

# Popular Government

*Special Issue*



*Future Offices of the Consolidated University of North Carolina*

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UNIVERSITY OF NORTH CAROLINA  
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## THIS ISSUE . . .

This issue of POPULAR GOVERNMENT outlines the records of the men chosen by the Board of Trustees to head the Consolidated University of North Carolina in the years ahead:

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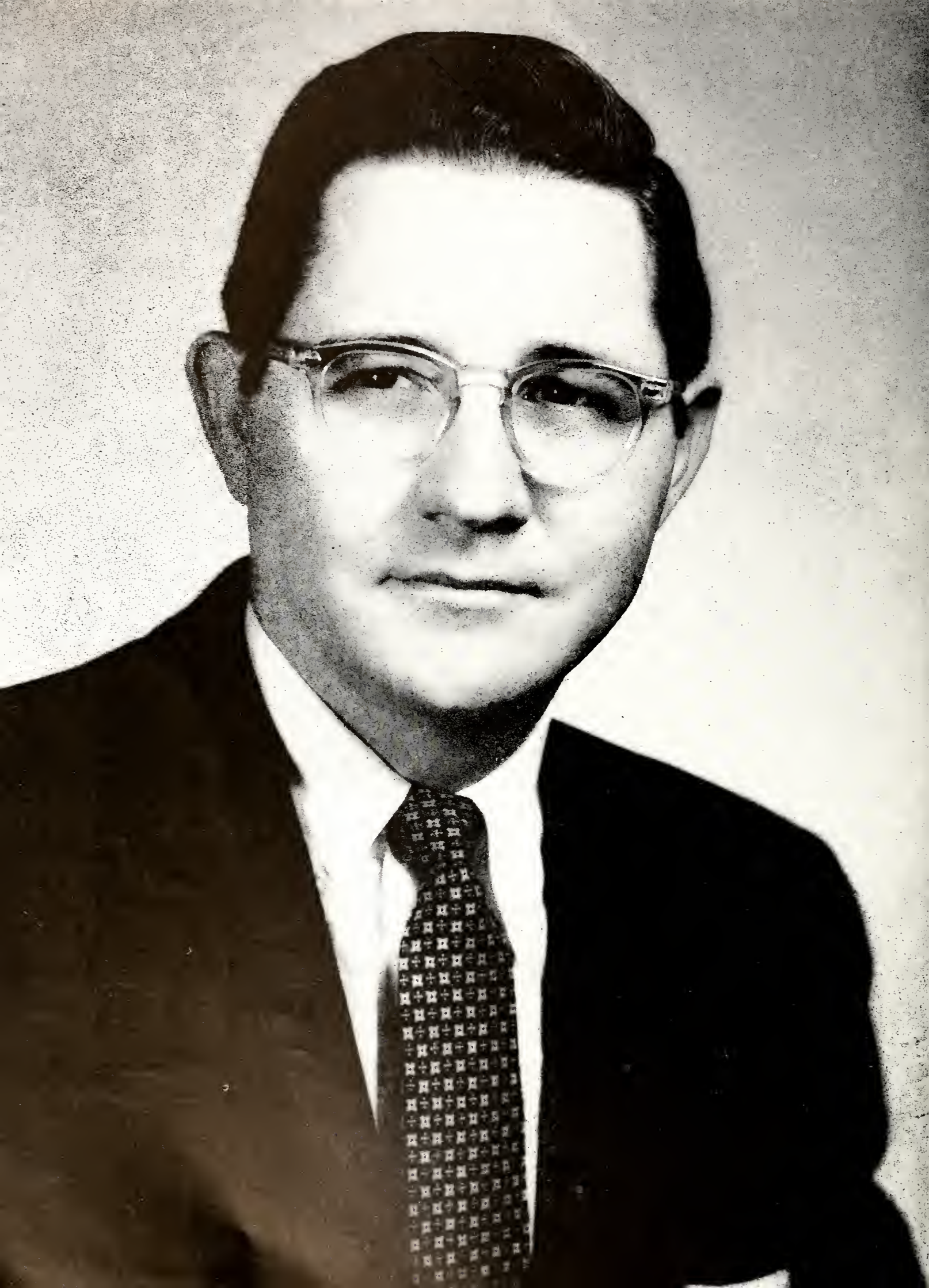
# Former Presidents of the Consolidated University



**FRANK PORTER GRAHAM.** Born in Fayetteville, N. C., 1886. Attended school in Fayetteville, Charlotte, and the John Graham Preparatory School in Warrenton. Entered UNC at Chapel Hill in 1905, graduated in 1909 as secretary of Phi Beta Kappa. Taught in Raleigh High School, 1910-12. Received Master's degree from Columbia University, 1915. In service of University of North Carolina since 1915—Y.M.C.A. secretary, dean of students, professor of history; did graduate work at University of Chicago, Brookings Institution, and University of London. Elected President of the University of North Carolina, 1930, at age of 44. President of Consolidated University, 1931-49. In World War I, joined Marines, served as second and first lieutenant. In World War II, public member of the National War Labor Board, 1942-45. U.S. Representative on Good Offices Committee of the Security Council of the United Nations on Indonesia, 1947-48. An organizer, first president, Oak Ridge Institute of Nuclear Studies, 1946-49. Appointed U.S. Senator from N.C., 1949-50. United Nations Representative for India and Pakistan since 1951.



**GORDON GRAY.** Born in Baltimore, Md., 1909. Spent his boyhood in Winston-Salem, N. C., attended schools there and Woodberry Forest, Va. Entered UNC at Chapel Hill in 1926, graduated in 1930 as president of Phi Beta Kappa and member of Golden Fleece. Received LL.B. degree from Yale Law School, 1933. Practiced law in New York City, later in Winston-Salem. President of Piedmont Publishing Co., Winston-Salem Journal, Twin City Sentinel. Member of N. C. State Senate, 1938-42, 1946-47. In World War II, inducted as private in U.S. Army, discharged as captain Infantry, 1942-45. Assistant Secretary of Army, Dept. of Defense, 1947-49. Secretary of Army, 1949-50. Special Assistant to the President of the U. S., 1950. Elected President of the Consolidated University of North Carolina, 1950, at the age of 41, serving until 1955. Director Psychological Strategy Board, 1951. Assistant Defense Secretary for International Security Affairs, 1955. Director of Office of Defense Mobilization, 1957.



# William Clyde Friday

## *President of the Consolidated University of North Carolina*

By way of introduction, William Clyde Friday was born in 1920; graduated from High School in Dallas in Gaston County in 1936, from N. C. State in 1941, from the Law School of the University in Chapel Hill in 1948.

His school activities included baseball, basketball and sportswriting for his high school and college newspapers; shearing sheep and harvesting wheat on his grandfather's farm in summers and working in the textile machinery plant of his father; filling the presidency of his high school class for four successive years.

He was Speaker of the Student Legislature, President of the Student Senate, member of the Student Council and President of his Senior Class in N. C. State; President of the Law School Student Body at the University of North Carolina; Member of the Honor Societies of Blue Key and Golden Chain at N. C. State and Golden Fleece in Chapel Hill; and President of the Student Government Association of all Colleges and Universities in North Carolina.

His working life since college and law school days has included forty-two months of military service in the U. S. Navy, successive jobs as Assistant Dean of Students in N. C. State and the University in Chapel Hill, Assistant to the President of the Consolidated University of North Carolina in 1951, Secretary of the Consolidated University in 1955, Acting President in January 1956, and President in October of that year.

### **Training on the Job**

His co-workers look at him today with the satisfying assurance that no fortuitous combination of circumstances brought him through these successive trials of his mettle, in a variety of differing situations, over a period of twenty years, to the University Presidency at the age of thirty-six. Accidents don't happen that often. No man is in the right place, at the right time, that many times, without the growing conviction that he is the right man. Every one of these jobs would have been a dead-end job for him if he had not been always on the job, always on the spot, and always coming through—with each one be-

coming an open sesame to the next.

Men have come to leadership of all three units of the University of North Carolina from many backgrounds: classroom, laboratory, law practice, public office, business, and a variety of administrative experiences in public and private life—bringing with them the assurance that doing well in one job means doing well in another. But this man comes to the leadership of the Consolidated University of North Carolina from years of training on the job—bringing with him the assurance



**Bill Friday with his father at a textile exposition in Greenville, S. C., in 1941.**

that doing well in this job in the past is reason for believing he will keep on doing well in the future.

His co-workers take confidence from the fact he got his training under men with the differing philosophies, capacities, and skills of Chancellor Harrellson, Chancellor House, Vice-President Carmichael, President Graham and President Gray. The fact that his training under these men came in the post-war years of growth and adjustment, acquainted him with the problems of their growing pains, and gave him a continuity of knowledge, experience, and know-how to ease the transition from one administration to another.

### **On Trial on the Job**

He accepted the office of Acting

President, not as an accolade for past achievements but as a responsibility for tending to business which was coming to a head on many fronts. In moving into the office he moved into the problems coming with it—problems going to the quick and core of each institution's philosophy and operating procedures, and involving the confidence of Trustees, the General Assembly and the people of the State.

Without publicity, fanfare, or dramatics he put to work the knowledge that had come to him from working on the job. He started looking for the light with the help of helpers inspired by his quiet and unobtrusive passion for fair and thorough sifting of the facts, as he was inspired by their willing, wholehearted and cooperative team work.

Feelings of confidence began to spread through the faculties of the three institutions as they saw him working with instinctive intelligence in creative action, and turning "a keen, untroubled face home to the instant need of things."

Feelings of pride began to grow among Chancellors, Faculties and Trustees alike as they saw him, with hands no less firm than free, holding to a course of dignity and responsibility within the framework of the Statutes and the Constitution—never selling the day to serve the hour in the pushing, hauling, backing and filling of contending points of view he knew to be as honest as his own.

They saw him move beyond the role of umpire of conflicting claims into the creative leadership of the University of North Carolina—in Raleigh, Greensboro, and Chapel Hill—and realized he had not accepted the office of President for the purpose of presiding over the liquidation of the Consolidated University of North Carolina.

### **The Verdict of Scholars**

With the background of this record on the job, a Committee of the Faculties of N. C. State, Woman's College, and the University at Chapel Hill, united in this statement to Trustees looking for a President: "All who know Mr. Friday are impressed by his integrity, his steadiness, the high

order of his intelligence . . . an approachableness and gracious manner that is part of the man . . . . From character and discipline he has gained the ability to get things done—with judgment as well as energy. His record is marked by distinguished performance . . . . As Acting President he has been faced with unusually significant and numerous problems testing his ability to accept and discharge the responsibilities of the presidency.

"In meeting these problems he has demonstrated a rare ability to work effectively and responsibly with others; an insistence upon examination of all relevant facts and their evaluation in the light of the basic principles involved; a maturity and soundness of judgment in seeking and weighing advice; a devotion to the principle of proper and orderly procedure; a facility for being promptly and firmly decisive without being arbitrary; and a balanced appreciation as well as a comprehensive grasp of the values and needs of the several institutions and of the University as a whole."

#### The Verdict of the Governor

The Governor of North Carolina followed with the statement: "We've had an excellent administration of the University lately—not that we haven't had it before. But there comes a point of crisis in University affairs when somebody has to do an outstanding job, with courage and action and decisiveness that we've needed . . . and we've had it from President Friday."

#### The Verdict of the Trustees

The Trustee Committee which had worked its way with painstaking care through a hundred personalities across the nation recommended him to the full board in these words: "Your Committee has been impressed by Mr. Friday's integrity and fairness as he has gone about his duties as Acting President. In the final analysis the awareness that such qualities exist in the office of President by the faculties and the other constituencies of the University may well be the most important attribute of a successful President. In a trying time Mr. Friday has stood steadfast on all matters.

"We have taken into consideration the fact that Mr. Friday upon completion of his law school work deliberately chose the University as a way of life. Despite attractive offers elsewhere, he has remained in the University. He will, therefore, bring to this job the dedication and singleness



Lieutenant Friday during World War II.

of purpose which the job requires. This will be the foremost challenge of his life and he will respond accordingly. We recommend to you, therefore, a young, vigorous man of proven character and courage, a man with whom we can go forward with high hopes.

"We offer this report with a high enthusiasm based upon the deep conviction that we have been led to the right man. If any of you expect to be satisfied with mediocre faculty salaries, and would be willing to have the services of a mediocre faculty; if you are willing to see the University anything less than the great outstanding University of the South; or if you have any intention of at-

tempting to circumscribe the right of any faculty member to speak, teach, or search for the truth as he believes it to be; then I would respectfully suggest that you vote against the acceptance of our Committee's report . . . .

The Trustee minutes add that "Mr. Friday was elected by the unanimous vote of the Board of Trustees." He was not pulled green; he ripened on the tree. The man, who many months before moved into the office and the problems of the Acting President, had come out of them as President of the Consolidated University of North Carolina—winning his spurs, as he will keep them, in action, in the field, and on the job.

#### The Work Ahead

No one knows better than William Clyde Friday that all of this good will and all of these good wishes do not mean the future either of himself or of the institutions trusted to his leadership is in the bag, and that they carry no assurance he will not run into rough waters over and over again with all the power of undertow to drag him down or overtow to wash him up.

He knows without the telling that many a time he will have "to lay his course by a star he has never seen, dig with the divining rod for springs he may never reach," and "follow knowledge like a sinking star" beyond horizons he does not foresee and cannot predict. That many a time he will be surrounded with the loneliness of isolation and in hope and despair left trusting in his own unbroken will.

No one knows this better than Bill Friday himself. That is why he is happy in the presence of Billy Carmichael with seventeen years experience in the financing and related



At the graduation of his fiancée, Ida Willa Howell, Meredith College in 1941.

problems of all three units of the Consolidated University of North Carolina.

That is why he is happy in the presence of William Whyburn with over thirty years experience in teaching, research and writing, and administrative work in public schools, colleges and universities in different parts of the country, and nine years at the University in Chapel Hill.

That is why he is happy in the presence of Alex Shepard with thirty years experience in the fiscal and accounting problems of the three units of the Consolidated University.

In men like these he is showing the wisdom of a leader who picks men wiser than himself in their respective fields as his advisors.

His predecessor in office had this to say at his inauguration: "I know him to be a man of deep moral conviction, unimpeachable integrity, immense follow-through, and with a capacity for growth which I believe has been unparalleled in my experience."

The responsibilities of the new President will call for all of the "deep moral conviction" he has, and more; all of the "unimpeachable integrity" he has, and more; all of the "immense follow-through" he has, and more; all of the "capacity for growth" he has, and more. A growing man in this growing job never "becomes," but is forever in the process of "becoming;" never "arrives," but is forever in the process of "arriving;" never "gets there," but is forever on his way.

His military service records show he spent "thirty-nine months on problems in loading, handling and shipping live ammunition." No one knows better than himself that he will need all of the skill developed there and more with the "live ammunition" he is handling now. It has been said he



Just married! May 13, 1942.



At home in the President's House at Chapel Hill are Frances, 6, Mary Howell, six months, President and Mrs. Friday. A native of Sumter, S. C., Mrs. Friday went to school at Lumberton, graduated from Meredith and did graduate work in the School of Public Health at the University in Chapel Hill, receiving her master's degree in 1947. She was an instructor in the School of Public Health from 1947 to 1951. She is active in numerous community activities.

would make a good psychoanalyst, or minister, or father confessor; and no one knows better than he that he will need all of these prophetic insights for understanding of the problems he will face.

We heard him pledge himself at his inauguration "to cherish and encourage sound scholarship in its search for truth;" to guide the Consolidated University to "impartial and sympathetic services to all the people of North Carolina;" and to "consecrate all its powers to the intellectual, moral and physical training of youth."

He found these pledges in himself long before he read them in the statute and pronounced them on the platform. He felt them when he chose the University as his way of life in 1948 and went into the Dean of Students Office; and they took on added meaning as he worked by day and by night with students and their problems in themselves and in their setting of classroom, library, dormitory, dining hall, infirmary, play and recreation, and the multiplicity of forces going into student life.

He saw them in a larger context as

this work led him to the duties of Assistant to the President, and later Secretary of the Consolidated University and the vistas opening from these new vantage points; as he worked with the faculties, and joint committees of the faculties, in studying educational processes in all three units of the University; as he saw through line items in their budgets to the students and teachers symbolizing the hopes and dreams of homes and families behind them; and found in their productive work the visible returns of a state's investment in them.

Teachers in the classroom, scientists in the laboratory, scholars in the study, officials in N. C. State, Woman's College, and the University at Chapel Hill, who work as persistently and wholeheartedly on their jobs as William Clyde Friday works on his, will multiply his power to keep the "solemn pact" he has made with the people of North Carolina "to build a more distinguished Consolidated University, respected in the educational world for the excellence of its teaching and research, and loved by its people for its devoted service!"—By Albert Coates

# William Donald Carmichael, Jr.

## *Vice President of the Consolidated University of North Carolina*

In the spring of 1940 Frank Graham and Charles Whedbee went to the office of William Donald Carmichael, Jr. in New York City, and in the name of the University Board of Trustees asked him to give up his business activities on the rising tide of his career; give up his seat on the New York Stock Exchange; give up the future and the fortune coming into focus; come back home for a fraction of his growing income; and give his life to the work and worries as Controller of the Consolidated University of North Carolina — in Raleigh, Greensboro and Chapel Hill. He did.

Billy Carmichael was born in Durham on July 8, 1900, graduated from Durham High School in 1917, and from the University of North Carolina in 1921, and added a year of graduate work in 1922.

In his college days he played basketball four years on a team he led as captain in 1920 and which became the first U.N.C. basketball team to win the championship of the South in 1922. He was Business Manager of the *Tar Heel*, Editor-in-Chief of the *Tar Baby*, winner of the Preston Cup in Journalism, member of Sigma Upsilon, the Glee Club, Kappa Sigma, Order of the Gimghoul, the German Club, the Coop, and became Chief Commencement Ball manager in his senior year.

### From 1922 to 1940

His working life has included military service in the 358th Aero Squadron of the United States Air Corps in 1918-19; the advertising business in New York City from 1922 through 1927; the stock and brokerage business in 1928, and three years later partnership in his firm; membership on the New York Stock Exchange from 1931 through 1935; senior partnership in the firm of Carmichael and Carson from 1936 to 1940.

In New York City he was a member of the Cardinal's Committee on Catholic Charities, the New York Athletic Club, Metropolitan Club, Racquet and Tennis Club, Rockaway Hunt Club, and the Stock Exchange Study Committee.

Here in North Carolina his work

is indicated by his succession of titles: Controller of the Consolidated University of North Carolina, Vice President and Controller, Vice President and Finance Officer, and Acting President.

When he came to Chapel Hill he gave himself to the University to the point that in seventeen years he has not sold a piece of real estate, bond or share of stock; and has spilled over only into those activities directly related to the well-being of North Carolina and the University of North Carolina, including the original Southern Education Board, Heart Association Fund, National Council of the Boy Scouts of America, Governor's Advisory Council on Nuclear Energy, In-School Television Experiment, and the Roanoke Island Historical Association.

### Life Begins At Forty

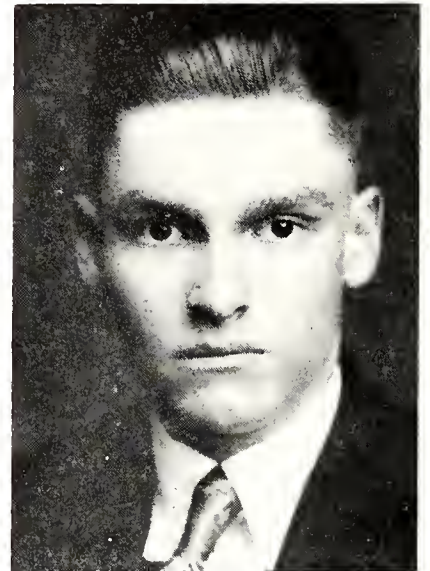
With forty years experience he came to Chapel Hill in 1940 to start a lifetime job, went to school to the President, Deans of Administration, and Business Managers of three growing institutions in the Consolidated University; worked with them during the summer in putting their needs into budget requests; fought with them to make these budgets stick in the Budget Commission in the fall of 1940 and the General Assembly in the winter and spring of 1941; and with the help of the Business Managers in the next biennium began formulating uniform bookkeeping records, accounting procedures, and business policies for the three units of the University.

### In and Out of World War II

Before the ink was dry on these procedures, his job-learning process was magnified as Pearl Harbor pulled students and younger faculty out of school to save the universe and left him and his co-workers at home to save the University. In the Pre-flight, V-12, Meteorology, Language and Area, Physical Fitness, Specialist, and related military programs bringing thousands of soldiers to N.C. State and the University at Chapel Hill to supplement civilian students, he and his colleagues found the answer to

unoccupied faculties and emptying dormitories, dining halls, classrooms, fraternity houses, laboratories and playing fields.

No sooner was the University going lock, stock, and barrel in the nation's service than Hiroshima and Nagasaki pulled military forces out of colleges and universities and replaced them with a flooding tide of students in the fall and winter of 1945 and the years thereafter. He worked with his colleagues in finding partial answers to resulting problems in trailer camps, army barracks, quonset huts, tents,



**Billy Carmichael as a senior at Chapel Hill, 1922.**

basements and attics of dormitories, the Tin Can, Victory Village, and wooden buildings brought from military camps to dot the campus at N.C. State and Chapel Hill with supplemental classrooms, laboratories, libraries, and workshops.

### After the War

He worked with colleagues in three institutions on their problems of adjustment and growth to meet the needs of the state, the south and the nation in a postwar world, and went with them to the Budget Commission and the General Assembly for more teachers and equipment for students knocking at their doors.

As his work with legislators and





state officials taught him the likely limits of state support, he worked with colleagues to enlist the help of free enterprise in adding services and qualities beyond bread and butter needs. Out of this work have come the Foundations to bring and hold men and women on the faculties of three institutions who are achieving distinction with a market value beyond the reach of normal salary scales; the Distinguished Professorships; the Nuclear Reactor; the Morehead Planetarium and Scholarships; and many another addition to the excellence of all units of the Consolidated University.

#### All These Things He Saw and of Some He Was a Part

He has not yet got around to claiming credit for the things he has done. He still takes the cash and lets the credit go. He knows pretty well what he has done and joys in it; but he is too busy with the present and the future to take time out to tell about the past. "You are writing this story eight years too soon," he told me, "I have eight years to go before I'm sixty-five and I'm not through yet." He won't be through at sixty-five; and no one knows better than himself that he will go on giving himself to the University as long as he lives, and a little longer. "What is past is prologue," reads the inscription on the Archives Building in Washington. "Meaning," said the taxi driver to the tourist, "you ain't seen nothing yet."

He listens to the Lone Ranger programs and sees himself in lone ranger roles. There is a bit of truth in this projection of himself; but not much. Let me call him as a witness against himself by quoting from his deckle edge brochure on the William Neal Reynolds Coliseum at State where he wrote: "It took ten years, three Governors, four General Assemblies, four Budget Commissions, two Budget Directors, 3,900,003 North Carolinians (including two Babcocks and one David Clark) to build the William Neal Reynolds Coliseum; but the three people who deserve more credit than anyone else are Mr. and Mrs. Charles Babcock of Winston-Salem and Mr. David Clark of Charlotte. Mr. Clark had an idea. The Controller caught Mr. Clark's contagious enthusiasm and from that moment was a "yo-yo" top, coming and going as Mr. Clark manipulated the string. J. G. Vann, Assistant Controller at State College, joined Clark and Carmichael and the Coliseum Crusade was on."

One of his friends remarked the

other day, "He can think of more things to do, get more people to help do them, and take less credit for himself than any man I know."

Everyone will agree that he was at the very least a catalytic agent among the forces bringing the four year medical school, hospital and division of health affairs, and there is no doubt in his mind that Kay Kyser was his greatest contribution to the movement. Everyone will agree that he was at least one of the links in the chain of forces working for the Reynolds Coliseum, the Reynolds Professorships and the Nuclear Reactor; one of the joints in the backbone of forces bringing television to the service of education in the University—at Raleigh, Greensboro and Chapel Hill, and the public schools in North Carolina; one of the ribs attached to the backbone of forces bringing unity and beauty to the Woman's College campus by closing a heavy traffic highway which had cut it half in two; a little of the fluid in the spinal column of the Foundations touching many a part of University life with excellence; a one-man band finding a way to lose himself in many a great co-operative venture so completely that no one can tell his story for the last seventeen years without telling the story of the University of North Carolina in its consolidated parts.

#### Mechanism, Life and Personality

He works at the crossroads of competing claims of three institutions, the Budget Bureau, General Assembly, and other sources of supporting revenue. Scylla and Charybdis had fixed positions navigators could rely on in keeping off the rocks, but the agencies he is working with are forever shifting their positions; and he is forever getting in and out of somebody's hair, stepping on somebody's toes, crossing somebody's path. No matter which way he gets out of some situations he gets out the wrong way—leaving no doubt whatsoever in the mind of many a person about his relative position in the animal kingdom.

He is the despair of all who keep appointments; of all who go through channels and believe in pigeon holes; of all who stick to scheduled hours of work, sleep and recreation; of double entry bookkeepers and certified public accountants who cannot lift their eyes above the level of a ledger sheet and do not see through figures to the folks. He will not go to and stay put, and you can never put your finger on him; but whenever and wherever the

University is in trouble, you will find him there.

He defies classification and upsets the equilibrium of all who expect him to do "the things he is supposed to do" and who find themselves face to face with a man who can and does make a living for himself and the University by writing script, setting stages, playing parts; selecting type, choosing colors, messing his fingers into printer's ink, and turning out brochures with deckle edges; sweeping dust and sometimes dirt out of long forgotten corners, putting bricks in gravel walks, tidying borders, planting shrubs, touching in many places the hem of the garment of every institution in his care; and coming as close as any man I know to making money sing as well as talk in things of beauty which are joys forever.



Vice President and Finance Officer of the Consolidated University.

He is forever mounting Stephen Leacock's mythical horse and riding off violently in all directions, but that is because fires are always breaking out in all directions and it is his business to put them out.

#### God, Wife and University

His wife knows this, by way of instinct as well as self defense, and finds her happiness in his. She has found the only effect of a heart attack is to move him to accept the Chairmanship of the Heart Association Fund. She knows he is happy in dissolving himself into the bloodstream of the University—frying off the fat, toughening the sinews, quickening the pulse and toning up the system. She knows that he will live miserably if he lives in any other way and that he will die happy if he dies in the University's service.

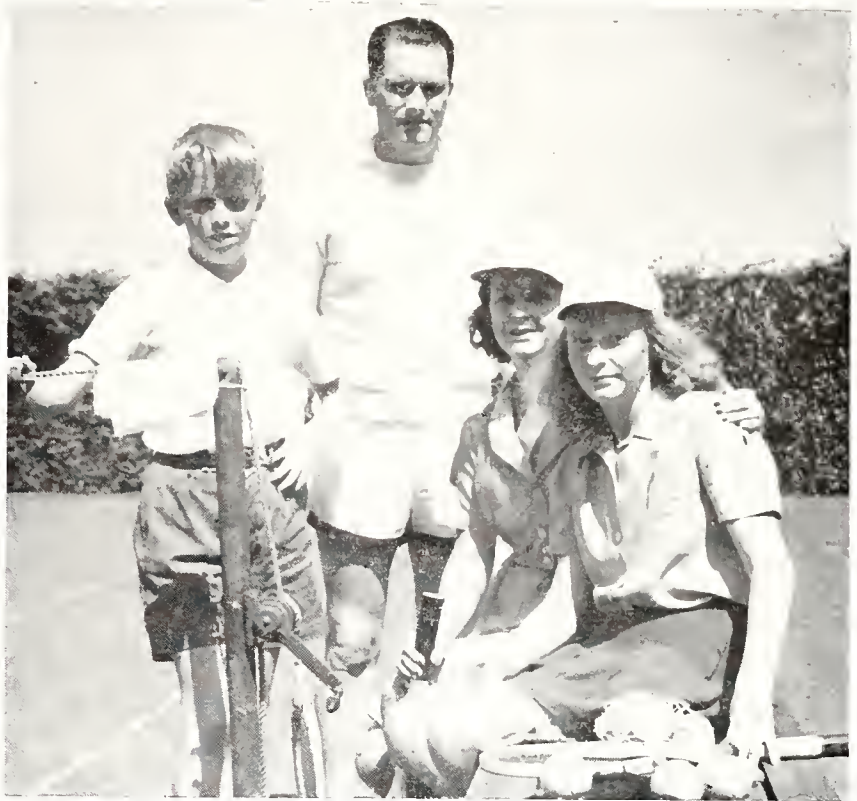
That is why she throws herself and her home into his service, puts up with his habits of getting up in the middle of a meal to answer or put in a call, coming and going at all hours of the day or night, turning on the light in the small hours of the morning to jot down some thought the subconscious working of his mind has just brought to the surface.

He worships God, his wife, and the University, and sometimes gets them all mixed up together and worships them all at the same time because he finds it hard to tell the difference.

If you follow him to his home on business in the evening, that is all right—by the law of adverse possession. But if he has had a long hard day, as he usually has, and looks a little tired and strained, she will start patting her foot around ten o'clock; and shortly thereafter press it down on the floor as if on a throttle and look longingly at a pointed toe she would like to put to use; and when a little later she turns on her heel and walks out without a word, you may know that as far as she is concerned you have worn your welcome out, and you had better get up and go. For as a picture in this sketch reveals, he lives and works under the shadow of her wing.

#### Finds His Place as a Cow Finds a Calf

In the last seventeen years he has found his place in North Carolina and the University of North Carolina as a cow finds a calf—in hard and sometimes bitter labor. That "place" is likely to keep on growing in similar fashion in the years to come, and those who cannot "out-do" him will have to "outgrow" him. There is a legend of the Crusades that Richard



The Carmichaels on the tennis courts at Chapel Hill several years ago, left to right, Billy 3rd, W. D. Carmichael, Jr., Mrs. Carmichael and daughter, Margaret.

Coeur de Lion said to the assembled leaders of the allied forces: "May the God of the Christians give the final victory to him who carries the banner farthest into the ranks of the enemy." That is the spirit of Billy Carmichael if I understand him. And in that spirit no one will go further in bringing all that he is and all that he hopes to be into the service of the new Administration of the Consolidated University in all its parts.

No one who knows him claims he is



Billy Carmichael in his office, the portrait of his wife above his desk.

the *cerry parfit gentil knight*; he is too rough and tough and ornery to fit Chaucer's description of Frank Graham. No one who knows him claims he is pure gold—that is too soft for his uses; maybe not even eighteen carat gold—but fourteen carat? Yes, if that will wear the longest. No one who knows him claims he is lily white; a battleship gray is most becoming to him. He has exhibited the qualities of Julius Caesar, Nicholas Machiavelli and St. Francis of Assisi so often, and in such swift succession, that one catches up with the other and all of them get mixed up together so inseparably that he comes out all of a piece—but with never a trace of Judas Iscariot in his make-up.

Without claiming there is any divinity which shapes his ends it may be said he has come as close as artificial respiration to the resurrection of life in many a movement going strong today.

And sometimes when the atmosphere is right and the sun is at the proper angle, there are those who have seen him on the horizon taking on the spirit, form, and figure of a knight in shining armor, *sans peur et sans reproche*; and they know without the telling that he is riding in the lists for the University of North Carolina—in Raleigh, Greensboro and Chapel Hill.—By Albert Coates



# William Marvin Whyburn

## *Vice President for Graduate Studies and Research*

At the elbow of President Friday is a wise counselor, the former president of a great technological institution, an educator steeped in the broadways and by-ways of academic life, a skillful administrator, a scholar dedicated to research and a personality who brings experience and devotion to intellectual life to bear on his task in the Consolidated University of North Carolina.

If William Marvin Whyburn had deliberately set out years ago to take the training and to study the subjects and to teach the disciplines and to perform the research and to execute the administrative functions that would most aptly prepare him for his present duties in the University, he could not have done it with greater foresight and ability.

Whyburn is a man of accomplishment—as a student, in teaching, in research, in administration, in public service.

He is Vice President for Graduate Studies and Research of the Consolidated University. In this position he coordinates the graduate work in the three institutions at Raleigh, Greensboro and Chapel Hill, and he works with the several graduate deans in developing and expediting research of all types.

One of the world's outstanding mathematicians, Whyburn was tapped for his present position by President Friday and given a leave of absence from his duties as Kenan Professor of Mathematics and head of the Department of Mathematics, a position he has held in the University at Chapel Hill since 1948.

### **The Scholar**

Dr. Whyburn's remarkable career, distinguished for versatility and excellence began 55 years ago near Lewisville, Texas. He spent his boyhood on a farm which he now owns and attended rural schools where he early demonstrated his ability in mathematics.

At 15 years of age he entered North Texas State College, and after

one year taught school two years before entering the University of Texas.

Whyburn had his mind set on mathematics, and he was somewhat taken aback when his faculty adviser at Austin threw a bit of cold water on his ambition to take math.

The adviser, who was an anthropologist, tried to do a selling job on anthropology.

Young Whyburn said he wanted to enroll for civil engineering.

"Why?" asked the adviser.

"Because I have been told that if I take civil engineering, I can take a lot of mathematics."

"You don't have to do that," said the adviser. "You can get just as much or more by majoring in math. But why are you so set on studying mathematics?"

"Because I like it and I think it's important."

The conversation continued with the faculty adviser getting in a few more plugs for anthropology. "What do you expect to do after you graduate?" asked the adviser.

"I'm going to be a stock farmer," replied Whyburn.



Whyburn at 22 as a student at the University of Texas.

"How in the world do you expect to use mathematics in stock farming?" asked the adviser.

His dander up a bit, Whyburn retorted, "How in the world would I use anthropology in stock farming?"

The adviser threw up his hands, and Whyburn started on a career in mathematics that has sparkled with achievement.

At the University of Texas he was in the upper one per cent of his class, majoring in mathematics and minor-ing in chemistry, a member of Phi Beta Kappa and of Sigma Xi, receiving his bachelor of arts degree in mathematics in 1922, his master's in 1923 and Ph.D. in 1927.

His graduate honors included designation as University Fellow and later as the Louis Lipschitz Fellow.

In 1927-28 he was at Harvard University under provision of a National Research Fellowship.

### **The Teacher**

After only one year of college, William Whyburn began teaching school at the age of 16. He was principal of a two-teacher county school in Denton County, Texas. He taught everything from the fifth grade through high school.

Over half the students in the school were older than the teacher and, as Whyburn recalls it today, some of the older boys were tough. They resented the discipline and swore they would beat him up once the school year was over.

One day one of the students pulled a knife on him. "I told him quietly that I didn't think he had the nerve to use the knife, and surely enough he didn't," said Whyburn.

The next year he taught at a three-teacher school in Little Elm, Texas. He remembers two of his pupils in that school were the Wilks brothers who are now having distinguished careers. Samuel S. Wilks, who was one of Whyburn's 7th grade students, is now teaching at Princeton Univer-

sity and is one of the three or four leading men in statistics in the nation. His brother holds a Ph.D. in humanities. When the Wilks boys attended a Christmas party at the school in 1919, presents were exchanged, and they gave their teacher a tie pin and cuff links. Years later Whyburn showed Wilks at Princeton that he still wears the tie pin and cuff links.

After his graduation from the University of Texas, Whyburn taught there the following summer, and in 1923-24 taught math and headed the Department of Mathematics at South Park College, now the Lamar State College of Technology at Beaumont, Texas.

He became an assistant professor at Texas A. & M. in 1924, an associate professor at Texas Technological College the following year, and a professor at Texas Tech in 1927.

It is noteworthy that in 1928 he refused an offer to head the mathematics department at a state university and also resigned his professorship at Texas Tech to accept an assistant professorship at the University of California in Los Angeles.

At UCLA he was made Chairman of the Department of Mathematics in 1937 and became a full professor for the second time in 1938. He taught during the summers at the University of Virginia, the University of Texas and the University of California at Berkeley.

His other teaching has been at the University of North Carolina in Chapel Hill where he came as a Kenan Professor nine years ago.

Dr. Whyburn still teaches, although he carries a heavy load of administrative responsibility. He is teaching this year a graduate course in differential equations for doctoral candidates.

#### The Administrator

At the University of California in Los Angeles, his administrative capacity was cultivated by service on many committees in that institution. At one time there were 26 of these committees. He held five chairmanships. These included the Committee on Committees, the Budget Committee, the Research Committee, a committee to select new professors and department heads, deans and other administrative officers of UCLA.

Whyburn is a man of good humor and has a fund of anecdotes,

One day when he was standing in line at commencement in Los Angeles, a fellow faculty member in the procession, asked him facetiously, "What is the difference between mathematics and religion?"

Whyburn pondered only a moment. "I suppose the chief difference is that in mathematics the answers are in the back of the book," he said.

That was a spur of the moment reply, but he got to thinking about his answer and incorporated his reply in an address he later delivered.

In this address he said:

"I believe that if the guiding principle which I am about to enunciate were generally adopted, then advancement of civilization would be accelerated and the daily lives of individuals would be enriched thereby. The principle is contained in the assertion that 'in mathematics the answers occur at the end of the book.' In some fields the answers are given at the beginning of the book and the entire book devoted to justification of these answers. When this statement is analyzed it means that the true mathematician has adopted a procedure which starts with the problem and reasons unemotionally to the solution. He first concentrates on a careful and accurate formulation of this problem and then abstracts it as much as possible from its physical setting. In this abstraction he makes use of a special system of language and symbols which to the layman appears quite complicated but which in reality brings operations of great complexity within the scope of human limitations. With the problem thus abstracted, he proceeds to reason unemotionally to conclusions, unhampered by preconceived notions or feelings about the solution eventually to be arrived at. This procedure is as good in any field as it is in mathematics. Indeed, it applies to all matters of our daily lives and works. If we will always start with the problem—never with the solution—concentrate our efforts on a careful formulation of this problem and the conditions under which it must be solved, and then follow with a diligent search for a solution using methods which are unhampered by any preconceived notions or emotions of what this must be, then we will arrive at the best possible answer to the question involved. If, on the other hand, we in effect start with the solution which we desire or think should be obtained, and then we proceed to formulate the problem and to work on it in such a way that it



This pen sketch of Whyburn appears in the book, "The Kenan Professorships."

leads to this solution, our contribution has been negligible—in fact, we are back at our starting point."

In 1944 William M. Whyburn was invited to become President of Texas Technological College, and his experience as an administrator there is reviewed in a book, "The First Thirty Years," a history of Texas Tech, by Ruth Horn Andrews. In a chapter on the Whyburn Administration from 1944 to 1948, the author demonstrated the progress made by President Whyburn who called himself more of an "expeditor" than administrator.

Mrs. Andrews writes:

"His capacity for organization and his genius for reducing everything to a formula should have enabled the college to run as smoothly as a well-oiled machine. With the methodological mind of the scientist, he appeared to take literally the dictum of Alexander Pope that order is Heaven's first law.

"Almost at once after taking office, President Whyburn began to study the divisions and departments of the College with a view to raising academic standards in order that the Association of American Universities might look with favor upon an application from Tech to be placed on its list of approved colleges. He set about energetically to correct such faults as he found. The net results were two: first, in 1946, the coveted recognition by the Association of American Universities, and second, almost immediate resentment and some animosity on the part of a good many faculty members."

President Whyburn is praised in the history for his astute handling of budget requests in Texas legislative circles. His mathematical genius and persuasive powers aided his college financially. "President Whyburn's administration was a prosperous one," Mrs. Andrews observed, noting that standards were raised academically and fiscally.

In 1948 the University of North Carolina at Chapel Hill was looking for a man of superior ability and distinction to succeed Archibald Henderson as head of its Department of Mathematics. To get the right man the University was willing to supplement the salary, and this was made possible by offering a Kenan Professorship.

William Whyburn was just the kind of man needed. Since he was at that time resolved to re-enter teaching, it was an opportunity of mutual good advantage.

At Chapel Hill his administrative abilities have impelled the University to use those qualities and Dr. Whyburn has been willing to devote as much time as possible to administrative duties in a crucial era of the University's history. The results of these efforts are reflected in the high international standard of the Department of Mathematics in the University of North Carolina at Chapel Hill.

At first much of this administrative aid took the form of counsel on regular committees—for the Library, the School of Arts and Sciences, the Summer School, the Graduate School, the All-University Administrative Board, and the Second State of the University Conference of which he served as chairman. He was also chairman of selection committees for deans and department heads.

When President Gordon Gray resigned in 1955 and later William C. Friday became Acting President, Dr. Whyburn was asked to come to South Building and help during the interim. As Acting Provost, Whyburn undertook numerous liaison jobs and did them well. His was the practiced hand and his voice the voice of experience.

Upon President Friday's recommendation William M. Whyburn was elected by the trustees to be Vice President of the Consolidated University and is in charge of a program of expanded research and graduate studies destined, many believe, to usher in a new day of achievement in the three institutions.

#### The Researcher

William Whyburn's first research

attainment came when he received his master's degree at the University of Texas in 1923, and research publication has continued up until the present day, with some of his works now in the process of publication.

He is co-author of four textbooks in mathematics, and has contributed numerous articles to professional journals, and to various symposia sponsored by research organizations.

One significant certificate hanging on the wall of his office, demonstrating his research standing, shows his membership in a Peruvian Scientific Academy, "La Academia Nacional de Ciencias Exactas, Fisicas y Naturales de Lima."

He regards his early work on non-linear differential equations, his work on critical sets for functions and critical solutions for differential equations, and his study of general boundary conditions for differential systems as among his more significant research contributions.

#### The Public Servant

During World War II, Whyburn was on leave for a time from his presidency of Texas Tech to serve as Chief of Operations Analysis Section

for the U. S. Third Air Force with headquarters at Tampa, Fla. In a commendation after his service, it was stated for the official record:

"By virtue of his unusually profound knowledge and wide administrative background, Dr. Whyburn was able in a very short time to put his finger on the few most important fields in which men of his group could aid in the betterment of the Third Air Force effort."

His first love is teaching. He remains a teacher. He has the teacher's tremendous respect for research and he is prepared to guide research in the three institutions. His administrative skills are abundant to overflowing. He is a counselor who fits the requirements of the times.

#### Conclusion

It is seldom that so many talents repose in one man and in each of the talents the man excels. That certainly is so in the case of William Marvin Whyburn, a man of warm personality, seasoned judgment, splendid sense of humor, ready wit and determination to engage in continuous and dedicated labor.—By Pete Ivey



Mr. and Mrs. Whyburn seated on the steps of their home in Chapel Hill with their son, Clifton Thomas Whyburn, a student at the University of Alabama. Inset is picture of their daughter, Mrs. Willa Marie Whyburn Bussard of Los Alamos, New Mexico. Mrs. Whyburn is the former Marie Barfield of Gonzalez, Texas, a graduate of Southwestern University and the University of Texas where she received her Master's degree.

# Alexander Hurlbutt Shepard, Jr.

## *Treasurer and Business Officer of the Consolidated University*

Around the Consolidated University office there is a saying that decisions are made by "three Bills and a Buster." The three men whose first names are William are Friday, Carmichael, and Whyburn. The man who answers to Buster is Alexander Hurlbutt Shepard, Jr., the Treasurer and Business Officer of the Consolidated University of North Carolina.

Born August 25, 1908 at Wilmington, N. C., the youngest of four brothers, all sons of an Atlantic Coast Line Railroad man, Buster Shepard went to Davidson, where he starred in basketball. He was a good scholar, and was recognized then, as now, for a dry wit and appreciative sense of humor.

One day as a graduating senior, he sat on a back seat while awards were being announced. The faculty member speaking was about to give the prize for the student making the highest grade as a Bible student. "It does not necessarily follow," said the awards speaker, "that the recipient of this prize is a religious person, nor that he is kind to his fellow man. He may be just the opposite. The prize goes not necessarily to a man of proved spiritual qualities, but to the student who happens to make the highest grade in the study of Biblical literature."

Buster Shepard, sitting in the rear of the room, was quietly convulsed with laughter. "I felt an actual embarrassment for whoever it was about to get the prize, for the professor giving the prize and making that kind of speech surely did queer the deal," recalls Shepard.

But then it happened. The name Alexander H. Shepard, Jr. was announced as the winner. Somehow, he says, he got to the front of the room, received his prize and made his way back to his chair.

After Davidson he taught English a year at the Berry School in Georgia, and in the summer of 1932 he took a temporary job with the accounting department of the University. "I was filling in for somebody who got sick," he said.

He's been in Chapel Hill ever

since, and has been the adviser, "no-man," financial counselor and interpreter of budgets and balances for twenty-five years.

Former Chancellor Robert B. House who worked with Shepard all that time said, "He is an artist in his work, and he looks upon his fiscal work as an artist would look upon a painting. He has natural ability in business, is easy to get along with, has a deep sense of emotional drive, and a fine sense of values."

He added that Shepard is a hard worker and a dedicated business manager, but a "delightful companion to have along on a trip."



**Buster Shepard, senior at Davidson College, 21 years old.**

Others who know him point to his amazing patience, a characteristic that holds him in good stead in the long hours of figuring.

It has been said that Shepard probably knows more than any other individual about the detailed financial affairs of the University of North Carolina. Presidents, deans and other administrators have depended upon him for information which he is always ready and willing to give in painstaking detail.

A familiar picture in South Building is Buster Shepard on one side of a desk, with a pencil and adding ma-

chine, explaining financial facts to an administrator on the other side, and the two discussing facets of education as they gear into the realities of dollars and cents available.

And once the serious business of decimal points and dollar marks have been settled, the two are most likely to relax and Buster Shepard will have a quip to make that gives a jovial ending to the fiscal session.

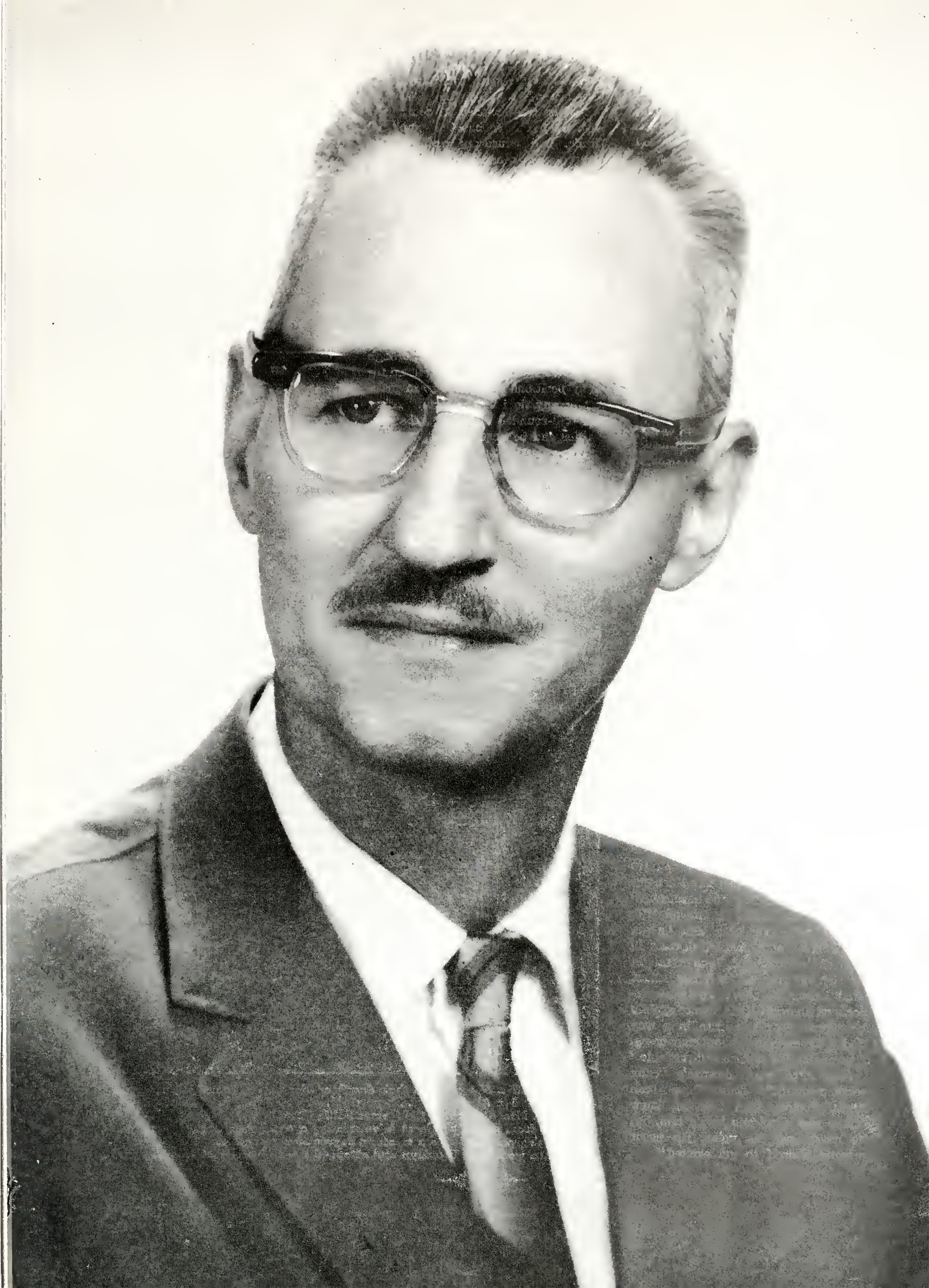
Up until 1957, he was assistant to the Business Manager of the University at Chapel Hill, and when the position of Treasurer and Business Officer of the Consolidated University became open, he accepted the opportunity for the broadened duties, although he characteristically explained with a smile, "The only reason I took the job was to be certain of getting a parking space around South Building."

Perhaps one of the secrets of his success, aside from an innate ability, is his quarter of a century of day by day rubbing elbows with the details of buying and paying, wages and salaries, and fitting the ephemeral and intangible things of a university into the proper grooves in which they belong in the realities of allocated funds.

Buster Shepard has learned these things by constant association with the job and with other men in kindred positions in the University. He has watched uniform procedures and has practiced them and has made them a part of his working personality. He has been present and has participated in decisions made by Chancellors and by Presidents. He knows why a decision was made one way, or why it was made another; he is familiar with the policies established by the trustees because he had been a part of the formulation of the policies and he knows the basic reasons for it all, including the majority and minority opinions expressed by all of those involved in the evaluation and crystallization of university-bound regulations.

It is for these reasons that Shepard can see the faculty point of view, the administrator's view and the





perspective of public education that undergirds the whole. These also are the reasons why he has in a quiet but firm manner gained the confidence of faculty and administrators and others who have had occasion to recognize his genius.

In the recent changes in the Consolidated University there was the noticeable trend on the part of President Friday to make careful selections and appointments with emphasis on experience. This trend was certainly followed in the case of Alexander Shepard who brings to the task of fiscal management in all three institutions a dedicated and understanding grasp of budgets, books, boards of trustees, buildings, bachelors of arts and sciences, banks and bills.

It takes a rare combination of qualities to produce a man sensitive to both the realities of the marketplace and the dreams and aspirations of professors and administrations in an institution of higher learning.

That Alexander Shepard possesses these qualities in abundance is the subject of testimonies daily from those with whom he associates.

Of those in good position to know Shepard's value, the former Business Manager of the University, Claude E. Teague, who retired last July, is perhaps in a key niche to give testimony. Teague said, "When I think of Buster Shepard I think of the qualities of thoroughness, of patience, and of integrity."

Teague said he has seen repeated evidence of Buster's remarkable memory. "I believe you call it a photographic mind," he said. "Buster can remember figures, and you can ask him for estimates and go to bed at night with relaxed realization you don't have to worry any more about them, for they are right."

Teague has observed Shepard in negotiations with budget people in Raleigh and he notices there the same respect for his ability and background that is demonstrated in Chapel Hill.

"You must remember that he got his bachelor and master's degrees in English," said Teague, "and he taught English one year at the Berry School. That knowledge shows up in his reports on finances. He is able to explain his figures to the layman in a way that is understandable and convincing. His reports are concise and readable."

Also cited was Shepard's "calm reasonableness." There have been times, Teague said, that he knew "there was a volcano inside him, but he never lost his poise. He never permits himself to get excited."

To these qualities must be added the idea of empathy that so many people have mentioned in connection with Shepard. He has the "you" attitude, and educators and administrators who consult with him know they are dealing not only with a man who is accurate, but also who is sympathetic and reasonable.

It is clear that Buster Shepard is the kind of man who would have done well whether he had chosen to go into teaching, preaching, accounting, journalism, law, medicine or any other profession.

It is an educational axiom that a well-educated man steeped in the humanities and with a thorough grasp of mathematics is well fitted for many positions of leadership in practically any field of endeavor. After the well-rounded education, the specialties can be acquired.

So it has been with Buster Shepard. He followed his brother, Norman, to Davidson, whereas Carlyle and Bo had gone to Carolina, and his intention at the outset was to be either

a teacher or a minister—his father had been a Presbyterian elder many years.

As it finally developed, he has had the opportunity to use his broad talents in the University of North Carolina, employing his love for teaching, his ability in accounting and bookkeeping, and his sincere regard for his fellow man which is the basic facet of his character. If he had decided to go into the ministry there is little doubt he would have gained the confidence of appreciative congregations; his sermons would have been punctuated with sound good sense and with wit and humor; moreover, the finances of the church would have felt the salutary influence of a clergyman who knows how to handle financial affairs.

What would have been his future, if he had decided on teaching or preaching? Some schools and some churches would have been well off, just as the University of North Carolina has been because of his talents.

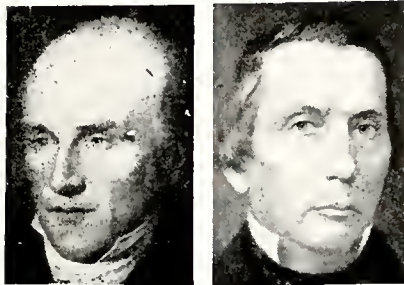
—By Pete Ivey



Mr. and Mrs. Shepard and their daughter Mary are pictured at home. Inset picture is Ensign Alexander H. Shepard III, now stationed in the Navy at Pensacola, Fla. Mrs. Shepard is the former Sallie Cowell of Washington, N. C. She graduated from Randolph-Macon Woman's College in Lynchburg, Va., receiving her B.A. degree. She holds a master's degree in social work. She has been a family case worker in Brooklyn and attended the University at Chapel Hill,

# University of North Carolina at Chapel Hill

## Presidents and Chancellors, 1795 - 1957

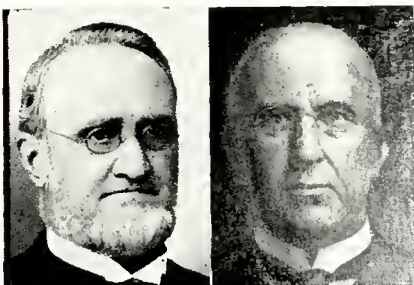


CALDWELL

SWAIN

**JOSEPH CALDWELL.** Born in Lamington, New Jersey, 1773. Attended academies in Princeton and Newark directed by Dr. Witherspoon and Dr. McWhorter. Entered Princeton College in 1787, at the age of 14. Graduated in 1791, ranking high in his class. Spoke the Latin Salutatory. Studied for the ministry and became tutor at Princeton in 1795. Professor of Mathematics at the University of North Carolina in 1796. Presiding Professor. On motion of Judge William Gaston elected first president of the University of North Carolina in 1804 at the age of 31.

**DAVID LOWRY SWAIN.** Born in Buncombe County, 1801. 1821 attended the University of North Carolina for four months, withdrew to study law in Raleigh under Chief Justice Taylor. 1832 elected Governor. Re-elected in 1833 and 1834. Led movement for constitutional reform while Governor and publicly favored public education. Elected President of the University of North Carolina in 1835, at the age of 34. Served until 1868.



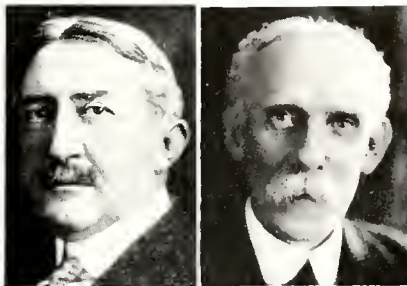
BATTLE

WINSTON

**KEMP PLUMMER BATTLE.** Born in Franklin County, 1831. Attended Raleigh Male Academy from 1839 to 1843, and a school in Chapel Hill in 1843. 1845 entered the University of North Carolina. Graduated in 1849 with first honors in every examination. 1849 tutor of Latin at the University. 1850 tutor of Mathematics. 1852 received Master's degree and completed law course. Practiced law from 1854 to 1876. 1875 helped to re-open and reorganize University. Elected President of the University of North Carolina in 1876, at the age of 45. Served until 1891.

**GEORGE TAYLOE WINSTON.** Born in Bertie County, 1852. Graduated from the Horner School at Oxford with the highest honors. 1865 entered the University of North Carolina. Left the University when reconstruction administration took control in 1868, and entered the Naval Academy. 1871 entered Cornell. Became member of Phi Beta Kappa.

1875 assistant professor of Literature at the University of North Carolina. Assisted in reorganization of the University. 1875 elected secretary of the faculty and made a full professor. 1889 elected president of the North Carolina Teachers' Assembly. Elected President of the University of North Carolina in 1891, at the age of 39.



ALDERMAN

VENABLE

**EDWIN ANDERSON ALDERMAN.** Born in Wilmington, 1861. Attended Burgess Military School and the Catlet School in Wilmington, and Bethel Military Academy in Virginia 1876 to 1878. 1878 entered the University of North Carolina. Graduated in 1882 with honors in Latin and English. 1891 helped to establish Normal and Industrial School for Women. became professor of English there in 1892. 1893 returned to the University of North Carolina as supervisor of the library, later taught education, history, English. Elected President of the University of North Carolina in 1896, at the age of 35.

**FRANCIS PRESTON VENABLE.** Born in Prince Edward County, Virginia, 1856. Graduated from the University of Virginia in 1877 with highest honors. Took postgraduate work in Chemistry at the University of Virginia. 1879 completed two semesters at the University of Bonn. 1880 professor of Chemistry at the University of North Carolina, 1881 received doctor's degree, magna cum laude, from the University of Gottingen. While a professor at the University of North Carolina published 60 papers, was chemist to State Board of Health, lectured throughout the state. 1895 elected chairman of the southern section of the American Association for the Advancement of Science and council member of the American Chemical Society. 1900 elected President of the University of North Carolina, at the age of 44.



E. K. GRAHAM

CHASE

**EDWARD KIDDER GRAHAM.** Born in Mecklenburg County, 1876. Attended city schools and the Carolina Military Institute in

Charlotte. 1894 entered the University of North Carolina. 1898 graduated second in his class. 1898 taught at a private school in Charlotte. 1899 returned to the University of North Carolina as librarian. Instructor of English from 1900 to 1902. 1902 assistant professor. 1904 professor. 1908 dean of the college of liberal arts. 1913 acting president of the University. 1914 elected President of the University of North Carolina, at the age of 38. Served until his death in 1918.

**HARRY WOODBURN CHASE.** Born in Groveland, Massachusetts, 1883. Entered Dartmouth College 1900. Member of Phi Beta Kappa. Graduated in 1904. 1908 received master's degree from Dartmouth. 1910 received doctor's degree from Clark University. Taught high school from 1905 to 1909. Directed educational clinic at Clark during 1909-1910. 1910 professor of education at the University of North Carolina. 1914 professor of psychology. Acting dean of the college of liberal arts during 1918-1919. Chairman of the faculty for six months during 1919. Elected president in 1919 at the age of 36.



F. P. GRAHAM

HOUSE

**FRANK PORTER GRAHAM.** Born in Cumberland County, 1886. Attended school in Fayetteville, Charlotte, and Warrenton. 1905 entered the University of North Carolina. Secretary of Phi Beta Kappa. Graduated in 1909. Studied law for one year. 1915 received master's degree from Columbia. 1910-12 taught school in Raleigh. 1912 secretary of Y.M.C.A. at the University of North Carolina. 1914 instructor in the history department. 1915 did graduate work at Columbia. During World War I joined the Marines as a private and was mustered out a first lieutenant. 1919 returned to University as assistant professor of history and dean of students. 1921 associate professor. 1922 did graduate work at the University of Chicago. Won fellowship for study abroad 1923. Attended the Universities of London, Paris, and Oxford. 1927 full professor at the University. Elected President of the University of North Carolina in 1930, at the age of 44.

**ROBERT BURTON HOUSE.** Born in Halifax County, 1892. Attended schools in Halifax and the John Graham Preparatory School at Warrenton. Entered the University at Chapel Hill in 1912, graduating in 1916. Phi Beta Kappa and order of Golden Fleece. Received Master's Degree in English at Harvard University, 1917. Served in World War I. Secretary of N. C. Historical Commission, 1920-1926. Named Executive Secretary of University of North Carolina, 1926; elected Dean of Administration, 1934. Named Chancellor of University in 1945.



# William Brantley Aycock

## *Chancellor of the University of North Carolina at Chapel Hill*

Friday evening the fifteenth of March 1957 was a gracious evening in the town of Selma. Home town people came together in a home town evening for a home town boy and allowed a few people outside the home town limits to come and look and listen in the fellowship of friends. Three hundred neighbors crowded into the high school cafeteria for home cooking, home serving, home talking, and home singing. It had started in an open session of the city council on February the twenty-fifth when the mayor went out to get a drink of water and came back with the news that William Brantley Aycock of Selma had been elected by the Board of Trustees as the Chancellor of the University of North Carolina in Chapel Hill.

### Home and School

These friends and neighbors had seen him growing up among them; going to school, playing baseball and debating; delivering milk on his pony; and in vacation time working in Huh Brown's grocery store, Woodard's drug store, Dan Hayes' filling station and Jesse Barden's livestock farm.

They had seen him leave home to work his way to leadership of the student body at N. C. State, and go on to graduate study in the University of North Carolina, Duke and Harvard; teach history and coach football in Greensboro High School; and become Chief of Project Planning and Control for the National Youth Administration in North Carolina.

### Soldier

They had followed him with neighborly affection and concern as he climbed from Lieutenant in the Infantry to Captain in 1942, Major in 1943, Lieutenant Colonel in 1944, and Colonel in the reserve component of the Judge Advocate General's Corps in 1956.

They had heard the story of his flying to duty overseas in January 1945; arriving at Third Army Headquarters in the morning, Division Headquarters at noon, Regimental Headquarters at four o'clock in the afternoon; assuming command of the Third Battalion of the 346th Infantry

in the basement of a blown-up building at six o'clock with the shortest briefing on record—"Good luck, Buddy"—from the officer coming out of the basement as he was going in; and under orders to "move forward" two hours later going into the Battle of the Bulge around Bastogne.

They had read with pride the successive citations awarding him the Bronze Star Medal "for meritorious service" in leading his battalion in the breakthrough of the Siegfried line; the Silver Star Medal for "gallantry in action" leading his battalion across the Kyll River near Junkerath under "intense enemy fire;" the Legion of Merit "for exceptionally meritorious conduct in the performance of outstanding services" throughout his months of service on the battlefield.

One citation refers to Lieutenant Colonel Aycock skillfully leading his "battalion to its objectives against stiff enemy resistance, heavy woods, steep grades, mud and heavy mine fields" with "efficient planning and tactical skill in keeping with the highest traditions of the military service." Another refers to him as "disregarding personal safety in leading his battalion across the Kyll River with initiative, courage, and devotion to duty exemplifying the highest traditions of the United States Army."

### Student, Teacher, Scholar

They had heard of his coming home on a Friday evening in October 1945, going to Chapel Hill on Saturday morning to get permission to enter the University Law School ten days late, borrowing books from the Law School Dean to study his lessons over the weekend, and going to class at eight o'clock Monday morning prepared for class discussions; leading his Law School class with the highest scholastic honors the University Law School can offer—Editor-in-Chief of the North Carolina Law Review, member of the Order of the Coif, and the degree of Doctor of Law.

A Law School classmate told the gathering how he went beyond the cases in the casebook to read supplementary citations; how he made every minute count by teaching his three-



Bill Aycock at 10 years old.

year-old son to read the numbers on the North Carolina Reports so he could bring the needed volumes on call, and how the boy did not know that numbers came on anything but law books till he was six years old; how he walked to Law School through the heavy snow in the winter of 1946 from his home three miles in the country, routing a classmate out of bed along the way to keep him company, and got to an eight o'clock class on time to find they were the only two on hand.

They had seen him go from the student's seat to the teacher's chair in the University Law School to become one of its most effective teachers from the start, and Acting Dean of the Law School in summer sessions and the regular session of 1956; and then go on in summer session and regular term to match the best teaching the faculties of Texas and Virginia University Law Schools could offer. His teaching record and administrative performance brought successive offers to join the faculties of three distinguished law schools.

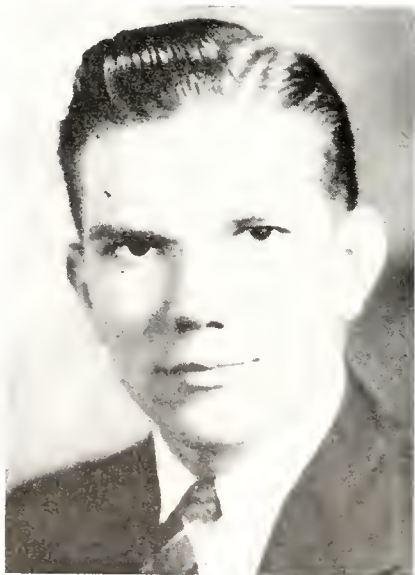
News reports had told them of his winning scholarly distinction with notes in the North Carolina Law Review on "Exclusion of Women from Jury Lists" in 1946, and "The Hobbs Amendment to the Federal Anti-Racketeering Act" in 1947. With articles in the North Carolina Law Review on "Homestead Exemption in North Carolina" in 1950, "The Court of Military Appeals—the First Year" in 1952, and, in the Journal of Public Law, "The Court of Military Appeals—the Second Year" in 1953. With his book on *The Military Law Under the Uniform Code of Military Justice* written with Colonel Seymour Wurfel in 1955.

No edge was taken off these scholarly achievements by the fact that he got up earlier in the morning and went to bed later at night, while his own hands were building the house he lives in—a product as professional in its construction as his writing and teaching.

#### India—Pakistan

They had seen him play his part in international affairs as Personal Assistant to Frank Graham, the United Nations Representative in critical peacemaking efforts in India and Pakistan. They had not heard, and I will quote for them now, the letter of commendation to the Adjutant General of the United States Army from General Jacob L. Devers, who was military advisor in the India-Pakistan negotiations:

"1. During my work with Doctor Frank Graham in India and Pakistan and Kashmir this summer, I became acquainted with Lieutenant Colonel William B. Aycock, 0350118,



Aycock as student in N. C. State, 1936.

who was called up from a Reserve status to serve as personal assistant to Doctor Graham for the four-month mission. He has now returned to his former Reserve status and is a civilian professor again at the Law School in Chapel Hill, North Carolina.

"2. Aycock is a young lawyer whose good judgment and common sense have already established his reputation in his specialty, without any testimonial from me, but it gives me a little personal satisfaction to commend him to you, if only for the record.

"3. I was impressed with his ability to go right to the core of any problem we were tackling out there, and to come up with the right recommendation sometimes in a matter of hours. His capacity for working eighteen hours a day, if pressed, with the heat well over 100° and the humidity in the 80's, was an inspiration to all of us. He was especially helpful to me, because he had been in combat during the war, and had a very realistic understanding of my particular phase of the mission.

"4. Better than anything else, however, I liked Aycock's great personal integrity. At times he disagreed completely with Doctor Graham's or my views, and he always had the honesty to say so. An officer with less principle would not have had his courage."

I will pass on to his home folks parts of a letter from Frank Graham the other day saying that he picked Bill Aycock as his "personal assistant" on the India-Pakistan mission for "qualities of character, mind and spirit" he had seen tested by pressures in situations where his insight, steadfastness and forthrightness gave promise of the leadership which is unfolding now.

"In the midst of the complex and stubborn differences between India and Pakistan over Kashmir, William Aycock proved to be inexhaustible in energies, dynamic in personality, relentless in clear analysis, precise in his statement of issues, and original in his approaches to an old problem whose stubbornness could subdue neither his loyalty to the mission above all frustrations, nor his creative spirit triumphant over time and circumstances."

#### William Brantley Aycock Day

Now he had become the unanimous choice of the University Board of Trustees for Chancellor of the University of North Carolina in Chapel Hill. And here were his friends and



Commander, U. S. infantry battalion in Germany, 1945.

neighbors to recognize him as their own on the day they had named as William Brantley Aycock Day.

It did not occur to anyone in the gathering to speculate on whether one or any of these high moments in his record had been expected of him when he went out from his home town into what is commonly known as "the world." The point is that he had done well enough at home as a boy to keep the people from being surprised that he was doing pretty well as a man. In their eyes he was simply showing to the world the mettle of his home town pasture. He was somehow living up to the feeling of awareness of his schoolmates that being in the same class and hearing the same words of instruction, the teacher somehow taught him more than the others—but not so much more that he got out of reach or out of sight of them or they of him. What they saw in him then, all of us saw in him on Friday evening—the same sort of person as his schoolmates—only more so.

He was simply fulfilling the faith of his father expressed years before to a next door neighbor who had asked him in the depression of the 1930's if he knew how to get a building to meet the needs of the Boy Scouts for their work, the High School for a gymnasium, and the American Legion Post for headquarters. "Yes," said his father with a quiet assurance and moving confidence the neighbor remembers yet, "See my son Bill." And there is the building today—of brick

construction, 90 feet wide and 130 feet long, a triumph of ingenuity and resourcefulness bringing together the brick from an abandoned brick yard, sheathing from an NYA saw mill, sand and gravel from neighboring farms, labor from boys of the NYA, and help wherever it was needed from whoever could give it.

The beauty of "his" day was and is that it was "their" day, too. He told his neighbors the story of being challenged by Jerry Stancil to races with his pony and how Jerry always won the race until he noticed that Jerry's pony was headed toward Jerry's stable; how he reversed the course in the next race and headed his pony for his own stable and won. "The moral of that story is," he said, "you can't lose when you're coming home." The other point of the moral is that his neighbors couldn't lose when he came.

#### The University of North Carolina in Chapel Hill

No one who heard him acknowledge the authority and leadership of his schoolmate President in the quietly moving statement, "I mean to serve him well," has any doubt that he means to serve the University of North Carolina well. And those who saw him through the years turn down offer after offer of higher rank and better pay in other universities, almost to the doubling point, and without a hesitating moment, have no doubt about the fact his heart is in this dwelling place.

What comes first in the University in his thinking is clear to those who heard his laughing answer to a neighbor's observation that his lawn would come along faster if his children kept off it for awhile: "Right now I'm raising children. When I get through raising children, I'll start raising grass!"

His father had followed that sort of thinking in raising him; "talking things over" with him as they did the morning and evening chores together; writing him letters from an understanding heart whenever he came to turning points in college days and after; and opening wellsprings in his life that are running deep and strong today. It was this way of looking at things that brought him to his work in planning projects for employing and developing latent abilities in thousands of youth all over North Carolina, and helping them find jobs which would help them find them-

selves. It was this way of looking at things which he put to use in the Plans and Training Section in Fort McClellan Headquarters, where he was charged with administrative responsibilities in utilizing the resources of this great military center in preparing thirty thousand young men from all over the nation for the stresses and strains of combat duty.

In this faith the founders had written into the charter of the University of North Carolina in 1789 the belief that "it is the indispensable duty of every legislature to consult the happiness of a rising generation and endeavor to fit them for an honorable discharge of the social duties of life by paying the strictest attention to their education." In this faith the leader of the forces of education in North Carolina at the turn of the century had proclaimed the "right of every child born on earth to have the opportunity to burgeon out all that there is within him." In this faith the incoming Chancellor will lead the University in its historic mission of helping to build here in North Carolina a way of life and living for which generations of men and women

have fought and dreamed and died and scarcely dared to hope.

"Go forward and keep moving" were the orders coming to him as he took command of the Third Battalion of the 346th Infantry in 1945. He had heard those words before—coming to him from within himself as he took leadership among his fellows in school, at home, in N. C. State, in NYA. In that tradition he went forward and kept moving as Soldier, Student, Editor, Scholar, Teacher, Administrator, and Member of the United Nations team on its mission to India and Pakistan.

Those who know him know, and those who do not know him will find out, in words drawn from his citations and literally cut from the raw materials of his life on other battlefields, that he will "go forward and keep moving" in the role of Chancellor, with the "efficient planning and tactical skill," the "initiative, courage, and devotion to duty," and the "gallantry in action," "exemplifying the highest traditions" of the University of North Carolina in Chapel Hill.—  
*By Albert Coates*



Chancellor and Mrs. Aycock and their children, Nancy, 10, and William Preston Aycock, 14. Mrs. Aycock is the former Grace Mewborn of Snow Hill. She studied at Duke University in 1935-36 and was graduated from Woman's College in 1939.

# James Arthur Branch

## *Business Manager of the University at Chapel Hill*

The business manager of an institution of higher learning must be a man who understands and has an integral sympathy for the basic objectives achieved by scholarly pursuits—teaching and research. He must also be a man who is thoroughly grounded in the principles of accounting, finance, purchasing and good business management.

Often it takes a man who has had experience and familiarity with a university and with business procedures to do the best possible job of managing the financial affairs involved in an academic atmosphere.

Such a man is James Arthur Branch, who is fully grounded in the atmosphere of Chapel Hill and in the fundamentals of financial transactions.

He was the eldest of eight children of a locomotive engineer for the Southern Railway, born in Rowlesburg, West Virginia, March 29, 1905, and spent his boyhood in Salisbury, N. C.

"I remember him in school in Salisbury," said a former classmate, "and even back then he had the same engaging manner that he has now. He has a remarkable facility for getting along with people, and that is combined with a love of work, and real ability."

In the summer of 1924 he put his high school diploma in a trunk and was determined to forget all about a college education. The Woman's Club in Salisbury had offered him a scholarship, but he couldn't figure how he could pay the additional expenses—though he had often talked and dreamed of going to the University in Chapel Hill.

He got a job in the advertising department of the Salisbury Post, and one day in August, Homer Starling of Chapel Hill came by and discussed the University with him. "I just don't have the money," said Branch.

"You don't need any money," said Starling. "Just get your high school credits and send in this application blank for admission to the University and you'll hear from me in a few days."

Within a week, Arthur Branch re-

ceived a letter from Thomas J. Wilson Jr., the registrar, informing him he had been accepted as a student and that an interview for a job would be arranged. Meanwhile, the Salisbury Woman's Club renewed its offer of a scholarship which he accepted.

He entered the freshman class and was given a job in the cashier's office by L. B. Rogerson who put him to work typing (he used the touch system he learned in Salisbury High School) and operating an adding machine.

It was no part-time job. He worked a full eight-hour day, in addition to his scholastic work. He held other campus jobs, too—raking leaves, baby sitting, acting as janitor in rooms for students over downtown stores on Franklin Street. Later he was man-

ager and bookkeeper for Mrs. Victor Humphreys at her boarding house.

But Branch's abilities were broad and diversified. In 1928 he went to work full time in the accounting department. He came to know how dollars, figures and statistics relate to university education. He remembers with special regard two of his professors, Addison Hibbard in English and Erle Peacock in accounting.

In 1952 he became assistant to the Director of Purchasing, G. Maurice Hill, and in 1938, when Hill went to private industry, Branch became Director of Purchases and Stores.

Branch was considered a natural choice to succeed to the position when Claude E. Teague retired July 1, 1957.

—By Pete Ivey

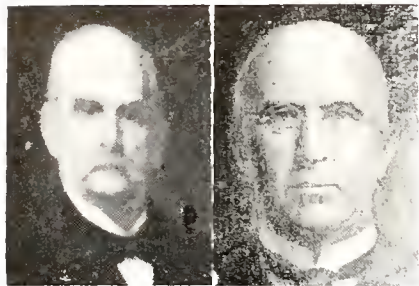


The Arthur Branch family in Chapel Hill. In front is John, 4. Left to right, seated, are Ann, 15, and Mrs. Branch, the former Mary Lillian Correll of Chapel Hill. Standing are James Arthur Branch and his son, Jimmy, 13.





# North Carolina State College at Raleigh Presidents and Chancellors, 1889-1957



HOLLADAY

WINSTON

ALEXANDER QUARLES HOLLADAY, A native of Spottsylvania County in Virginia, born in 1839. Educated at the University of Virginia and the University of Berlin where he majored in languages and law. Emerged from the Civil War with the rank of colonel. Worked as a farmer and lawyer and served for four years in the Virginia State Senate. Accepted the presidency of Stonewall Jackson Institute and later served as president of Florida Agricultural College before taking over as first president of North Carolina State College on August 30, 1889.

GEORGE TAYLOE WINSTON. Born October 12, 1852, in Bertie County, North Carolina. Attended the University of North Carolina, the United States Naval Academy and Cornell University. Returned to his native state and accepted a teaching position at the University of North Carolina. Served as professor of literature, Latin and German for 16 years before he accepted the presidency of the University which he held for five years. 1896 was named the president of the University of Texas. 1899 became second president of North Carolina State College.

DANIEL HARVEY HILL. Born at Davidson College, North Carolina, on January 15,

1859. Educated at the North Carolina Military Institute, Horner and Graves Academy and Davidson College. Named professor of English at Georgia Military and Agricultural College. 1889 joined the faculty of North Carolina State College where he served as professor of English and bookkeeping, secretary of the faculty and later bursar. During President Winston's administration he was vice-president and acting president. Became president of State College upon Winston's retirement in 1908.

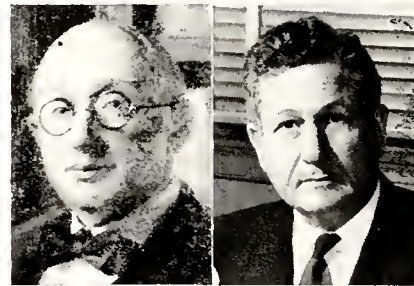


HILL

RIDDICK

WALLACE CARL RIDDICK. Born August 5, 1864, in Wake County, North Carolina. Received his bachelor's degree from the University of North Carolina. 1890 was awarded the civil engineering degree from Lehigh University. Worked for two years as an engineer. Joined the North Carolina State College faculty as professor of mathematics and mechanics. 1908 became vice-president of the College and was named its president in 1916 upon the resignation of Daniel Hill.

EUGENE CLYDE BROOKS. A native of Greene County, North Carolina, born December 3, 1871. Received his education at Bethel Academy and Trinity College (now Duke Uni-



BROOKS

HARRELSON

versity) from which he was graduated in 1894. Worked as a newspaper reporter. 1900 accepted principalship of Kinston High School and later in the same year was named superintendent of the Monroe schools. Became professor of education at Trinity College in 1907. Appointed State Superintendent of Public Instruction in 1919. Accepted presidency of North Carolina State College in 1923.

JOHN WILLIAM HARRELSON. Born June 28, 1885, in Cleveland County, North Carolina. 1905-09 attended State College from which he received a degree in mechanical engineering. Served as valedictorian of his class. 1915 earned his master's degree in mechanical engineering from State College. Began his career with the college as an instructor in mathematics, eventually rising to become head of the department in 1933. During World War I served as a major and was promoted to lieutenant colonel. Received his Reserve commission as a full colonel in 1927. Granted a leave of absence from State College in 1929 to become Director of the new Department of Conservation and Development. 1933 returned to the college to head the Department of Mathematics. 1934 made Dean of Administration of State College. 1945 named Chancellor.

## Carey Hoyt Bostian

### Chancellor of North Carolina State College

Dr. Carey H. Bostian, Chancellor of North Carolina State College, is known throughout the nation as a leading educator and geneticist.

To friends and neighbors in Raleigh, Dr. Bostian also is known as a top-notch gardener.

Shortly before noon on Friday, June 12, 1953, Dr. Bostian was elected by the Board of Trustees of the Consolidated University as the seventh chief executive officer of State College. Shortly after noon that same day, he was digging in his one-acre

garden, which adjoins his home on Lake Boone Trail, Raleigh.

When he moved from his home on Lake Boone Trail to the official residence of the Chancellor of State College, 1903 Hillsboro Street, he maintained his gardening rights at his private home.

For ten years before he became Chancellor, Dr. Bostian kept a horse for plowing at his suburban garden. For a while, he kept a cow. He later raised chickens.

The press of business as the top

official of State College has made it necessary for Dr. Bostian to curtail his gardening operations, but he still works at his hobby when he can find the time.

The North Carolina State Chancellor was born in China Grove, Rowan County, on March 1, 1907, the oldest of six children. His father at that time was a mechanic in a cotton mill, but later became a rural mail carrier.

In 1924, Dr. Bostian was a member of what must be one of the most unusual high school graduating classes



in the State's history. That year, Salisbury High graduated—to list a few members—Henry Brandis, dean of the University North Carolina Law School; Katherine Taylor, dean of Woman's College; W. C. Archie, dean of freshmen at Duke; and Dr. E. E. Brown of Davidson College.

For one year after he was graduated from high school, Dr. Bostian attended Heidelberg College in Tiffin, Ohio. Then he returned to Catawba College, where he obtained a B. S. degree and also a wife—the former Neita Corriher, a Rowan girl and Catawba graduate. He and his wife celebrated their 28th wedding anniversary last June 5.

In 1930, he won his master's and in 1933 his Ph. D. degree from the University of Pittsburgh. One of those little incidents on which life sometimes seem to turn occurred in the summer of 1930, when Dr. Bostian was studying at the University of Chicago.

One of the Chicago professors got a query from North Carolina State College about an applicant for a teaching job, and the professor had to say that man was not qualified for the job he sought. There was a graduate student under him—Carey H. Bostian—who was qualified, the professor telegraphed N. C. State. A week later, Bostian had agreed to teach as an assistant professor of zoology in State College.

By 1946, he was a full professor and also assistant director of instruction in the School of Agriculture. Two years later, he was named associate dean of the School of Agriculture and in 1950 he became director of instruction in that school. He was serving in the latter position when he was tapped for the top job.

Dr. and Mrs. Bostian have three sons who share his love for gardening and used to help their father with the gardening chores. They are Richard Lee and Lloyd Russell, 25-year-old twins; and Karl Eugene, 21. Richard Lee is a graduate student in music at the University of North Carolina in Chapel Hill, and Lloyd Russell is a member of the agricultural journalism faculty of the University of Wisconsin. Karl Eugene is a senior in zoology at North Carolina State College.

Dr. Bostian is a popular figure at State College. Before he was elected Chancellor, he was on nearly every one of the important faculty committees. The students chose him for the Blue Key award in 1947, dedicated their annual (The Agromeck) to him



With his sister, Sadie. Carey Bostian was five years old, his sister, 3.

the same year, elected him to membership in Alpha Zeta, awarded him the Ag Club Key in 1953, and gave him a "superior rating as a teacher."

He maintains active membership in a number of learned and professional societies including: Sigma Xi, the Poultry Science Association, Genetics Society of America, American Association for the Advancement of Science, the American Association of University Professors, and the North Carolina Academy of Science.

He is also a member of Phi Kappa Phi and Alpha Zeta, honorary scholastic and agricultural societies, respectively.

Dr. Bostian served as president of the North Carolina State College Chapter of Sigma Xi, 1946-47; president of the College Chapter of Phi Kappa Phi, 1945-46; and a member of the executive committee of the North Carolina Academy of Science, 1949-52.

He is listed in *Who's Who in America* and *American Men of Science*.

An active member of the National Association of Land Grant Colleges and Universities, he has affiliated with a number of its committees. He is a Presbyterian and a Rotarian.

A sample of Carey Bostian's philosophy of education is contained in his installation address of 1954, quoted in part as follows:

"Only a diary would reveal the great variety of acts a college president is called upon to perform. President Peterson of Utah State Agricultural College was essentially correct when recently, at his retirement, he said: 'I am what some people lovingly call the president of a col-

lege, but it's janitorial work really.' Another president has termed himself the 'ultimate recipient of the buck.'

"Our broad functions are those of all colleges:

"1. To maintain and preserve the knowledge of the past.

"2. To seek new knowledge.

"3. To impart this knowledge to others.

"As a member of a national system of land grant colleges and as a unit of our Greater University with definitely allocated functions, State College has more specific aims and purposes.

"We have the responsibility of training the leadership for our agriculture and for our industries, and for making known to our farmers and industrialists the most efficient methods and techniques. We seek a more efficient and diversified agriculture; better management of our forests and utilization of their products; the development of better methods for our textile, tobacco, furniture, and other industries; more application of the principles of engineering to transportation, the development of our resources, and greater diversification of industries; better designing of homes, schools, hospitals, churches, and factories; and the training of better vocational teachers and recreational directors.

"Everything we seek to do has a direct bearing on the economic development of our state and the prosperity of our people. While every institution of higher learning makes direct or indirect contributions to the progress of a community and region, State College has unique responsibilities and opportunities not held by any other college in our state.

"Teaching should be continued with our accustomed high standards with perhaps a little more emphasis on the development of leadership and resourcefulness in our students and a little less on vocational skills and techniques. We should constantly seek better ways of stimulating, identifying, and rewarding superior teaching. Excessive emphasis on research may cause the staff member with dual responsibilities to neglect his teaching and the full-time teacher to be discouraged by a feeling that teaching is not properly appreciated.

"On the other hand, I do think that every teacher should spend some time seeking to enlarge the frontiers of knowledge in his field of interest and that he should be motivated to do so by a genuine interest in exploring the unknown. I have some fear that the

increasing tendency to pay for research is a mixed blessing and may decrease interest in research for its own sake. There is grave danger that when projects are devised to meet the demands and provisions of a contract there is reduced likelihood of making discoveries of fundamental value. It is doubtful that any agency would have made a grant to Einstein to support the writing of his 1905 paper, which was academic at the time but which eventually was recognized as one of the significant steps in the development of the atomic era.

"Our faculty will be encouraged to try new ideas in their teaching, and to introduce values of liberal education in all courses. While some specific courses in the humanities, or especially devised courses, are undoubtedly needed to insure the well-rounded education of our student, I contend that they do not provide the exclusive means of developing the completely oriented student."

From his earliest school days to the present time the best characterization of Carey Bostian can be summed up in the words of a fellow Salisbury High School graduate of the class of 1924. Dean of the UNC Law School Henry P. Brandis, Jr., who was a member of that class remembers Bostian as a "sober, mature and hard working student."

The same description was applied to him in his later scholastic career. At Catawba where he was a member of the debating and track teams—combining forensics and athletics to

give balance to his nature—he was an excellent student, receiving his A.B. degree *magna cum laude*, with majors in both biology and English. He was editor of the college newspaper and he received the Whitener Medal at Catawba for being the "best all-around student."

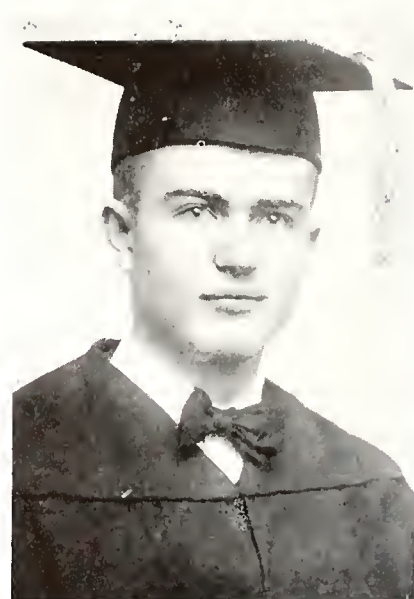
These marks of the mature and balanced scholar have been a part of his being through the years, and his goal was summed up in the final statement in his installation address:

"I pledge that I will endeavor to live up to the oaths which have been taken and shall do my best to help State College achieve its high destiny. May the spirit of unselfish cooperation always accompany us and may success come to our united efforts!"

#### State College Position

In this technological age when the forces of science are accelerating with the speed of guided missiles and atomic reactions, N. C. State College stands on the threshold of tremendous opportunity for achievement in service to both the state and the nation, and it is well that there is at the helm of this institution a man with the quiet courage, capacity and cooperative spirit—a dedicated scientist who values the good that comes from teamwork.

Carey Bostian is both a splendid man to lead an individual institution such as State College and to serve as one important link in a three-fold institution—the Consolidated University of North Carolina. His leadership at State College has helped to



Capped and gowned bachelor of science graduate at Catawba College, Carey Bostian, 21.

mold that institution into not only an essential but an indispensable link in the Consolidated University aspirations for totality of service to the people of the state of North Carolina.

He heads a land-grant institution with a plant in Raleigh valued at over \$32,000,000, with its 67 buildings and its schools and departments which offers courses leading to the master's degree in 35 fields and the Ph.D. degree in 18 fields of Agriculture and Engineering.

The institution he leads is composed of seven schools, various institutes and divisions, the Agriculture Experiment Station with test farms in 16 different localities within the state, the Agricultural Extension Service which has employees in all of the state's 100 counties, and 48 departments, many of which are world-renowned for their work in the realm of technology.

Conspicuous, too, is the impact of the institution's research program on the state and nation. Chancellor Bostian has announced a current research program, conducted on an annual budget of approximately \$4,500,000—embracing 365 separate projects, all touching upon some phase of the state's economic life.

Besides the well-known standing and achievements in agriculture and engineering, there has developed since Carey Bostian's Chancellorship not only measureable forward steps in those important areas, but also improvement in new phases of modern life and service.—By Rudolph Pate



The Carey H. Bostian family. Left to right are Lloyd Russell, Karl Eugene, Chancellor Bostian, Mrs. Bostian and Richard Lee. Richard Lee and Lloyd Russell are twins. Mrs. Bostian is the former Neita Corriher of Rowan County and is a graduate of Catawba College.



# John Graves Vann

## *Business Manager of North Carolina State College*

For the past 18 years J. Graves Vann has been directing the business affairs of North Carolina State College.

Widely known throughout North Carolina, Vann came to State College in 1939 with the title of assistant controller and business manager. His title was changed to business manager in 1952.

Since he became North Carolina State's fiscal chief, Vann has been a key figure in the institution's rapid growth. Seldom has an American institution of higher learning or even a business enterprise grown as steadily and as fast as has State College in the past two decades.

When Vann set up his office in Holladay Hall back in 1939, State College had a student body of about 2,100 and a physical plant valued at \$6,000,000. Today the college has approximately 6,200 students and a physical plant valued at \$35,000,000—and it's still growing. The maintenance budget has increased from \$1,000,000 to \$8,000,000.

Vann's office handles an annual payroll of around \$8,000,000 including the entire College, the Agricultural Experiment Station, and the Agricultural Extension Service. The latter organization has employees in all of the State's 100 counties in addition to the staff at State College. The college employs 2,900 staff members including 1,900 who work in Raleigh.

As the business manager of the College, Vann executes contracts covering a wide range of research projects for both the government and private organizations. The institution's current research budget, conducted on an annual budget of approximately four and one-half million dollars, embraces 365 separate projects—all touching upon some phase of the State's economic life.

The College owns between 4,000 and 5,000 acres of land comprising its central campus in Raleigh and nearby farms and research stations. There are 70 major buildings on the campus in Raleigh.

In addition to his work as State College's business manager, Vann serves as treasurer and a member of

the Board of Directors of the North Carolina State College Alumni Association, Inc.

He is also treasurer of six foundations, all supporting various functions of the College. These include the North Carolina Agricultural Foundation, the North Carolina Architectural Foundation, the North Carolina Dairy Foundation, the North Carolina Engineering Foundation, the Pulp and Paper Foundation and the North Carolina State College Foundation.

The foundations of which Vann serves as treasurer have assets exceeding \$2,000,000.

He is a former member and former director of the Raleigh Lions Club and has been active in the affairs of other organizations.

A native of Winton, Vann was born August 4, 1897. He enrolled in the School of Engineering at State College. When the United States entered the World War in April, 1917, he was 19 years of age and too young to get into a Reserve Officers Training Camp. He enlisted on May 1, in the 7th Company of the N. C. National

Guard, Coast Artillery Corps, under the command of the late Capt. J. W. Harrelson, who later became a Colonel and was Chancellor of State College for about 20 years.

After training at Fort Caswell and going through an intensive artillery school at Fort Monroe, Va., Vann served in France with the 63rd Artillery, C. A. C., 39th Artillery Brigade.

He married Mary Norwood of Goldsboro in 1921. The Vanns have three children—J. G., Jr. of Durham; George Norwood of Goldsboro; and Mrs. Louise Vann Tonnes of High Point. Mr. and Mrs. Vann, who live at 1606 Scales Street in Raleigh, also have six grandchildren.

While a student at State College, Vann was a member of Kappa Alpha Fraternity. Before enrolling at N. C. State, he studied at Wake Forest.

His roommate at State College was the late Major General William C. Lee of Dunn, "father" of the U. S. Army's Airborne Operations. Vann, General Lee and Colonel Harrelson remained friends after their military service together.—*By Rudolph Pate*



Mr. and Mrs. J. Graves Vann of State College. Mrs. Vann is the former Mary Law Norwood of Goldsboro and a graduate of Meredith College in Raleigh.

# Woman's College of the University of North Carolina Presidents and Chancellors, 1892-1957



McIVER

CHARLES DUNCAN McIVER. Born September 27, 1860, in Moore County near Sanford. During early years attended school taught by his father, Henry McIver, and received a diploma in 1872 from a school headed by John E. Kelly. Entered the University of North Carolina in 1877 and was graduated in 1881 with an A.B. degree. Became assistant at Presbyterian Male Academy in Durham. 1882 elected principal of Durham's newly organized graded high school. After his resignation in 1884 accepted position in the Winston Graded School. 1886 went to Peace Institute in Raleigh to head its literary department. While in Raleigh served as one-man lobby for a Normal School for women. Began in 1889 conducting with Edwin A. Alderman a series of county institutes to instruct teachers and enlighten the public. 1891, the North Carolina General Assembly authorized Normal and Industrial School. 1891, accepted presidency of the school and took over official duties with its opening in 1892.

JULIUS I. FOUST. Born in Graham on November 23, 1865. Attended Graham Academy and later Graham Normal School. 1885 entered the University of North Carolina where he remained two years. Taught at Caldwell Institute in Orange County and then returned



FOUST

to the University in 1888. Received his Ph.B. degree in 1890. Served the next year as principal of the Graded School for White Children in Goldsboro. From 1891 to 1894 was superintendent of schools in Wilson. Returned to Goldsboro and accepted position of superintendent of schools. 1902 became head of department of pedagogy at the State Normal and Industrial School in Greensboro. At various times in his career served as president of the North Carolina Association of School Superintendents, North Carolina Educational Association and North Carolina College Conference. Became acting president of State Normal and Industrial College in 1906 and president in 1907.

WALTER CLINTON JACKSON. A native of Georgia born in 1879. Received his B.S. and LL.D. degrees from Mercer University in Macon, Georgia. A member of the faculty of Greensboro High School and later superintendent of the city schools. 1909 became head of the history department of the State Normal and Industrial School in Greensboro. Made dean of the college in 1915, holding that position until 1921 when he was appointed vice-president. In 1925 he was president of the North Carolina Conference for Social Service; also served as president of



JACKSON

both the North Carolina Education Association and the North Carolina Conference of Colleges. Chairman of the North Carolina Commission on Interracial Cooperation from 1926 until 1933 and president of the Southern Commission of Interracial Cooperation from 1928 to 1932. Connected with the University of North Carolina in the years 1932-34 when he organized the school of public administration. Returned to Woman's College as dean of administration in 1934. 1945 named Chancellor

EDWARD KIDDER GRAHAM. Born on January 31, 1911, in Chapel Hill, N. C. Received the A.B. degree at the University of North Carolina in 1933, the A.M. at U.N.C. in 1934, and the Ph.D. at Cornell in 1938. Served as Assistant in history at Cornell from 1934 to 1936. He was Assistant to the President of Cornell University during the years 1937-40 and then became Secretary of Cornell until 1947. Served as Assistant Dean of Faculties and Dean of Students at Washington University in 1947 and in 1948 became Dean of Faculties there. In July, 1950, he assumed the chancellorship of the Woman's College of the University of North Carolina. He is a member of the American Historical Association, National Education Association, Phi Beta Kappa and the Golden Chain.



GRAHAM

## Gordon Williams Blackwell *Chancellor of Woman's College at Greensboro*

The selection of Gordon Williams Blackwell as the new Chancellor of the Woman's College of the University of North Carolina was a clear and unequivocal testament to his achievements over a period of more than twenty years in college and university by people who knew the man and his work well.

Even so, there was a compelling feeling of the future in the unerring purpose and unanimity of this selection—a feeling that here was a more than ordinary meeting of man and institution. Some of this feeling is to be explained by special needs of the College. But the larger part is

to be explained by the fact that few men in higher education anywhere have had the range and breadth of experience which is Gordon Blackwell's. Nor is the experience remarkable only for its variety. Indeed, the essence of this experience is in its balance: as between administration and teaching, research and action, scholarship and human relations.

Thus Chancellor Blackwell, for almost 25 years, has been engaged in research and in the administration of research. Yet, except for temporary leaves, he has at all times carried a full quota of undergraduate teaching

and counseling. For fifteen years Dr. Blackwell had the major administrative responsibility of the Institute for Research in Social Science in the University at Chapel Hill. Yet, again, this job, in its essentials was creative and scholarly in moving forward to new knowledge.

The new Chancellor's special academic interest has been in the scientific study of the community; at the same time, he has not failed to give time and energy to community action programs, and he has had special experience in mutual service between community and college. And yet, again, though focussing on the





community, Dr. Blackwell has had a wealth of experience on the national level—with the great foundations, special study committees and with the federal government.

And then, finally, Gordon Blackwell has spent his life in North Carolina and the South, so that his concern for the advancement of college and state is already present. But Dr. Blackwell has studied and taught about the South objectively; his concern is informed and tempered by fact, and his conception of the place of the Woman's College in state and regional progress is mature and realistic.

From such a background the Woman's College and all of North Carolina may expect a well balanced maturity in the new Chancellor, a patience when necessary. For moving forward, however, it is to be remembered that Dr. Blackwell did not go to Greensboro surfeited with administrative detail; rather he has the freshness of having just left the classroom, and therefore may be expected to look toward higher distinction and accomplishment for the Woman's College. From such a background, also, President Friday may expect a major contribution to the counsels of the consolidated office.

Gordon Williams Blackwell was born in Timmonsville, S. C. on April 27, 1911. He was the only son of Benjamin L. and Amelia Williams Blackwell. His father was a Baptist minister who served several churches in that state.

#### To UNC in 1932

It was not unnatural, therefore, that the future Chancellor entered Furman University in 1928. Graduating in 1932, in the midst of the depression, he came to the University of North Carolina in 1932 for graduate work in sociology in the Department headed by Howard W. Odum. Blackwell received his Master's degree in 1933. During the year 1934-35 he worked as Research Supervisor for the North Carolina Emergency Relief Administration, and during the following year, 1935-36, he served as Associate Research Supervisor in the national office of the Works Progress Administration.

In 1937 he went to Harvard for further graduate work in sociology, taking a second master's degree in 1937. In the fall of that year he returned to Furman University as Professor and Head of the Department of Sociology. He was also taking part in a community research project

as a member of a team of researchers, this study providing the material for his doctoral thesis. The Ph.D. degree was awarded from Harvard in 1940.

During the years 1937-41 while he was at Furman he was a staff member in community organization for the Greenville County Council for Community Development. It was in this capacity that he was able to bring much of the school's study resources to bear on community problems.

In 1941 Dr. Blackwell returned to Chapel Hill as Associate Professor of Sociology and Research Associate in the Institute for Research in Social Science. Almost immediately he was taken away on temporary assignments. In 1942 the Commission on Teacher Education had him make a survey of programs of teacher education in sixteen colleges and universities over the nation. Then, later in 1942, Dr. Blackwell went to Washington to serve as Chief of the Community Problems Section of the Office of Civilian Defense, and later as Chief of the Training Section. In



Blackwell, age 7 months, and his mother.

1943 he made a survey of teacher education for the New York Committee on Teacher Education, from which work came the volume *Toward Community Understanding*.

#### IRSS in 1944

In January of 1944 Gordon Blackwell returned to Chapel Hill, there to remain until he reported for duty at the Woman's College on July 1, 1957. He came back to become Director of the Institute for Research in Social Science, and to resume his teaching as Professor of Sociology.

Blackwell's accession to director-

ship, succeeding the founder, Howard W. Odum, was by no means a bolt out of the blue. From the beginning in 1932-33, when Blackwell first came to Chapel Hill, Dr. Odum and others had noted his qualities of scholarship, and his maturity in work and in relations with other people. Ties had remained close, and it was with a feeling of satisfaction that Dr. Odum turned over the direction of the Institute to Gordon Blackwell.

Dr. Blackwell occupied a strategic place in the evolution of the Institute for Research in Social Science. With his coming the first era of the Institute ended. This first era had begun in 1924, when the Institute was founded. The founding of the Institute was a pioneering step in at least three ways. First, it was part of the growth of the University to major status, one of the units that raised the University to regional leadership and national prominence during the 1920's. Second, it was in part dedicated to the objective study of the South, to those problems of poverty, ignorance, and race that so characterized the region at that time. And, third, in the still relatively young days of social science, it was a bold step toward providing ways and means for objective, factual and scientific study of social relations and institutions.

All three of these functions of the Institute were accomplished during the two decades of the twenties and thirties, under the leadership of Howard W. Odum. The Institute became one of the major units of social science research, and it was able to develop, attract and keep distinguished people on its staff. The study of the South, accomplished by a large group of researchers, became the distinguishing mark of the Institute's work, and this work was a major factor in the changes that are remaking the region.

When Dr. Blackwell became Director of the Institute in 1944, it was his job, in addition to carrying on the main lines of work already begun, to take account of several new developments. Just prior to and during World War II, major advances were made in several areas of social science, both as regards substance and as regards methods of study. Blackwell moved to extend the Institute's program in such areas as social psychology, urban studies, communications, political behavior, complex organizations, and in general methodology. He also moved into the field of research on a sponsored, or con-

tract, basis, notably with the federal government. While he was Director, some \$2,500,000 came to the Institute in grants and contracts for research. Some considerable additions in staff personnel were involved in this period.

Dr. Blackwell undertook this transitional work with his usual application and maturity of purpose. He handed over to his successor a going program; indeed, in the last months of his tenure, the Ford Foundation made a grant of more than one half million dollars to the Institute's Urban Studies Committee for a major study of the Piedmont Crescent of the South.

Dr. Blackwell also served for four years as chairman of the Department of Sociology, where a major portion of his time was given over to matters of undergraduate education.

Beginning in 1934 with his first professional publication on "The Problem of the Displaced Tenant Farm Family in North Carolina," Blackwell has published more than fifty articles, and has written or contributed to some half dozen books. These writings cover a wide range, but here again is evident that balance between research and application; and there are several main lines of work.

There is the line that deals with the South, from the earlier writings on relief and farm tenancy, to the volumes *New Farm Homes for Old*

(with Rupert Vance in 1946) and *Church and Community in the South* (with Lee M. Brooks and S. H. Hobbs, Jr. in 1949). In 1954 he was co-editor of a major journal issue on "Human Problems of the Changing South."

He has written copiously on all aspects of community life and development. Many articles have been designed as guides for community action; others, such as "A Theoretical Framework for Sociological Research in Community Organization," have been of a scholarly and research character.

There have also been articles relating directly to the field of higher education, including "The Social Sciences in General Education," "The Regional Balance of America and Education's Role in Regional Development," "The Needs of the Community as a Determinant of Evening College," and in 1955 "The Impact of New Social Patterns Upon Education."

In recent years his interest has turned to the question of health, especially the relation of the community to both physical and mental health. Thus he has published "Behavioral Science and Health," and at the time of his election as Chancellor, he was serving as consultant on State Surveys to the American Psychiatric Association.



In his early teens, Gordon Blackwell was active in both tennis and basketball.

One of Blackwell's greatest assets at Greensboro will be his long and varied experience on important committees and study groups, both local and national. At the University he served on virtually every major committee. In the state he was for many years a member, and for two years Executive Secretary, of the North Carolina Commission on Resource-Use Education; he has served on the Committee on Services for Children and Youth of the North Carolina State Planning Board and on the Committee on Community Planning of the North Carolina State Planning Board; he is a member of the North Carolina Conference for Social Service and the North Carolina Mental Hygiene Society.

On the national scene, the new Chancellor has served on more than a score of important committees and study groups, ranging from the Social Science Research Council, the American Sociological Society through the White House Conference on Rural Education to the National Advisory Mental Health Council.

In his community he has participated widely on many fronts, including membership on the Chapel Hill School Board.—By George L. Simpson, Jr.



The Blackwell family, left to right, Randy, 16; Millie, 9; Mrs. J. D. Lyles of Spartanburg, S. C., Mrs. Blackwell's mother; Blair Blackwell, 11; Mrs. Blackwell, Chancellor Blackwell and Gordon Lyles Blackwell. Mrs. Blackwell is the former Elizabeth Blair Lyles of Spartanburg and is a graduate of Converse College.



# Wendell McCullen Murray

## *Business Manager of Woman's College*

The man who directs the business affairs of the Woman's College of the University in Greensboro is a man who is thoroughly grounded in fundamentals of public school education, in higher education and in the practical fiscal matters which affect academic life.

Wendell McCullen Murray has taught in the public schools of the state. He has experience in the business office of North Carolina State College and is familiar with the routine operations and policy matters which are characteristic of the institutions which comprise the Consolidated University of North Carolina.

His grasp of scholarship ideals and his practical nature and experience in business management equip him appropriately for the position he has undertaken with the new Chancellor at Woman's College, Dr. Gordon Blackwell.

Born at Burgaw in Pender County, July 28, 1911, Wendell was one of three brothers who attended Duke University, and his mother and father moved from Burgaw to Durham most of the time the Murray brothers were in school.

At Duke University he became acquainted with the problems and opportunities of the self-help student, knowledge that will hold him in good stead in the financial transactions affecting students at Woman's College. He earned a sizeable portion of the money it took to put him through school.

### Liberal Arts Graduate

He was a liberal arts student, majoring in history and taking his minor course in English, graduating in 1932 with a teacher's certificate in both subjects.

He taught school three years at Richlands High School, and was then recommended for a connection with the State School Commission—now the State Board of Education. The Commission was seeking a man with experience in the public schools who also had aptitude for accounting procedures.

The School Commission did not want a man whose interests were solely devoted to accounting and



Mr. and Mrs. Wendell Murray and two sons. Seated by his mother is Robert Stanley Murray. With his father is Wendell McCullen Murray, Jr. Mrs. Murray is a native of Jones County. Her name was Charlotte Koonce, a graduate of Woman's College in Greensboro. She taught school at Richlands and in Raleigh. Her main hobby is one in which she can join her husband, fishing.

bookkeeping. The requirements of the job were broader than that. The officers of the Commission were seeking a man with experience in education who could acquire the necessary facility in business management.

The man who selected Murray for the position was John Graves Vann, at that time the fiscal chief of the School Commission.

It was in 1939 that J. G. Vann left the School Commission to become Business Manager of N. C. State College, and it was two years later in 1941 that he asked his former associate, Wendell Murray, to again

join him in fiscal management in an important area of higher education in North Carolina.

He has been the right hand man to the State College Business Manager for the past 16 years.

One indication of a man's standing in his life's career is the regard of his fellows in the same profession. Wendell Murray has served as President of the Southern Association of College and University Business Officers. He has also been chosen by that body to be a vice president and a member of the Executive Committee.—By Pete Ivey



President Friday, third from left and at the head of the table has the floor at a meeting of his Cabinet. Reading clockwise, beginning with Mr. Friday, Vice-President Whyburn, Chancellor Aycock, UNC Business Manager Branch, Chancellor Blackwell of Woman's College in Greensboro, Woman's College Business Manager Murray, State College Business Manager Vann, Chancellor Bostian of State, A. H. Shepard, Treasurer and Business Officer of the Consolidated University, and Vice-President Carmichael.



Full face pictures of President Friday's cabinet. Left to right are Murray, Vann, Bostian, Shepard, Carmichael, Friday, Whyburn, Aycock, Branch and Blackwell. The photograph was made in a board room at the John Motley Morehead Building. The President's cabinet meets once a month, or upon special call.



President Friday, second from the right, directs the cabinet discussion. Reading clockwise from Mr. Friday: Whyburn, Aycock, Branch, Blackwell, Murray, Vann, Bostian, Shepard and Carmichael. The cabinet is composed of the Chancellors and Business Managers of the three institutions and the two Vice-Presidents and the Treasurer and Business Officer of the Consolidated University.

# The President's Duties; His Relation to the Board of Trustees and the University

## THE PRESIDENT OF THE UNIVERSITY

From "Laws of the University of North Carolina, By-Laws of the Board of Trustees, and the Duties of the University Officers."

The principal executive officer of The University of North Carolina shall be the President. He shall exercise complete executive authority over the institutions comprising The University of North Carolina subject to the direction and control of the Board of Trustees.

### (a) GENERAL RELATIONSHIPS AND DUTIES OF THE PRESIDENT

The President shall have and exercise full executive powers over the institutions of The University of North Carolina and shall be the spokesman and interpreter of The University of North Carolina to the alumnae and alumni as a whole, the press, the educational world, and the general public. The President shall personally represent before the State, the region, and the nation the ideals and the spirit of The University of North Carolina. In addition, he shall determine policies to govern The University's programs, speak for The University as its official head, and co-ordinate all activities of the institutions of The University of North Carolina. As the chief executive, he shall be responsible for the presentation of all University policies and recommendations to the General Assembly, the Governor, the Board of Trustees, State budget officers and commissions, and the Federal Government.

### (b) RELATION OF THE PRESIDENT TO THE BOARD OF TRUSTEES

The President as the chief executive officer of The University of North Carolina shall formulate the educational and administrative policies of The University, and he shall perform all duties prescribed by the Board of Trustees. He shall be responsible to the Board of Trustees for the prompt and effective execution of all laws relating to The University of North Carolina and of all resolutions, policies, rules and regulations adopted by the Board of Trustees for the ordering and operation of The University of North Carolina and for the government of any and all its institutions, and his discretionary powers shall be broad enough to enable him to meet his extensive responsibilities.

The President shall attend and may participate in, without the privilege of voting, the meetings of the Board and its Executive Committee. He may attend and participate in, without the privilege of voting, meetings of other committees of the Board. He shall make all nominations for appointments for terms of more than one year, and all recommendations for promotions, salaries, transfers, suspensions, and dismissals of administrative officers, members of the institutional and scientific staffs, and all other employees of the institutions comprising The University of North Carolina.

He shall be responsible to the Board, for the preparation of the consolidated budget of the institutions of The

University of North Carolina and its presentation to the Budget Commission, the General Assembly, and Committees of the General Assembly for the development and maintenance of The University of North Carolina.

### (c) RELATION OF THE PRESIDENT TO THE UNIVERSITY

The President shall be the leader, coordinator, and consolidator of all the institutions of The University of North Carolina in accord with the principle of allocated functions; and he shall promote the general welfare and development of The University in its several parts and as a whole.

The President shall be a member of all faculties. He shall have authority to decide all questions of jurisdiction, disagreement, and appeal not otherwise specifically defined, between the several institutions, councils, faculties, officers, and student bodies. The faculties, staffs, or student bodies or any member thereof may have the right of appeal from the Chancellor to the President, and from the President to the Board, the appeal to be submitted through the Chancellor and the President. The President may refer for investigation and report any question of institutional concern or policy to any council, faculty, scientific, extension, or administrative staff. The channel for official communications between the President and the several institutions in such matters shall be through the Chancellors.

The President shall assume, and retain at all times, control over all budgets of The University. He shall approve revisions of budgets including reallocations of unexpended funds, and he shall approve expenditures under the budget.

The President shall establish an organization to carry out effectively the policies of The University. He shall interpret the organization to the Board of Trustees and to the officers and faculties of The University. He shall insure that The University and its components are properly staffed with personnel competent to discharge their responsibilities effectively, and that adequate opportunities are provided for the development and advancement of such personnel.

The President shall establish and maintain lines of communication adequate to insure prompt perception of needs for problem identification and analysis, decision, and policy formulation.

In carrying out his duties and responsibilities, the President may delegate to subordinate officers portions of those duties with the required authority for their fulfillment. However, this shall not reduce the President's overall responsibility for those portions of duties which he may delegate.

The President, within the framework of the regulations of the Board of Trustees, shall prescribe the specific duties and assignments of the principal officers reporting to him. He also may establish and define the duties of all-University councils and committees to advise and assist him in the execution of his duties.

