



Chancellor Schwada

As the first Chancellor in its 125-year history, the University of Missouri Columbia campus has a 43-year-old political scientist who since 1961 has served as the Dean of the Faculties. Dr. John W. Schwada finds his new appointment as Chancellor not only a challenging job, but "an exciting one."

President Elmer Ellis, who announced the appointment effective August 1, will now devote his full attention to administration of the new University System with direct responsibility to the Board of Curators. Dr. Schwada's appointment completes the major administrative changes concerned with organization of the full University System, which will continue to have headquarters on the Columbia campus. In earlier moves, Dr. Carleton F. Scofield had been appointed Chancellor of the University of Missouri at Kansas City; Dr. Merl Baker was appointed Chancellor of the University at Rolla; and Dr. James L. Bugg, Jr., now dean of the faculty of the University of Missouri at St. Louis, was chosen to become Chancellor of that campus when it reaches its full four-year status in 1965.

President Ellis, in announcing Dr. Schwada's appointment to the Chancellorship, said: "In selecting a person for this important position, we were ex-

tremely fortunate in having a man of Dean Schwada's eminent qualifications already in our organization and available for the appointment.

"As a member of our teaching staff here since 1951, as professor of political science, as acting dean of the School of Business and Public Administration, and as Dean of the Faculties, he has displayed outstanding educational and administrative abilities, and has shown complete devotion to the programs and policies of the University as established by the Board of Curators.

"In addition to his assignments here, Dean Schwada gained a wide reputation as an authority on fiscal matters and budget controls. He was borrowed from the University by former Governor James T. Blair, Jr., late in 1957, when the State Legislature provided for a special budget staff to study and help revise the State's fiscal policies, and in 1958, Governor Blair appointed him State Comptroller and Director of the Budget."

Before his service on the state budget, Dr. Schwada had been an assistant research director of the Missouri State Reorganization Commission (the Little Hoover Commission). As Dean of the Faculties, a newly created position, he served as an administrative

officer working closely with the deans of the various University divisions and with their faculties on matters of personnel, department budgets, and other administrative problems. The duties of the office are similar to those assigned to a provost in many universities and colleges. No one has been selected as yet to replace him in that post.

"This is not just a challenging job—it is also an exciting one," Chancellor Schwada told the *Alumnus*. "It offers tremendous opportunities for helping advance this state through education and through continual research in every field. Needless to say, I am personally proud of this appointment.

"It is fortunate that I have had an opportunity to work fairly closely with President Ellis over the last few years. The experience has been a valuable one since President Ellis is recognized, as he should be, as an unusually effective university administrator. He has the unique ability to give those about him a subtle but effective kind of training."

Dr. Schwada believes that the building of a university system, which has taken place over the last two or three years, has given a new impetus to university level education in the state and has related the energies of many people who now expect that the University will play a more important role in the state's development.

"The University, with strong leadership and the full cooperation of state officials, has moved more quickly and smoothly into a system organization than has any other state university that I know of," he said. "Circumstances were precisely right for the development." He cited such factors as the growing recognition of the need for university level training and research, the need of the University of Kansas City for additional support and the need of the Kansas City area for a strong university level school, as well as the necessary expansion of the residence center in Normandy into a four-year institution for the St. Louis area, and the School of Mines and Metallurgy at Rolla having obtained the status of a strong engineering school.

"All these things made the establishment of a system a natural development," Dr. Schwada said. "It was apparent, too, that Missouri should avoid the growth of a group of separate universities which would engage in needless competition for limited resources. A system under a single Board and a single President is designed to prevent proliferation of university level institutions which leads to wasteful duplication."

With the maturing of the system, Dr. Schwada believes, the role of the University in Columbia will change over the years.

"I think of the position of Columbia in the system and in the state as analogous to that of Berkeley in the University of California structure of higher education," he said. "The analogy is a logical one. This campus has been here for 125 years, along with the School of Mines and Metallurgy as a division up until a couple of years ago. It has developed a strong

staff not only for undergraduate teaching but for specialized professional training, graduate training and research, and faculty research. Columbia has one of the best libraries in the Middle West and has many of the laboratories and specialized research facilities, which provide the base for a program of excellence in graduate training and research."

The Chancellor believes the Columbia campus also has schools and colleges which "clearly should not and will not be duplicated for a very long time to come, if ever." He mentioned the College of Agriculture with its schools of Home Economics and Forestry, and the School of Veterinary Medicine. "The same is possibly true of the School of Journalism. The School of Medicine will no doubt expand as needs arise and resources permit. Already there are steps to draw health related institutions in the Kansas City area into the medical school complex. In other areas of training Columbia will share its responsibilities with the other campuses in the future."

The future Chancellor accompanied President Elmer Ellis on numerous missions as the state's University System began to emerge.



Dr. Schwada believes that the new campuses of the University, particularly those in St. Louis and Kansas City, will eventually reduce some of the pressure on the Columbia campus at the undergraduate level. This will make it possible for the faculty at Columbia to turn attention increasingly toward those areas of specialized undergraduate education and research for which it is best fitted.

He thinks that the University of Missouri system "will undoubtedly develop" in much the same way as systems have developed in California, North Carolina, Texas and a few other states.

"While we can profit from their experience," he said, "there is no intention to simply copy their approaches to the problems of state supported higher education."

Dr. Schwada feels that the chief task of the Chancellor at Columbia is to encourage, support, and help channel efforts in the directions that have been decided upon by administrators and faculty. "He cannot act by administrative fiat but he can urge, he can provide incentives, and—most importantly—if he is a good administrator, he will provide leadership."

Dr. Schwada was born in Oklahoma, but has lived in Missouri since boyhood, and graduated from high school at Clarence, Mo. He is an alumnus of the University, receiving his Master of Arts degree in 1947. He had earned a B.S. degree from Northeast Missouri State Teachers College in Kirksville, where he was an honor graduate, and in 1951 he received his Ph.D. degree from the University of Texas.

He had served as a graduate assistant here while working toward his master's degree, and was an instructor in political science in the Summer Sessions of 1948 and 1951. He was appointed instructor in political science in September, 1951; became an assistant professor in 1952; associate professor three years later; and a full professor in 1960 while still on leave and serving the state government. In 1955 Dr. Schwada was one of twelve university professors in the United States awarded a Ford Foundation Fellowship to study development and presentation of teaching and research material in international relations. The study was made at the State University of Iowa.

Mrs. Schwada is the former Miss Wilma Webster of Columbia, and they have a son, John, 17, who is nicknamed Jay, and a daughter, Ruth Ann, 10.

President Ellis now devotes his full attention to administration of the new University System with direct responsibility to the Board of Curators. The Chancellors will report to him as administrative heads of their respective campuses. They have the responsibility for the faculties and for execution of the programs and policies of the University on the four campuses.

When Chancellor Schwada was asked if his new duties had relieved President Ellis of his enlarging chores, he thought for a moment, then replied "Well, I believe it's easier for me to get in to see him now."



Some observations by the Chancellor

I do not doubt for a moment that the strength of the University here must in the future rely on the high quality of its educational efforts and in the strength, imagination, and aggressiveness it displays in its research programs.

Few if any states today have the need for, or can afford, specialized graduate programs of the same kind on several campuses. Few can expect to provide the facilities and staff for the kinds of probing and adventuresome research which must be characteristic of a university. With virtually all the disciplines represented here which are normally found to be a part of any great university, this campus is peculiarly equipped to engage in the kinds of interdisciplinary research which is so obviously essential if new paths are to be found through the maze of scientific knowledge and problems which face researchers today.

Given the situation as it exists today on the Columbia campus, the most important job here is to channel the resources we have and to find additional resources so this University campus can assume a role of genuine leadership in advanced higher education and research in the University System. This will mean reorientation of thinking, some redirection of resources, a testing of the ways and means to achieve objectives and, of course, urgent and continuous seeking of public and private resources needed to give reality to these efforts.

The future of the Columbia campus, as is true of any university, will depend to a major degree—if not exclusively—upon the direction which the faculty and the administrators wish to give it. Selecting the direction, understanding it, accepting it, and taking conscious, concrete steps to move in that direction are the most important tasks before us here now. There is evidence that both faculty and administrators are now giving thought to the future focus of this campus.