

9.2.02
Lippert
Opening

At the May Board of Trustees meeting last spring, Dean Dave Crago talked about the vision and strategic plan of the College of Law and what Law had implemented to date. He described this vision and process and the college's commitment to it as "Tradition in Transition." Those three words summarize succinctly what I've been describing the last few years at these opening sessions: the traditions that have been the strength of this institution; what presidents, faculty members and staff members have done to make, adapt and change those traditions; how subsequent generations have built and are building those traditions into a vital, evolving institution.

Each summer I take time to read a little more ONU history. I look at Board of Trustee minutes, university yearbooks, statements by the actors/doers of the time, newspaper and alumni magazine articles, listen to an occasional tape. I come away from that reading and listening with the conviction that there has been a continuity of purpose to the University since Henry Solomon Lehr and that there has been a corollary commitment to change and continuous improvement by the University community. Our history is "our story" and the heroes/heroines of that story have been presidents, deans, chairs, faculty members, staff members, even vice presidents. Tradition in transition.

I've talked at length about Presidents Lehr, Williams and McClure because each of them embodied a response to ONU needs. Each of them, in their presidencies, faced crises and struggles that, in comparison with the problems and challenges of our current day, reduce the latter to the annoyance of a mosquito or a fly. (I do know there is a bit of hyperbole in that last statement.)

These presidents and earlier and subsequent presidents, too, have built on the contributions of previous presidents and energetic and creative faculty and staff members who have made things happen. A common thread of our history is the players' ability to build upon the work of another generation or create new directions. Another common thread is that since 1871, the start of the University, individuals of strong purpose and character with a commitment to the institution and to its purpose of educating students have joined it.

One of these individuals was the president chosen in 1949 to replace President McClure, F. (Frank) Bringle McIntosh. Born on May 26, 1895 on a 160 acre farm near New Albany, Indiana, McIntosh, in an unpublished essay, describes his father as a "southern Indiana dirt farmer." Samuel Albert McIntosh was an unusual dirt farmer. He was self-educated and had broad interests including operation of a small print shop where he edited and printed most of the valedictorian addresses of graduates in the public schools. He also was a writer of essays and had a small blacksmith shop for himself and his neighbors. McIntosh remembers his father setting off a large gunpowder charge at midnight on December 31, 1899 to salute the 20th century. The family had a few magazines and books, but the family read and the children went to school. When McIntosh's father died McIntosh and his brother, both teenagers, became responsible for managing the farm and providing for the family. Despite these family needs, McIntosh received encouragement from his family and others in the community for both his church and educational aspirations.

Education was a priority of the McIntosh family. Like others at the time, McIntosh taught after leaving high school. Preparation for the ministry, however, sent him away from the farm to work his way through DePauw University and later Boston University where he washed dishes, waited tables and bussed dishes, cleaned out furnaces, mowed lawns, preached in some churches, tutored and graded papers for profs to pay his expenses. He earned his B.A. from DePauw, his STB from Boston University in 1923 and had pastorates at Muskingum College, Denison University and later Otterbein College. He later was named minister at First Church, Findlay; then went to First Church, Columbus; and, finally, was named superintendent of the Toledo district of the Methodist Church. He had twice planned to go on for the doctorate, once early in his career before his appointment to Muskingum, and again just prior to World War II. The war and his own family needs prevented that.

Three ONU Board members were instrumental in selecting McIntosh to be ONU president: John Melick, vice chairman of Spicer Corporation and vice chairman of the ONU Board; Jay Taggart, a Cleveland attorney and secretary of the ONU Board, and John Clark, Marion attorney (Clark Hall), and chairman of the Board. Among other Board members at the time were A.A. Stambaugh, soon to be chair of the Board of Standard Oil of Ohio; J. Otis Young (Young Building); Ohio Chief Justice Edward Mathias.

The problems McIntosh faced were enormous. Because of a terminal illness, President McClure had been out of the office for most of a year; the business manager had resigned because of illness and the office was manned by a clerk; the financial reserves of the University had been mostly liquidated to keep the University in operation; the few securities that remained were in the business office and a safety deposit box in a local bank; the president's secretary announced her resignation shortly after his arrival and the buildings and equipment were in poor condition, ill kept, under equipped, or not usable. There were four or five phones at the University; there were no dormitories and makeshift housing for students in fraternity and sorority houses and antiquated house trailers from military surplus. A maintenance crew of two did what they could; the library was inadequate and housed in Brown Building; there was no house for the president.

The assets McIntosh had, however, he tells us, was a residue of very fine faculty and staff: Dr. Louis Otte, C. H (Childe Harold) Freeman, Rudolf Raabe, Harvey Huber, Alexander Webb, Frank Berger, Wilfred Binkley, Hilliard, Roider, Pettit, Bowden, Smith, Tinsler....great teachers and great administrators. He also had a plant that could be repaired, 100 acres for expansion, about 11,000 alumni, a good student body, a fine Board of Trustees and a history of good administration. As he says in his memoirs: "Everybody loved the founder, Henry Solomon Lehr. President Smith had left a strong impression on the institution and its graduates. President Williams had been a great president under most distressing circumstances. And President McClure had given of his life's blood to keep the university open." McIntosh also had and developed one of the strongest Boards in the history of the University.

Within two years after McIntosh took over as president, three major administrators died. Two died in the summer of 1951: A. R. Webb, Dean of the College of Engineering; Louis E. Otte, dean (VPAA) of the university. H. E. Huber, professor of biology and dean of the College of Liberal Arts stepped down as dean in 1952 and died within a year. Writing about these changes in reports to the Board, McIntosh noted he was asking young faculty members to replace these stalwarts. He had depended on these men, Webb, Huber and Otte, particularly Otte, since much of the president's time of necessity was devoted to fundraising. Otte kept things together on campus.

In January 1964, about a year before he would retire, McIntosh was asked by Chaplain James Udy to speak at the opening chapel of the year. His title was "The Destiny of ONU." In his address McIntosh said that he believed one good reason why ONU had been able to survive as an institution was due to a sense of destiny. He meant by that that the University had followed a fixed course through enormous societal changes and historical events. For some of us, the word destiny might be too strong; we'd prefer fate, coincidence, serendipity. In his thoroughly Christian perspective, however, McIntosh believed that God has interested himself in human beings...and in ONU.

In this talk the president referred to certain consistent "threads" in the school's history. One of these threads was "the importance of individual persons." As he told the faculty, staff and students in attendance: the student is more important than the buildings, the grounds, all else. McIntosh saw the role of the University as educating citizens and leaders for the world (though not every graduate, he said, will be a leader) and he mentioned some ONU graduates who had made a difference: Simeon D. Fess (U.S. Congressman and Senator from Ohio), George Crile (founder of the Cleveland Clinic), Julius W. Rogoff (doctor and founder president of Rogoff Foundation Medical and Educational Research), George Franklin Getty (oilman and lawyer and father of Jean Paul Getty, billionaire oilman and financier), W. E. Binkley (nationally known historian and writer; one of two academics named by Eisenhower to the National Historical Publications Commission, the other was Arthur Schlesinger, Sr. of Harvard), Anthony J. Celebreeze (Secretary of the U.S. Department of Health, Education and Welfare under Kennedy), Thomas J. Smull (secretary of the University, architect for Taft and Huber buildings, dean of the College of Engineering, power for athletics), Ralph H. Booker (engineer and founder of R. W. Booker & Associates-chemical construction and design firm), Wheeler McMillan (founder of the Farm Journal). He reminded his audience: the students are our reason for being.

A second thread of ONU's destiny, according to McIntosh, was great teaching, and he named teachers: John Park (professor of English, writer of grammars, professor of logic, analysis and mathematics); John Davidson (vice president and dean of the College of Education), Eva and Frederick Maglott (the sciences and mathematics), C. H. Freeman (English literature and rhetoric, principal of the preparatory school), Rudolph Raabe (dean of the College of Pharmacy, professor of materia medica, chemistry and pharmacy administration), H. E. Huber (biology and dean of the College of Liberal Arts), Frank B. Willis (civics, history and economic law; before he went on to his political career), Simeon D. Fess (history and law). McIntosh recounted talking with an alum in Seattle, Washington in the 60s who asked him if Raabe and Fess were still alive. The point is that what alums remember all over the U.S. and abroad are the good teachers they have studied with at ONU.

A third thread of ONU's destiny, according to McIntosh, is academic attainment, achievement, standards. What we need to do, he said to his audience of students and faculty, is to bring students to campus who have a fairly good chance to succeed. And he said there is no credit to do the reverse. Scholarship, he noted, is "part of the tapestry of destiny." McIntosh was describing what we call continuous improvement today: in the student body, the programs, the campus itself, the faculty.

The fourth and final thread, said McIntosh, is to work with students to help them retain/attain moral character and spiritual discernment. He was interested in "real religion." His aim was to cooperate with all churches, although he had a special love for the Methodist Church which owned the University at the time. He recognized all faiths. Today all the professions are requiring ethics courses in an attempt to form ethical thought. McIntosh believed that ethical thought and ethics in performance/act were part

of ONU's destiny.

But McIntosh was not a man satisfied with the present status of the University. He was committed to improvement. Although at the time of his address ONU finally had a student union and Lima Hall and Stambaugh Hall had been inhabited for about seven years (funded by the U.S. government and, for Lima Hall, additional fundraising in Lima, Ohio), he wanted more: on-campus housing for all single students; a science center for Pharmacy, Liberal Arts and Engineering; a Fine Arts Center; improvements in buildings and books to Heterick Memorial and Taggart Law libraries; a Field House with facilities for a large convocation center; a chapel. He laughed as he told his audience: you're going to say " how can you do all this and retire at the end of next year?" The answer, of course, was rooted in his concept of community and destiny. As he told them: "No one man does it or has done it. It's teamwork."

McIntosh had seen that teamwork in action and he'd contributed to it. To review the academic program in 1950 he'd invited a representative of the University Senate of the Methodist Church to campus who had studied the programs and made recommendations to the president. The College of Pharmacy was visited by the ACPE and accredited; the College of Law was visited by the ABA, and following recommendations involving the expenditure of several thousand dollars, would be accredited; the dean of Northwestern's College of Engineering visited the campus to review that program. In a report to the trustees, McIntosh stated that several hundred thousand dollars would be necessary to move that college to accreditation.

Earlier in 1929-30 the college of engineering and the University had begun a fundraising campaign, part of which was to raise about \$200,000 from engineering alumni to build and furnish with equipment the Thomas J. Smull College of Engineering. That effort had failed, due in part to the 1929 crash of the stock market and the on-set of the depression. The depression had been followed by World War II and the decline of students. No real strengthening of that or the other colleges had been possible.

In his 1951 report to President McIntosh, Dean Eschbach of Northwestern stated that engineering was the major weakness of the university due to the unsatisfactory laboratories of the college. Eschbach suggested three courses of action: do a traditional engineering school like Swarthmore or Duke; establish a science-engineering program with a bachelor's degree in engineering; or abandon the professional engineering program but offer a 3-2 option, three years preparatory at Northern and transfer of students to an engineering program. At a special Board meeting in February 1952, the young dean (VPAA) of the university, Warren L. Hickman, proposed the 3-2 plan to the Board. Following his presentation, Larry Archer, acting dean of the college of engineering proposed adding two faculty members and a lab technician along with three student assistants; his plan included using the recently purchased North School in Ada as the engineering college; he and the university would raise funds or obtain grants in kind for equipment. The campus, of course, was not unanimous on this issue (has it ever been on any issue?), but the alternatives were clear: maintain the engineering college or close it and absorb its preparatory courses into liberal arts. After reviewing the alternatives and noting the challenges, the Board moved that ONU maintain a college of engineering that would give the professional degree. A fund raising company was secured to assist ONU in fundraising for engineering and other needs of the campus. Board members, Archer, engineering faculty, Smull, the president united as a team to find the funding and accreditation.

Each of the professional colleges has faced the question of demise at least once in their history and most faced this during McIntosh's tenure. It was not just the president's

leadership and vision that maintained these schools. The faculty and staff of the University, Board members, students and alumni all worked to maintain and improve these colleges. As McIntosh said at the time, "liberal arts schools throughout the nation are looking for associations with professional schools. In his report to the Board in December 1954, McIntosh said: "...it becomes evident that Liberal Arts colleges are beginning to recognize professional demands in education and are going to attempt to meet them. I am more confident than ever that the suggestion that Northern drop back to the level of a liberal arts or junior college would not only be a step backward, but would run counter to the best in educational practice. I believe we are in an enviable position if we can find ways and means to strengthen our hands." One can put faculty names to the individuals who helped raise funds for their programs and who helped keep ONU's programs in existence: Bob Bowden in biology for labs; Matthias Schmitz in languages for Schoonover Lab and other fundraising; Larry Archer in engineering for equipment and the "new" engineering building; Dean Fischelis in pharmacy for equipment and building; Gene Hanson in law for building and library; Dick Kain in technology (industrial arts) for equipment and building, among others. One can also put Board names to these efforts: Merrill Insley, Ralph Booker, John Clark, Lester Roush, Jay P. Taggart, Mrs. Jay P. Taggart.

During the Williams and McClure presidencies a good deal of outreach activity by the University had been put in place. The same was true of the McIntosh years. The University had agreements with the Gramm Trailer Corporation of Lima and the Eureka Williams Company of Bloomington, Illinois, for testing. There were hopes for patent benefits (a foundation) from Dr. George Rappleyea's Plasmofalt, a paving material patent that didn't result in riches envisioned. In McIntosh's day the Evening Division of the University was begun and included all of the extension courses of the University, the Management Institute program, and non-credit continuing education. Along with the Evening Division was the Nurse's Division. These two sources of income in 1955 were greater than tuition income from the three professional schools and 70% of the tuition of liberal arts.

The Computer Center was started in 1963 with the 1620 data processing unit. The Ohio Northern Alumnus reported the event quoting Emory University's director of computing: "The introduction of the computer center is somewhat akin to the first additional member of a family. You are aware of his presence because of the noise he makes, the inconvenience he causes, the additional costs his arrival precipitated and the housekeeping services he demands." The writer added: "the process of introducing the computer is irreversible and the eventual changes are yet to be measured." Another understatement of future reality.

Athletics were important to McIntosh and he used the imagery of athletics to describe the University's efforts toward accreditation by North Central. In fact, accreditation of the University by North Central was the driving goal of his presidency. From 1949 to 1958, his focus was on that goal, and from 1958 to his retirement, continued accreditation of the University and its colleges through demonstrated improvement was his focus. The greatest set-back of his administration was failure to achieve accreditation in 1954. Due to McIntosh's leadership the University changed course and worked to achieve accreditation in the individual professional schools first. He believed University accreditation would follow. In 1958, the university succeeded in its quest. As McIntosh says in his remembrances, *Toward Understanding*: "We celebrated our victory with abandon. We had received the kick-off precariously near our own end zone. By completed pass, quarterback sneak, hand off and around the end, by slugging it out through the middle of the line, and by sheer dogged persistence, we had prevailed. We had a great team and we won!" Early NCA visitors had thought ONU was trying to do

too much with too little. ONU proved they had earned accreditation by the outside licensing agencies of the three professional schools, and the rest fell into line.

Although McIntosh had withdrawn the university from the Ohio Athletic Conference in 1950 (we were not to rejoin the conference until 1971), he supported athletics. The concept of physical fitness for all students, however, came from Clyde Lamb who was director of physical education for many years (an OAC award is named for Lamb). When Lamb took over physical education in the 30s, sports and games replaced marching, calisthenics, gymnastics. Although he supported intercollegiate athletics, Lamb prioritized intramurals and broad physical education classwork. Lamb believed that physical training promotes character development; he wanted all students to be participants, not just spectators.

It was in the McIntosh years that the master plan for the university was developed along with a strong development program. Incentives to the colleges for raising funds from their alumni were put into place. (The loyalty fund, former name of the annual fund, was not included in budget calculations as we do today and some of those funds were used as bonuses to salaries and equipment purchases.) He raised salaries for faculty members and continued that plea throughout his tenure. (I haven't worked with a president who has not made that a priority.) He talked to the Board about the need for faculty housing and student housing and attempted to respond to these needs. He had set his sights on accreditation because he knew it was essential to the growth and strength of the university, to its survival. He visited alumni all over the country. He developed and kept close ties to the Methodist Church nationally as well as in Ohio. He sought funds all over the country like all previous ONU presidents (Lehr, Belt, Smith, Williams, McClure) had done. (Smith in retirement had said he was going to write "The Biography of a Beggar," a testament to his efforts to fund the program and buildings of ONU.)

So what is the point of all I've said? What is common in our history is that although the names may be different, along with the dates, the common threads of purpose and identity remain the same at ONU while change, continuous improvement, forms and informs those threads. Crago's phrase: "tradition in transition" is very apt. You and I, perhaps in proportion according to the number of years spent at the University, can name names and the events that have made a difference in the university during our tenure here. ONU has survived and grown because there were and are men and women of character and commitment who believed and still believe in the purposes of a value-centered education in which the focus is the student and learning. ONU has survived and grown because of the diversity and strength of its colleges, all five colleges. It has survived and grown because of the tenacity and innovativeness of those delivering the programs, for those programs. McIntosh's team, the heroes and heroines of today's ONU today, are in this room.

