

The cover of the magazine 'Old Oregon' features a photograph of a man with a mustache, wearing a dark suit, white shirt, and a patterned tie. He is smiling and holding a pair of glasses. In the background, there is a statue of a person in a dark coat and hat, standing on a stone pedestal. The setting is outdoors with green foliage and a large rock.

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**OREGON**

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**WELCOME MYLES BRAND  
DREAM CAMPUS  
THE FACES OF WISDOM  
LAWYERS FROM HELL**

THE UNIVERSITY OF  
OREGON'S NEW  
PRESIDENT LOOKS AT  
THE CHALLENGES  
AHEAD



*Myles Brand and his wife Peg, a teacher of philosophy and an accomplished artist who painted the portraits above them, are shown in their new home, the UO's McMorran House.*

# The Chance to Make a Difference

BY MYLES BRAND

*A few months ago, when I was discussing with my wife Peg the possibility of taking the job as president of the University of Oregon, I made a mental list. On one side were the things I'd lose if I left Ohio State University, where I was serving as provost. I would no longer face the daily challenge of guiding the academic affairs of the nation's largest single institution. I'd miss the satisfaction of seeing some of the programs I'd started through to fruition, and we'd both miss the good friends we'd made.*

On the other side were the factors I found attractive about the UO and Eugene. And on that list, the one that proved more important, two words kept recurring: quality and opportunity.

The primary reason I've been attracted to the administration of higher education is because it offers me the chance to improve quality. I find it much more exciting to be the president of the University of Oregon than it would be to be an administrator at Berkeley or Michigan or even Harvard — institutions that have already established their reputations. At those places, fine as they are, the shaping process is basically complete; an administrator simply has to make sure that nothing goes wrong. But the UO is developing and progressing; there is a genuine chance here to make a difference. It is that chance that brought me to Eugene.

Improving the University is not a task for the president alone. All of us interested in the UO — alumni, donors, students, faculty, staff, and all our friends throughout the state — are entering a critical time, a time when great things



can happen here. The next few years form a window of opportunity. The way in which we respond to that opportunity will determine the University's stature for decades to come.

This will be a time of building at the UO, and fortunately we're building from strength. In the early 1960s, a time when the University was relatively well supported, a high-quality faculty core was built. Those faculty members have remained committed to the institution

and have attracted additional strong faculty members, both young and senior, who came partly because of the fantastic quality of life in Eugene, and partly because of a special intellectual atmosphere here. The UO is nationally recognized for its pioneering emphasis on an interdisciplinary approach to research and education. This interdisciplinary way of looking at the world says that old divisions between departments shouldn't stand in the way of cooperative work. And that sense of cooperation has been important in drawing some top minds to our University.

But we cannot live on past investments forever. The key faculty members recruited in the late 1960s and early 1970s are nearing retirement age. Approximately 30 percent of our faculty members are 55 years old or older already; at a bare minimum one-third of them will retire or leave in the next decade. Add to that the fact that graduate schools are producing fewer Ph.D.s in key areas than they did in the past and the result is clear: We're facing a tough "seller's market" for bright

## THE BRAND FILE

### Date of Birth

May 17, 1942

### Education

Ph.D., philosophy, University of Rochester, 1967

BS, philosophy, Rensselaer Polytechnic Institute, 1964

### Employment

1986-89 Provost and Vice-President for Academic Affairs,  
The Ohio State University

1985-86 Coordinating Dean, College of Arts and Sciences,  
University of Arizona

1983-86 Dean, Faculty of Social and Behavioral Sciences,  
University of Arizona

1982-85 Director, Cognitive Science Program, University of  
Arizona

1981-83 Head, Department of Philosophy, University of Arizona

1972-80 Chair, Department of Philosophy, University of Illinois at Chicago

1967-72 Assistant Professor, Department of Philosophy, University of  
Pittsburgh

### Academic Interest

Philosophy; specifically, relating a traditional philosophy of mind to advances in cognitive science.

### Publications

Seven books and more than 45 articles and reviews.

### Family

Wife Peg Brand has joined the UO philosophy department as an assistant professor. Son Joshua is a graduate student at the University of Virginia.

### Hobbies

Horseback riding, hiking, jogging, enjoying the outdoors.

### Noted

Originally planned to be an engineer, but switched to philosophy during his junior year at RPI. Completed his Ph.D. program in two and one-half years; department chair by age 30; full professor by age 34.



seeing dictate that we pay competitive faculty salaries.

This University and the state will have to decide what to do about this issue, and relatively quickly. I estimate that we have a window of about four to six years — two or three legislative biennia — to ensure the University's future.

What is the best way to take advantage of this window of opportunity? My approach is rooted in some basic ideas about leadership. First, I believe that effective leadership requires both a vision of where the institution is going and the ability to implement that vision. A president who is able to give rousing rhetorical speeches without the ability to put that rhetoric into practice is not exhibiting presidential leadership. Second, developing and implementing a vision of the future requires careful planning. But planning, to me, isn't a set of programs placed in concrete that tell you what you're going to do, come what may. It is a procedure for setting priorities, developing opportunities, and taking advantage of the opportunities when they arise. I subscribe to the old saying, "Planning is what you do today for the uncertainties of tomorrow."

One of my first priorities at the University of Oregon is to devise a system for long-term planning. And while it is impossible to predict precisely what will result from that process, I do see three areas where we can look for progress: defining the UO's place among universities, increasing access for minorities, and strengthening our financial base.

We have to recognize that the University of Oregon cannot be all things to all people. We have a specific role to play and a set of natural competitors for students, faculty members, and funding among the nation's major universities. Notice that I didn't say we have competitors in the state. While we may compete with Oregon State University in football and basketball, we don't compete in terms of academic programming. Our missions are different: OSU is a land-grant institution with a strong emphasis on applied science; we're the

young faculty members. Some universities, such as Berkeley, are already stockpiling professors, hiring more junior professors than they need against the coming shortage.

This fiercer level of competition comes at a time when we're going to see an increasing demand for what the University offers. In a society that's changing as fast economically and technologically as ours, a high school diploma no longer guarantees a fulfilling career. People want and need a university education. We're going to see more university students in the 18- to 24-year-old group, because more graduating high school students are recognizing the need to go to college. Nontradi-

tional students — those returning to college at an older age after raising children or in order to prepare for a second career — are also coming to the UO in greater numbers, and they will continue to do so.

We're going to have to compete in a very tight market for faculty members, but we're going to be handicapped by an unfortunate fact: Our faculty salaries are among the lowest offered by the universities with which we compete. That's going to have to change if the University of Oregon is to continue to offer a premium-quality education to our students. This is an important message that you'll hear repeated in the coming years: *The demographic changes we're*

liberal arts and basic sciences university with appropriate professional schools. We complement each other, and this complementarity enriches our region.

Given the state of Oregon's limited financial resources, such differentiation and complementarity is vital. We cannot afford to replicate higher education services and programs, particularly in advanced-degree areas, among our state's major universities. This is going to be an important topic in the next few years, especially as studies continue on the future of higher education in the Portland area and the part Portland State University will play.

Next, the University should be accessible to all population groups. Increasing access to the University of Oregon for African-American, Hispanic, and native American students is, in a moral sense, the right thing to do. In addition, however, we should remember that the college experience is much richer than simply what happens in the classroom. While at the UO, students receive a broadening experience in their dormitories, the EMU, intramural sports — indeed, throughout the entire campus. It becomes important therefore that we have a student body, faculty, and staff that are representative of the world. Because certain populations have not attended universities as much as others — Hispanic and African-American populations, for example, have enrolled and graduated at a rate about half that of the white population — many campuses, this one included, have not been sufficiently diverse to reflect the real world. We have work to do in that regard.

**F**inally, but equally important, steps are going to have to be taken to better the financial resources of the University. The critical need to provide competitive salaries for our professors must be met primarily through increases in state funding. But I don't intend to go to the state legislature with my hand out, saying, "Give." I plan to approach them as part of the higher education team, saying, "You show your good faith by providing adequate support for faculty salaries and programs and we'll give you your dollars' worth." Oregon's new chancellor of higher education, Tom Bartlett, is making great

strides in improving our relationship with the legislature, and I plan to support him fully in his efforts. We came out of the last legislative session with a reasonably good amount of faculty salary and new program monies. Now it is up to us to say, "We're going to make our case. We're going to show you what progress we can make on the basis of the funding that you've provided. Look what a great University can do for this state and its people."

It is naive, however, to think that state support alone is going to produce adequate funding for high-quality universities. It once was the case that up to three-quarters of the budget of a public university such as the UO would come from the state, but that is no longer true. State funding now totals about a third of our budget, a level comparable to other state institutions.

We depend now, and will depend increasingly, on two other sources of money. One comes from collaboration with the private sector, both in the form of contributions from individuals and from joint enterprises with private business. The other comes from our own efforts.

We need the help of private donors to support projects that would not otherwise be possible. For example, The Campaign for Oregon, the capital campaign for the UO that has now raised more than half of the \$60 million set as a goal just two years ago, will use those private donations and others in the future to help fund important building improvements — such as a much-needed expansion of the Knight Library — as well as to create endowments for

faculty chairs and student scholarships.

The second private-sector source of support is typified by efforts such as the Riverfront Research Park and the Oregon Bach Festival, where our faculty and students have the chance to join forces with private enterprise. The research park will build a bridge between the University and appropriate businesses, providing students the opportunity to gain real-world experience and faculty members the chance to work in cooperation with scientists and technicians in private industry.

Then there is what we do for ourselves. The University now brings in about \$35 million a year in federal grants and contracts earned by UO researchers and programs. This money does more than support our faculty and staff and equip our facilities. Part of it is used by the University to pay for the cost of operations and maintenance. In the form of salary support, much of it circulates in the community as payments for housing, food, and recreation. Federal support is important in other ways as well, such as Senator Mark Hatfield's successful efforts to obtain funding for our new complex of science buildings, a project that created hundreds of construction jobs over a period of years. Our growing success in attracting federal funds has created a "smokeless industry" that benefits our University, our community, and our state.

Bringing money into the UO is only one side of the coin. The other is using our funding wisely and effectively. We have been, and must continue to be, cost-conscious — if for no other reason than that we have no money to waste. We need to cut out unneeded replication and eliminate waste. The UO has learned how to run leanly in order to cope with the difficult funding situation we've had for some time. Continuing that approach will be one of my priorities.

I look forward to guiding this outstanding place of learning as president during this important period. But I repeat: This is not a job for me alone. There's work for all of us at the University of Oregon — faculty and alumni, students and staff, donors and legislators. This critical time, this window of opportunity, provides us all the chance to show what we think of the state's premier university.

