed advanced course work to progress at their places of employment. It was to meet these needs that arrangements described above were made.

Still another issue that I had to address was that of "credit for life experience." Many of the older local students had considerable professional experience. It had been judged that these individuals should qualify for "unassigned" college credit for these work experiences. Unfortunately, when carried to extreme, this can become a "degree give away." Some really egregious cases came to my attention which resulted in the removal from office of at least one "experience" evaluator. I found it ironic when Art Hansen asked me "What kind of diploma mill are you running there?" My retort

was to remind him pointedly of my reason for being there.

As the academic year 1978-79 wore on, it became clear to me that the progress of Purdue North Central depended, as a first step, on replacing Chancellor Tucker. When I reported this to President Hansen and Provost Haas, they said that they would agree if I would stay on as Chancellor. I still didn't want to do that; a compromise was reached under which I would stay for some number of years until the viability of the Purdue presence in that area was proved. Starting with the 1979-80 academic year I became Interim Chancellor of Purdue, North Central. I'm not sure what "Interim" implies that "Acting" does not, but Dean of Agriculture, Dick Kohls, was delighted that I had the former title rather than the latter.

This was when I asked Bob Schwartz to return to administration as Acting Vice Chancellor for Academic Affairs. He graciously agreed to do so and served two years in this position at this time.

Another issue was the attitude of the West Lafayette administration. From the accounts that President Hansen was receiving about the operation at Westville, he had serious doubts about the long range viability of the campus. At a meeting of the faculty on March 27, 1979, he expressed these concerns and directed me, as Chancellor, to appoint a committee or committees to study and report on:

- Enrollment projections for the Campus,
- The role of adult education on the Campus,
- The educational needs of the region served by the Campus and
- An organizational structure for the Campus.

The first three of these issues were related to concerns that the population of college aged students was falling nation-wide and that the northern tier of Indiana counties had not experienced the growth to a megalopolis that had once been predicted. The last was the part and parcel of the dissatisfaction on the part of the faculty.

The future existence of PNC may well have depended upon the responses to these issues. Dale Alspaugh, my successor at PNC, expressed this generally held view in a letter he wrote to Lou and me on the occasion of our 50th wedding anniversary:

"I think it is entirely possible that without your intervention, the North Central Campus might well not exist today."

As a result of my first year there, I felt that the existence of the campus, and its enlargement,

was vital to the area. To address these issues, after consulting with Bob Schwarz and Bill Back, I established a task force consisting of, in addition to them, Mrs. Jo Ellen Burnham, director of campus and alumni relations; Mr. David P. Konzelman, admissions officer; English Professor Roger C. Schlobin; and Mathematics Professor L. Edward Bednar.

For professional expertise I contacted Professor Jack Jacoby, who, together with one of his classes, had helped me *pro bono* in surveying community attitudes toward the Lafayette Symphony Orchestra. (See: *Other Adventures*) Because of the remoteness from West Lafayette and the time urgency, he was unable to assist us, but referred us to Mrs. Shay Kohne who operated *Student Recruitment Services* in West Lafayette, Indiana.

To formulate, collect, analyze and present the data necessary for these responses, a contract was negotiated with this organization. Shay became a regular visitor to the campus, driving her oversized brown Checker automobile, overseeing many details of the study needed to answer President Hansen's concerns. Under her direction, we prepared, distributed and analyzed data from our two principal counties, Porter and LaPorte, our current students, and high school seniors in these two counties.

The data and conclusions are presented in full in the report *Viability to Vitality*. In brief they were:

- Significant growth in the area was expected,
- Adults are a significant portion of the student population and are **region bound**,
- The campus had a positive image for prospective students and should develop bachelor degree programs in Supervision, Liberal Arts, Nursing and Elementary Teacher Training.

While these studies were going on, the issue of organizational structure was being dealt with as well. Because PNC was a small operation, many Purdue, WL, departments were represented at PNC by a single professor. This isolation resulted in a lack of collegiality among the faculty and the burden on the Vice Chancellor for Academic Affairs of dealing with some as individuals and with others through Section heads. Only about half of the faculty were represented by section heads in 1979 when I became Interim Chancellor.

According to Purdue University Executive Memorandum A-221, academic units composed of five or more members could have section heads. Since it was unlikely that the campus would soon

grow enough to put all disciplines in this category, I proposed the creation of units made up of individuals from kindred disciplines. In a few cases it would be necessary to add individuals to existing sections. To bring this off it was necessary not only to convince the local faculty, but the associated West Lafayette department heads. I did manage to pull this off.

The sections thus created were:

- Social Science and Education (Psychology, Philosophy, History, Education);
- Letters and Languages (English and Foreign Languages);
- Biology and Chemistry;
- Mathematics and Physics (Physics added to the existing Mathematics section);
- Technology and Engineering;
- Nursing (already a section); and
- Community College (business, secretarial arts, etc.).

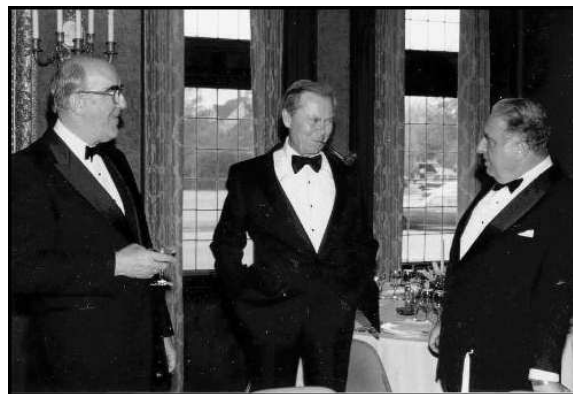
Two additional and important activities began in 1979, the first year of my Chancellorship. They were the creation of an Advisory Board and a Chancellor's Council. The former was composed of 29 community leaders including, mayors, newspaper publishers, executives from area businesses and industries and social leaders. It had the purpose of marshaling community support for the push to bring more degree opportunities to the area via PNC. The second was a fundraising operation. Bill Back's and Bob Schwarz's knowledge of the community was instrumental in assembling a group which could speak forcefully for the community and its needs.

Regular meetings, often over lunch on campus, were held with the Advisory Board. This provided an expansion of knowledge among these leaders about Purdue University and the North Central Campus in particular. Much fruitful discussion took place at these meetings and from them came community support, in the form of petitions, for proposed new programs.

The fund-raising Chancellor's Council was composed of both faculty members and town persons and, as such, provided an ideal interaction between these groups which had previously been mostly unaware of the existence of the other.

Several activities for the Council were also arranged. A gala dinner was held annually at the Barker Center, an elegant older mansion which had been the early home for PNC. This was normally a "Black Tie" affair with multiple dinner courses, appropriate wines, etc. These were elegantly organized by JoEllen Burnham. I com-

plained to Bill Back that we were spending too much money on these events. He felt they were worth it for good will. I suppose he was right as they were very successful and brought about yearly growth in the Council's membership. Many of these individuals became long term friends and supporters of PNC.



*Me, Arthur Hansen, Felix Haas  
At the Barker Center*

In addition to these dinners there was also one bus trip a year to Lafayette for a football game. I asked Executive Assistant Vice President, John Hicks, who had always been helpful to me, to arrange for us to have a block of tickets for these games. After the game a catered "tailgate party" along side the bus was enjoyed by all. I think there were three of these trips during my tenure. After one of these games, Shay Kohne invited the group to her home for a party. This marvelous experience was somewhat marred by the bus driver inadvertently removing a significant portion of a neighbor's hedge due to the busses turning radius!

I also thought it important to obtain a non-golf membership in the Potawatamie Country Club for contacts with the town. Since the university could not pay for such memberships, I had to pay for everything that wasn't strictly university business out of my own pocket. I also was required to spend a certain amount each month in the dining room. To meet these expenses, my local colleagues went with me there frequently, repaying me for their meals so that I could meet the use requirement.

Armed with the data of *Viability to Vitality*, a proposal to ICHE was prepared and approved by Purdue's Board of Trustees. This regularized the bachelor's degree in Supervision which had been operating under the aegis described earlier. This program was much in demand, especially in the western portions of PNC's service area and was approved by ICHE in 1980.

My first visit to the ICHE office in Indianapo-

lis was one of those quasi-comic affairs that sticks in the mind. After reviewing at some length, the PNC situation, the needs of the area, the inability of the population to seek needed courses elsewhere, etc., in short, the need for the Bachelor's degree in Supervision, the functionary with whom I was speaking pulled out a large tome, turned to the appropriate section and declared: "PNC is not authorized to offer bachelor's degrees." I informed him that I knew that, but was there to propose a needed change in the authorizations.

Years later I was reminded of this scene, by the M\*A\*S\*H episode in which the unit was told they weren't authorized to have an incubator, but could have a popcorn machine. Fortunately, PNC already had a popcorn machine.

The Bachelor's degree in Supervision was approved by ICHE in May 1980, and was first offered at PNC that Fall. With this precedent setting action, I began to be more confident that other degrees would be approved.

The next degree to be sought was to be called the B.S. in Liberal Studies. Technically this degree first needed approval by the School of Humanities, Social Science and Education (HSSE) on the main campus because, as an Extension Center without autonomy, PNC could only offer programs approved for the West Lafayette Campus.

What might have been a road block to this effort was a study released by ICHE in January, 1981. In the interest of avoiding duplication of effort, ICHE proposed to merge the Purdue and Indiana University campuses in the Northern area of Indiana. The resulting campus would have been in the Gary area and would have required a commute of up to 50 miles for some of our students. Because of the region bound nature of many of the more mature students, I felt this move would be unwise. My criticism of this proposal was carried in several local newspapers.

All existing programs in Liberal Arts involved a major in one field of study in this area. It was not anticipated that, in the short run, there would be enough students interested in any one field such as Literature or Philosophy, etc., to offer majors in those areas. Therefore, I appointed a committee of PNC faculty members to work with their counterparts in West Lafayette to design a general program. The idea was to provide students with a wide latitude in the choice of courses from humanistic studies to enable them to move forward at their places of employment. The program was aimed at the more mature student, typically with a family and, especially, region bound.

Approval of the BLS degree from the faculty of HSSE and Purdue's Board of Trustees came early in 1981 with ICHE approval in September of that year.

Bob Schwarz did not really want to be burdened with the job of Vice Chancellor for Academic Affairs. He had given great service to Purdue and to the North Central Campus starting with its location in the Barker Center in Michigan City. After the current site was acquired and the campus moved there, Bob had then returned to teaching. Now he wanted to be relieved of the recall duty I had imposed on him.

Accordingly, I began to think of a more permanent replacement. My goal was to bring along a new Vice Chancellor who could also become the next Chancellor, since I still considered my work at PNC to be temporary.

Dale W. Alspaugh became that person. Dale



was an Associate Professor of Electrical Engineering on the West Lafayette campus. I don't recall what brought him to mind in this capacity beyond a chance meeting in a parking lot near the Mathematical Sciences Building in West Lafayette.

I presume I talked with Provost Felix Haas about this possibility. I then contacted Professor Henry Yang who was head of the School of Electrical Engineering to obtain his permission to approach Dale.

The details were completed and Dale assumed the position of Vice Chancellor for Academic Affairs in the fall of 1981.

When I appointed Dale Alspaugh to the position of Vice Chancellor for Academic Affairs, I made the blunder of announcing to the faculty that I was bringing them a Vice Chancellor who could become Chancellor when I left. You should never tell a faculty group that you have made a decision for them. Of course, I was only talking about Dale's qualifications, but, to them, it sounded like a *fait accompli*.

This ultimately delayed Dale's ascension to the Chancellorship for two years. Especially in the position as their link to the main campus, they did want someone appointed without their blessing. Provost Haas determined that the search for a new Chancellor should be made from within the Purdue system. Alspaugh was appointed Acting Chancellor effective July 1, 1982 and the "acting" was dropped in 1984.

The people at PNC that I was most involved

with were: Ed Bednar, Bob Schwartz and Bill Back.



L. Edward Bednar, Professor of Mathematics at PNC. I had known Ed for several years through my work as coordinator of the Calculus Program. If I was going to have something to do with PNC I considered him my best source of information about the situation there. I knew him to be a level headed professional person, not given to extremes of judgement.



Robert F. (Bob) Schwartz was known as Mr. North Central Campus. He was instrumental in establishing the permanent location of the campus on U.S. Highway 421 south of Michigan City. After my year as Acting Vice Chancellor for Academic Affairs I asked him to help by taking on the role I was vacating to become Interim Chancellor.



G. William (Bill) Back was the Vice Chancellor for Administration. As such he was the Purdue's Treasurer's representative at PNC. He was responsible for the physical operation of the campus. He supervised maintenance, police, etc. He was a very knowledgeable person about important people in the PNC service area.

I also had two great assistants during those years. Diane Carpenter, while Vice Chancellor for Academic Affairs and Debra Nielsen, while Chancellor.

By 1982 the anomalies of degree offerings had been dealt with, two degrees had been authorized by ICHE, an organizational structure had been put in place for the academic operations, community support had been solidified and an outstanding replacement for me was on hand. I felt that I had accomplished the initial phase of *Viability to Vitality*. Although the PNC experience had been rewarding in very many ways and left me with many new friends, I felt that my home was in West Lafayette. So I asked President Hansen to allow me to return to full-time activity on the West Lafayette campus. He did.

My "Pilot's Log" records 90 some flying hours during my first year at PNC. In the ensuing three years I probably drove more than 50,000 miles.

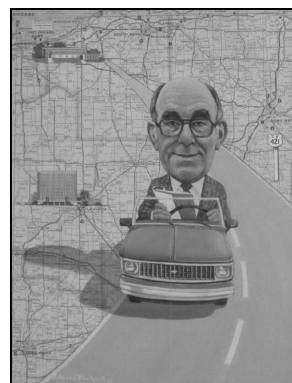
The contributions of these colleagues and others with whom I worked are not easily distinguishable in my mind twenty years after completing my work there. They all were part of the team and I regret not being able to single them out in recounting our accomplishments. They were largely responsible for charting a future course for the campus which won the approval of the Trustees and the Indiana Commission on Higher Education.

The campus held a "going away party" for Lou and me when my work there was completed. The affection I felt at this party was as nice an experience as I have ever had. In addition to the well wishes of many faculty and students, I received a "Sagamore of the Wabash" from Governor Robert Orr. This is Indiana's highest honor. The certificate was presented by Representative Mary K. Budak. (See Page 258)

Other gifts included a chef's hat and apron. The former bore the letters S.O.B. The latter was appliquéd with the words "A Hamburger on a Pun." The S.O.B. was in recollection of my quip at the first meeting with rge faculty (see earlier in this Chapter.) The pun reference recalls a propensity for this kind of humor. I wish I could recall some of my puns.

I think the inspiration for this outdoor chef's outfit sprang from an occasion when I brought many of the PNC secretaries to West Lafayette to meet the counterparts they talked to regularly by telephone. After visits to the West Lafayette campus we had a cook-out at our house on Carrolton Boulevard.

Another treasured gift was a painting executed on a map of the State of Indiana. It

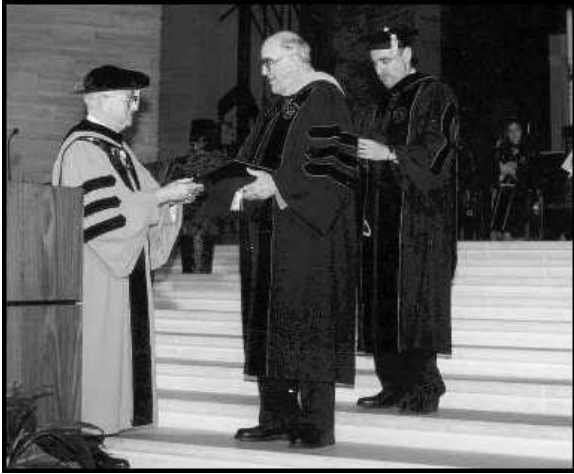


showed me driving the little brown Chevette up U.S. 421 reading a report while I drove. Because of the light traffic on the road I was actually able to do some reading enroute. I also dictated my thoughts on these items enroute. The painting was done by Edward Blackwell of the Audio-Visual Aids

Department.

In 2000, PNC recommended to the Board of Trustees that I be awarded the degree Doctor of Science, *honoris causa*. This degree was presented by President Steven C. Beering at the May, 2000, PNC Commencement exercises in the Valparaiso

University Chapel. Lou and Jim were able to be in attendance at the ceremony. (See Page 253)



*President Steven C. Bering, left  
Chancellor James Dworkin, right*