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Page 1

To the Board of Trustees of Ottawa University

Gentlemen

In as much as I have not formally accepted the responsible position to which you called me June 6th I think is proper at this first meeting of the General Board thereafter—to state under what conditions I can hopefully expect to take hold of the work here.

I have spent about four weeks here in Ottawa. Conferencing with members of the Executive Board and others, Conferencing with brethren in different parts of the state—trying to get at the exact status of matters connotive with the University and in devising plans for the future.

The work before us is of no small magnitude. There is no more important denominational enterprise in the State.

In taking hold of it and in carrying it on there are many things to discourage, but upon these I will not dwell.

Page 2

It is encouraging to know that both here in Ottawa and throughout the state there is an earnest desire to make the Ottawa ~~a success~~ enterprise a success, and an apparent disposition to do it.

In all this there is unanimity. The unanimity also which has placed me in this position I must accept as an indication of Providence in regard to personal duty.

I will now mention a few conditions of success.

First Permanency and Stability

The stability of a school depends upon the adoption of some policy and adhering to it. All changes should be in the line of pxxxxx and come so to speak in a natural way.

The Faculty should understand that they hold permanent positions, so long as they are efficient and successful. This is never the case where elections are annual. The President and Faculty

Page 3

Should, at least in denominational schools, be elected to hold ~~during good be~~ their positions during good behavior. Three months notice should be ~~given~~  required on either side, before resignation or sessional, unless for special reasons.

It should also be understood, that the Faculty owe their whole time to the Institution.

I ask that this recommendation be adopted as a sale of action by the Board.

Second: The President should be ex officio a member of the Board of Trustees.

This would require a change in the Constitution. At the present time no such change is necessary. He should also be considered a consulting member at least of every standing committee both of General and Executive Boards.

He should ~~know be~~ know the exact financial condition of the Institution at any time. Matters perhaps might be simplified

Back of Page 3

Acceptance of the Presidency of Ottawa University by M. L. Ward and statement of views on status of the office

Page 4

If the financial duties now ~~fisf~~  required of the secretary were transferred to him.

Third:

Large discretionary powers must be given to the President in regard to the general conduct of officers. He more than any other man is held responsible for the success of the Institution. The Board of trustees are of course held responsible to the denomination for general policy to be passed, but the execution of plans in their details must be left to the President, who should feel that he has the confidence and the backing of the Board.

The same relations should suit between the present and the Faculty . See questions in regard to the internal affairs of the school, should be discussed in meetings of the Faculty, and be decided by vote.

Back of Page 4

I submit these suggestions, at this time, that there may be no misunderstanding, in the future.

~~Of course~~ They are not to be understood as presented in any dictatorial spirit – but for your consideration. A~~n~~ long sxxxxxxxx in school work has taught me, what is necessary for success.

I wish to place this on file with the secretary.

M. L. Ward