

**History of the Industrial Administration Department  
1955-1980**

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## Prologue

The history of the Industrial Administration Department herein presented has been compiled from the following sources: Official Catalogues of the University; archives in the University Library; annual and special reports from the office of Dean of Sciences and Humanities; filed of the Registrar's office, the Graduate office and the department; minutes of student organizations and finally the personal recollections of the author and his colleagues.

It is recognition of the leadership of those charged with developing and administering the programs, and of faculty and students who by their vision, enthusiasm, courage and stamina overcame academic and political indifference, general cynicism and failure to realize the importance of a business curriculum. It is likewise a record of gradual support by College and University Administrations after years of dedication, perseverance and effort achieved standards of academic and professional status worthy of acceptance as a department and later as a School of Business Administration at the Iowa State University.

## The Pre-Department Period

For almost sixty years, business related studies had been offered at Iowa State College under various headings. For example, early catalogues (1920-21); (1923-24) listed courses under Business Engineering in the Department of Economics. They consisted of Accounting, including Cost Accounting; Business Law (for women); Business Law (for engineers); Veterinary Law and Corporate Organization. It is interesting that legal problems in the business world of that time were of such disparate nature. The course for women could have been in recognition of their newly won right to vote and the legal ramifications thereof.

In 1929-30, Business Engineering became Engineering Economics taught in the Department of Economics, History and Sociology. Additional courses in Finance, Investments and Investment Analysis had been introduced. In the latter 1930's the title was again changed, this time to Industrial Economics which was one of four subsections or majors in the Department of Economics and Sociology. The others were Agricultural Economics, General Economics and Consumption Economics. This title held until the Industrial Administration Department was organized.<sup>1</sup>

The author's experience as a faculty member in Industrial Economics dates from 1944, when the section was housed on the first floor of Engineering now Marston Hall. In the fall quarter, there were five faculty members assigned to the instructional staff: W.H. Schrampfer, head, Raymond Benedict, Thomas Cook, Truman Manning and W.H. Thompson. Five students were registered as majors which accounted for almost half of the total number of majors in the Department of Economics. Teaching responsibilities were heavy, as instructional schedules were split between the civilian courses and the courses required in the Navy V-12 programs. When civilian students were on vacation, the military students were in classes and vice versa when military students were on leave. It was not unusual to have a 21 hour teaching schedule per week with no vacations except for Christmas day.

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<sup>1</sup> Iowa State College Catalogues 1920-21, 1923-24, 1929-30, 1953-54, 1955-56.

As the veterans returned from service in World War II and new students entered the College, enrollments increased, bringing pressures for additional faculty for teaching in both the major areas and in the service courses. Trends in the immediate post-war years were expected to continue – rising enrollments requiring additional staff if academic programs were to meet the professional needs of students being educated for positions in business and industry. These expectations were more than fulfilled.

By 1954, the list of courses had been increased to include an Industrial Marketing series, Business Organization and Regulation, Transportation and Traffic Management, Industrial and Advanced Accounting, Labor and Management. In other words, by this year, a respectable core of business courses commonly found in similar undergraduate departments or schools of business was in place. Concentration in certain areas was also possible. For example, the accounting program qualified as a “major” for the C.P.A. examination procedure and provided the requisite education for industrial accounting careers. The subsection was also responsible for the teaching of principles of economics to Engineering and Science students as well as to its own majors, and also for graduate courses in labor and finance and Special Problems on the 500 and 600 level.

Early in the 1944-1954 decade, the Industrial Economics subsection was given autonomous status by Dean Gaskill of the Division of Science and President Friley, with complete control over budget curriculum and faculty appointments. Dean Agg, Division of Engineering, also supported the policy. Yet the program was without the academic identity of a department and the instructional staff was expected to attend the regular meetings of the Economics and Sociology faculty.

Iowa State College of Agriculture and Mechanic Arts at that time were organized into five “Divisions” plus the Graduate College. These were Agriculture, Engineering, Home Economics, Science and Veterinary Medicine. A seventh area was the post-war Institute for Atomic Research. The President was James H. Hilton and the Dean of the Division of Science was Harold V. Gaskill.

The Department of Economics and Sociology was administered through the Divisions of Agriculture and Science, the latter listing 20 academic programs or majors as well as offering service courses to other departments and divisions. There were 1,440 students registered in the Science Division in 1954, of which 1,005 were in an unassigned category and 435 in the major programs. Of those who had selected majors, Industrial Economics had 135 registered or 31 percent of the total.<sup>2</sup>

The percentage of majors indicated that even in 1954, business courses were attracting a relatively high number of students. The description of the major in Industrial Economics read: “For those students interested in business and industry having as their goals either private business enterprise or business management positions.”<sup>3</sup>

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<sup>2</sup> Iowa State College Catalogue 1955-56, p. 374.

<sup>3</sup> Ibid, p. 231.

During the years 1953-54, W.H. Schramper made a strong proposal for autonomous status through the establishment of a department of Business Administration. After considerable discussion pro and con by all academic areas involved, the proposal was accepted by Central Administration and presented to the State Board of Education – currently the State Board of Regents. On January 15, 1955, the following departmental organizational changes were announced:

1. There is created a Department of Economics and Sociology and a Department of Industrial Administration.
2. In the Department of Industrial Administration, education and training is provided within the Science Curriculum in procedures, practices, and solution of problems which relate to the operational business aspects of industry. It is conceived that Industrial Administration will have as its primary objective, service to the undergraduate in approaching specific problems in industry. In as much as this action constitutes the formation of a new department, instruction at the graduate level will await appropriate petition and approval of the Graduate faculty.
3. There is one Department of Economics. The content of Economics will be Agricultural Economics, Consumption Economics, General Economics and Industrial Economics, and in the future and other area or subdivision of economics appropriate in the program at Iowa State College.
4. William H. Schramper heads the new department of Industrial Administration.<sup>4</sup>

Three major points should be noted in the policy announcement which granted departmental status effective July 1, 1955. First, the department offering business courses would remain in the Division of Science. This caused no undue concern among the faculty since there was no other logical administrative unit into which it could be placed, but even so it had been a source of irritation for years. Second, whereas the word “business” appeared in the description of goals and objectives, there was a reluctance to include the word in the title of the new department. The third point was the emphasis on undergraduate education which deleted the graduate courses taught by the faculty – a condition which was to continue for almost twenty years.

To this time, business courses had been offered under different titles, as mentioned previously, and the value of an academic program with independent status had not been generally recognized at the Iowa State College. Its motto was “Science with Practice” but business curricula did not seem to fit into the land grant institution’s mission. The courses were thought important enough to be included in a number of diverse and different departmental programs yet their fate in the opinion of some administrators was to be forever that of a service nature.

Duplication of academic programs among the state institutions of higher learning had been of concern in the legislatures during the depression years, and by the 1950’s reservations still existed. Business courses, by tradition, had been the prerogative of the State University of Iowa on both undergraduate and graduate levels, and at the Iowa State Teachers College, now the University of Northern Iowa were limited to those necessary for teaching certification. Thus, jurisdictional lines historically had been drawn, and were a factor in administrative decisions at Iowa State. It was not until the Hilton and Parks administrations that the perception of a land

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<sup>4</sup> Faculty Newsletter, Vol. 1, No. 15, January 21, 1955.

grant college was expanded to include recognition of education and training for vocational competence and social awareness as well as in technical fields. What was not understood or visualized were the trends in the world of business and industry which would require in the future large numbers of college and university graduates – far larger numbers than could be enrolled in one state institution.<sup>5</sup>

Perhaps, then it was understandable that the Administration did not choose to title the new department “Business Administration”, but chose instead the name “Industrial Administration”, with some resulting confusion as to its meaning among faculty, prospective faculty, students, parents and business firms who recruited its students. Gradually, over the years, a clearer perception was gained as the same titles were adopted by Purdue University and others, primarily at the graduate level. Yet, no matter how time clarified it, or the courses of study offered enhanced its reputation in academic circles, the name never completely satisfied the faculty or students.

### The Department Curriculum – The First Issue

Once formally established, the department faced the immediate question of which courses would or should be transferred to it from Economics and Sociology. To resolve this issue, an ad hoc committee was appointed to study and recommend the division of courses. Its membership consisted of two representatives from Economics (Professors Hines and Timmons); two from Industrial Administration (Professors Albers and W.H. Thompson); and the chairman of the Curriculum Committees of the Division of Engineering (Professor W. Cassell); Agriculture (Professor L. Thompson); and Science (Professor A. Walker). Professor Walker was the chairman of the committee.

The group met at least once a week for a period of approximately three months. Each course which had been taught in the Industrial Economics section was carefully analyzed as to how it might meet the objectives of the new department. The Economics representatives recommended that all courses which in any way pertained to economics to retained there whereas the representatives of the new department argued that their academic program would be severely restricted if such a proposal was adopted. The Economics recommendation would have transferred only Accounting and Business Law courses.

There was a distinct philosophical difference in the arguments. For years, courses taught by Industrial Economics were considered to be of an applied nature whereas those in the General Economics section were assumed to be on the theoretical level. Obviously, there was some overlapping of both in specific course content and teaching technique and it was generally agreed that more often than not, a grey area existed between “business” and “economics” programs. Distinctions depended upon the philosophy and objectives of individual courses. That many of the faculty in Industrial Administration had earned undergraduate or graduate degrees in Economics further complicated the problem.

The issues arising from the two diametrically opposite positions could not be reconciled and the ad-hoc committee completed its report by recommending by a 4-3 vote that all courses formerly

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<sup>5</sup> See Earle D. Ross. The Land Grant Idea at Iowa State College. The Iowa State Press, Ames, 1958.

taught under Industrial Economics be transferred. Agriculture supported Economics recommendations and Science and Engineering supported Industrial Administration. The vote pleased no one and the Administration compromised by allowing the transfer of all courses except those in labor and management, two of the areas of study in a business administration curriculum. Thus, not only were those courses retained by Economics but the new department lost Professors Albers and Davey in the process. Management courses were gradually added to the Industrial Administration curriculum but labor relations programs have continued to be developed by Economics and through the Industrial Relations Institute.

### Settling Into a New Responsibility – The 1950's

By the fall of 1956, there were 332 students classified as majors in the department, up from 135 in 1954; consisting of 325 men and seven women.<sup>6</sup> The majors accounted for 18 percent of the Division enrollment.

Students in the Division of Science were required to complete 192 quarter credits for graduation plus the following:

- a) One course in Library.
- b) Science Orientation in the freshman year.
- c) Government 315 in the Divisions' Group Requirements.
- d) For men, six additional credits in Military, Naval or Air Science and six quarters of Physical Education (without credit).
- e) For women, two additional credits in Physical Education.

Of the total required credits, 105 were to be taken in seven groups from which the student could select a minimum of 15 credits to satisfy the core of group requirements for the Division of Science. These were as follows:

1. Written and spoken English.
2. Mathematics; Statistics. (Wherever the semi colon appeared it meant "and/or")
3. Chemistry; Physics; Geology.
4. Botany; Zoology; Bacteriology; Genetics.
5. Economics; Sociology; Psychology; Government.
6. History; Literature.
7. Modern Language.

In addition to the group requirements, students selected one major with a minimum of 30 credits and two minors totaling 30 credits, related to the student's basic educational objectives. The remaining credits were taken in elective courses. It is interesting to note that no Industrial Administration courses were included in the group requirements at that time.<sup>7</sup>

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<sup>6</sup> See Appendix I for the listing of majors between 1956 and 1980. The data are for the fall quarter of each year and should be referred to whenever numbers of majors are discussed.

<sup>7</sup> Iowa State College Catalogue 1956-57, p. 98.

There were 18 full and part-time faculty members assigned to the department in 1956. The part-time instructors taught sections of three Principles of Economics courses for Engineering and Science students, whereas the permanent faculty taught a total of 28 courses on the 300 and 400 level. Accounting, Finance, Marketing, Transportation and Business Law were the core areas in the curriculum. The influx of students into Principles of Economics in 1957 increased the instructional staff to 21 people, of which 10 were assigned to these courses. Effective in 1958, all Principles of Economics courses on the campus were consolidated in the Economics Department, relieving Industrial Administration of its share of this responsibility. Through the remaining years of the 1950's, then, full-time faculty members taught a growing range of courses in the department.

The faculty in the first two years consisted of W.H. Schramper, head; Professor W.H. Thompson; Associate Professors: D. W. Brown, R.S. Novak, H.L. Shadle; Assistant Professors: J.D. Benson, J.M. Carrithers, T.L. Cook and C. H. Kinker; Instructors: R. Levett and G. Smith.<sup>8</sup> At the time of this report only Professor D.W. Brown has remained active at Iowa State. In the latter fifties, B. Kruse, C.B. Handy and M. Zober joined the faculty, replacing those who had retired or had left for other positions.

#### Departmental Housing – 1950-1960's

The Industrial Economics section which had been housed on the first floor of Engineering Hall during the 1940's was moved in 1949 to temporary quarters in the Industrial Arts Building on the west side of the campus, north of the Naval Science Building and east of Exhibit Hall. Wood and sheet metal shops and laboratories of Industrial Arts were on the first floor and Industrial Economics occupied the second and third floors. The building had enormous windows which did not close tightly during the winter months and gaps were appropriately stuffed with copies of the Wall Street Journal. In summer, heat levels were uncomfortably accelerated. The galvanized tin roof was subject to leaks in heavy rains or melting snow. Humid conditions buckled floors and swelled doors on offices and classrooms resulting in seasonal "open door policy" at all hours.

There were five classrooms in the building, one of which was shared with Engineering Drawing classes. There was no fire escape in the early days of occupancy and faculty was always concerned about an emergency which might require emptying the large classrooms on the third floor through the single stairway. Windows on that floor had been known to fall out of rotted frames but luckily no one had been injured. Eventually, when possible, these conditions were corrected or at least ameliorated.

Teachers assigned classrooms in the building needed perseverance and stamina to out shout whining crescendos of woodworking activities on the first floor or withstand aroma of varnish, oils and stains permeating the atmosphere. It was also not unusual for a part of the brass section of the band to rehearse in the large men's restroom thus adding to the cacophony. There was no women's restroom in the building. As enrollments increased and additional faculty were hired, two of the 5 classrooms were converted into offices so that teaching of business classes took place in scattered locations all over the campus and toward the latter years of the "temporary"

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<sup>8</sup> Ibid, p. 222. See Appendix IV for a list of past and present faculty members.

period, offices for the faculty were tucked here and there in Pearson Hall. In December, 1969, after 20 years at this location and with true pride and joy, the department moved into its present quarters in Carver Hall.

### Gradual Recognition and Continued Growth – The 1960's

On July 4, 1959, the Iowa State College of Agriculture and Mechanic Arts was renamed the Iowa State University of Science and Technology by an act of the Fifty-Eighth General Assembly. Divisions were called colleges – that of Science became the College of Sciences and Humanities and the Industrial Administration department continued as one of the 20 major education programs in the new college.

In 1961-63, students were still required to complete 105 credits in the seven groups but the numbers were liberalized to allow 9-21 in each except that in Written and Spoken English and Mathematics, the requirement was 15-21 credits. Industrial Administration courses were now included in the Social Science group except for Accounting. No changes were made in the major or minor requirements.

In 1968 the 105 credit group requirement was lowered to 99 credits and adjustments made in the minimums in English (14-21 credits); Mathematics (9-21 credits); and Foreign Languages (12-21 credits) with at least 12 credits in one language. Physical education and military courses were no longer required but could be taken as electives. Students were allowed to use up to 9 credits in approved music and art courses.

Requirements for the major remained at 30 credits but minors were expanded to include either one of 21 credits or two with at least 12 credits each and totaling no less than 27 credits. A second major could be substituted for the minors.<sup>9</sup>

Through the 1950's and 1960's, the department had developed a core requirement of approximately 30 credits which included Business Organization, Transportation and Traffic Management, Finance, Marketing, three courses in Accounting and two in Business Law. The first minor was used for more specialization in the above fields of study and the second minor was to permit a concentration in other departments or colleges. It was possible to offer 70-75 credits in business and related courses, depending upon the educational and vocational objectives of the students. In the early 1970's when the in-department minor was eliminated by college decree, the term "option" was coined to accomplish the same purpose.

During the 1960's, the faculty increased from 10 to 21 instructors; majors from 375 to 725 and the number of courses offered from 28 to 39. In terms of teaching loads, the department ranked 5<sup>th</sup> in the College and 7<sup>th</sup> in the University in 1960 and by 1970, ranked 4<sup>th</sup> and 5<sup>th</sup> respectively.<sup>10</sup>

An Engineering Technical two-year Institute was introduced in the early 1960's and the department was requested to teach a Survey Course in Accounting and an Introduction to Business and Industrial Organization. L. Hoover, G. Aitcheson and P. Mullin were involved in

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<sup>9</sup> The Iowa State University of Science and Technology Catalogue 1969-71, p. 240.

<sup>10</sup> See Appendix II.

this program in addition to their regular departmental responsibilities. The introductory course was later reorganized and brought into the Industrial Administration curriculum as a core course for freshman.

On May 31, 1968, W.H. Schramper retired as head of the department and W. H. Thompson was appointed chairman. Professor Schramper remained on the faculty until full retirement from the University in 1973.

Probably few departments in the University have felt the impact of one person's academic philosophy and its implementation as markedly as did Industrial Administration through the leadership of Professor Schramper during his 14 years as department head. Possessing a brilliant mind and incredible memory, he had a vision as to his goals for the department and he pursued them relentlessly. He enjoyed good rapport with students, knew them individually and was dedicated to their well-being. His methods may at times have been unorthodox, to a few even abrasive, but his devotion, spirit and industry served to keep the department together through troublesome periods.

He had scant use for sloppy work or laziness from either student or faculty and set the example himself by teaching huge classes each quarter. In addition, he was legal advisor to the University and to faculty and students who from time to time requested his services. He was ever willing to assist students in academic problems as well as in financial matters. He never relaxed his championing of the departments' place in the administrative hierarchy and the faculty members whom he supported. He considered routine faculty meetings a waste of time and effort and conducted details of administration through ad hoc committees. Beneath a noisy and outspoken exterior, he was a gentle and generous person and to the author, a true friend and a warm colleague. Upon his retirement, his long years of service were exemplified by the oil painting in the main office and the establishment of the Schramper Scholarship Fund by alumni, faculty and students. An era in the University and Department had passed.

#### The 1970's – The Explosive Years and Move Toward School Status

Under the Schramper administration, the emphasis has been on the building and strengthening of the undergraduate program, and by the time of his retirement, the first phase in the development of the department had been substantially completed. The program was still handicapped by the inability to offer courses in labor and management but these were included in the students' degree programs through minor work in Economics and General Engineering.

Heavy teaching loads were a continuing problem even though additional faculty had been hired to assist in instructional duties. R. Powers, J. Coppett, K. Elvik, R.D. Voorhees, D. Harris, R. Murphy and Barbara McCuen, among others joined the staff. Yet, even with these additions, it was difficult to handle the ever increasing demands of students majoring in the department and those taking the courses for service credit. In terms of teaching loads, by 1973 the department ranked first in the College and the University and retained this ranking throughout the remainder of the decade.

The move to the new building in 1969 made possible individual offices for faculty members and for the first time put all classes in one building. The situation promoted a more cohesive spirit among faculty and students and more involvement in administration by both groups. Regular faculty meetings were scheduled, often during the evening hours because of the long teaching days. Two permanent departmental committees were appointed – the Administrative Committee consisting of full and associate professors to counsel the Chairman and also act on Tenure and Promotion, and the Curriculum Committee chaired by Professor Zober was composed of faculty members drawn from all ranks. Other business was conducted through ad hoc committees, one of which was headed by C. Handy to study accreditation possibilities and begin long range planning for school or College status.

There were major changes in the undergraduate requirements during these years. College group requirements were broadened, minimum credits reduced from the previous 99 credits in eight groups to 70 in five groups. Arts and Humanities replaced the separate classifications; Communications replaced Written and Spoken English and Foreign Languages; Mathematical and Natural Sciences replaced Mathematics, Physical and Biological Sciences; Social Sciences retained its classification and the restrictions against using accounting courses with other Industrial Administration courses in the Social Science group was deleted. The fifth group was Health Services and Physical Education with no minimum credits required. The revision in the general education requirements was a recognition of the expansion of courses and departments within the College and established broad disciplines instead of former narrow departmental approaches.

Requirements for the major were also broadened to allow 35 to 70 credits, up from the past 30 credit minimum. The minor was to consist of at least 20 credits and could include 100 level courses in the department or discipline of the minor. No courses from either the major or minor could be used to satisfy group requirements.<sup>11</sup>

#### Evolution of Undergraduate Business Program at Iowa State University Historical Highlights

1920-21	Business related studies were offered under various headings such as Business Engineering in the Department of Economics.
1929-30	Business Engineering became Engineering Economics taught in the Department of Economics, History and Sociology. Additional courses in Finance, Investments and Investment Analysis had been introduced.
Late 30's	Title changed to Industrial Economics which was one of the four subsections or majors in the Department of Economics and Sociology.
1955	The Department of Industrial Administration was created. The department offering business courses would remain in the Division of Science. The name resulted in confusion as to its meaning among faculty, prospective faculty, students, parents and business firms who recruited the students.

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<sup>11</sup> Iowa State University Bulletin 1973-75, p. 117-118.

- 1980 The Department of Industrial Administration became a School of Business Administration on September 1, 1980. Five departments were established: Accounting, Finance, Management, Marketing and Transportation and Logistics. The School remained in the College of Sciences and Humanities. There were 2,242 majors.
- 1984 The College of Business Administration was formed on July 1, 1984, making it Iowa State University's ninth college.
- 1991 The College of Business Administration received accreditation on April 23 from the American Assembly of Collegiate Schools of Business.
- Name changed to the College of Business on August 1.

### Activities of Students and Faculty

Since 1947, there had been a student organization called the Iowa State Society of Industrial Economists. The name was changed to the Business Students Association when the department was established. Wherever and whenever possible the word "business" was included in titles, course descriptions, correspondence and in conversation. A student wives group was organized under the sponsorship of Professor and Mrs. Schramper and held monthly meetings throughout the year. The last meeting in each year was an "open house" with student wives acting as hostesses for the invited administrative officer and faculty members from other departments.

While the number of majors was relatively small, these student organizations were quite active in bringing to the campus industrial and business leaders for their monthly meetings, in supporting Veishea's activities and in setting up field trips. But as the numbers grew, especially during the late 1960's, interest in the clubs waned and were disbanded in 1969. The Alpha Kappa Psi professional fraternity, chartered on the campus in 1958, continued under the direction of H. Shadle, L. Hoover, R. Murphy and P. Senatra until 1972 when the charter was lifted because the chapter at Iowa State extended membership to women. The fraternity was rechartered in 1976 after its national convention voted to accept women as members. To fill the gap caused by the declining interest in the departmental student organization, individual clubs were developed in Accounting, Finance and Marketing.

Since the need for student participation in departmental affairs was no longer being met through individual clubs or the professional fraternity, there seemed to be a need for an elected representative group which would meet periodically to relay concerns of students to department administration in such matters as curriculum, service, advising, and interviewing. Thus, the Student Advisory Council was established with representatives from the Junior and Senior classes as members. Barbara McCuen was given the responsibility for directing the group.

Another area with needed attention was that of student advising. During the 1960's, the numbers of majors did not require that all faculty be involved in this activity but the situation changed radically during the 1970's. Originally, each faculty member had been assigned advising duties

which simply added to the burdens of an already over-burdened staff. Fall, 1976, the advising of pre-option students was coordinated into one office under the supervision of Marcia Akers. Option advising was continued as part of the duties of the permanent faculty in their respective specialties.

### The Graduate Program

The vision of a school or college of business administration was ever present but it was generally understood that such development would not be attained without a research record and graduate programs. In the early 1970's, the emphasis upon research and publication became a serious factor in evaluating faculty for tenure and promotion and the faculty in the department felt the pressure to do more research not only to enhance individual professional stature but to build a research record for the department. However a difficulty in meeting these objectives lay in the rapidly expanding enrollments, requiring heavy class loads, the pressures of departmental, college and university committee assignments and the continuing role in service work, without sufficient resources. The challenge was to strike a balance between teaching responsibilities and the necessary research and service.

Only M. Zober and W.H. Thompson had been accepted for graduate college membership in the early years and through this certification the department was successful in receiving approval for certain of the 400 level courses to be used for minor graduate credit. Over a two year period, C. Handy, J. Coppett, and D. Harris qualified and L. Hoover and K. Elvik were approved as graduate lecturers.

A committee headed by M. Zober was charged in 1971 with investigating the possibilities for a graduate program. There was a practical realization at that time that Industrial Administration had neither the qualified faculty nor the courses necessary to formulate a program wholly within the department. Since the development of interdisciplinary programs was encouraged throughout the University, it was decided that this approach would be most feasible. The resulting study suggested the inclusion of courses already in the graduate catalogue from the Departments of Economics, Statistics and Industrial Engineering together with those which could be developed within the department.

The thrust of the study concentrated on three major points: The growing number of requests on and off campus for graduate work and the numbers of Industrial Administration and Engineering graduates who were enrolling in similar programs in other institutions; the well known fact that all of the land grant institutions in the nation except Iowa State University had graduate schools of business; and the expanding opportunities for professional employment. The Chairmen of the departments involved and the Deans of Engineering and Sciences and Humanities expressed their support.

The Graduate College agreed with the general plan and encouraged the development of such a program as "unique" but in accordance with the educational philosophy of the University. The proposal was also endorsed by the University of Iowa and University of Northern Iowa.

Approximately three years were required to select appropriate courses from the other departments, plan the courses in Industrial Administration and present and obtain approval for the program by the several faculties involved. The graduate program was modeled after that of the Carnegie-Mellon University's School of Industrial Administration and was more rigorous and demanding than many of the MBA curricula of other institutions. It consisted of four broad areas of study including courses in Human Resource Management, Quantitative Methods, Economics, and Business Environment and Applications.

The petition for a program leading to the degree of Master of Industrial Administrative Sciences was approved by an ad hoc committee in the Graduate College in the fall of 1974 and approved by all faculties during the spring of 1975. It was initiated in the fall of 1975. C. Handy was director and chairman of a supervisory committee composed of R.H. Groenevold, Statistics; K.L. McRoberts, Industrial Engineering; and D.R. Starleaf, Economics. At the time of this report, approximately 80 students are enrolled in the graduate program.<sup>12</sup>

### New Administrative Personnel

In 1975, Professor W.H. Thompson retired as chairman, remaining on the faculty until 1980. He was succeeded by L. Loudenback from the University of Nebraska. During the 1968-1975 period, the number of majors had increased from 676 to 1,193, with the percentage of women rising from three to 21 percent. Total enrollments in the classes rose from a quarterly average of 1,806 to 3,649 students; faculty from 19 to 30 and the number of courses offered from 33 to 42.

Professor Loudenback continued the efforts made in the Schrampfier-Thompson administration to move the department toward school or college status and made it a high priority item. He encouraged further expansion of course work, hired research-oriented faculty and was able to reduce the adjusted student clock hours per teacher thus releasing faculty members for research and service projects. The department now had the largest number of majors in the University and seemed on the verge of expanding beyond its physical resources.

Convinced that a closer working relationship between education and the practical business world was necessary and advantageous to both groups, Professor Loudenback developed a series of forums for the exchange of ideas between faculty, students and business leaders. In 1977, a Departmental Advisory Council was organized, its members representing all of the specialization areas of the department, and was comprised of business leaders within and outside the state. The Council supported wholeheartedly the proposal to establish a School of Business Administration, and its members, individually and collectively, worked diligently with the faculty and Administration to bring about this objective.

Professor Loudenback retired in 1978 to return to teaching and C.B. Handy was appointed first as acting chairman and then later as chairman of the department. His position as director of the Graduate program was taken by D. Vellenga. The incredible growth in student enrollments continued without pause. In the fall of 1978, 1,170 men and 655 women were registered as majors, a 31 percent increase from the numbers in 1975. Average quarterly enrollments

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<sup>12</sup> From materials furnished by Martin J. Ulmer, Associate Dean, Graduate College.

increased to 4,475 in 1977-78, up from the 3,649 in 1975 and the number of budgeted faculty, full and part time appointments rose from 30 to 50.

The momentum generated throughout the 1970's toward the establishment of the School continued into the Handy Administration with ever increasing intensity. One of his first tasks was to appoint a long range planning committee to study and recommend to the Dean the concerns about the future administrative direction of the department. The report of the committee made the following recommendations:

1. That Industrial Administration be changed from a Department to a School of Business Administration.
2. That the title of the top administrative officer be changed to "Director" with status within the College as Associate Dean.
3. That the School have direct decision making authority in the areas of (a) curriculum, (b) promotion and tenure, (c) student admission requirements and (d) teaching loads. The Director will report directly to the Dean of the College of Sciences and Humanities on issues related to these areas.
4. That the School of Business Administration be composed of five departments – (1) Accounting, (2) Finance, (3) Management, (4) Marketing, (5) Transportation and Logistics.
5. That a Bureau of Business Research be established.
6. That a master of science degree be offered in the specialized areas of Accounting, Finance, Management, Marketing, and Transportation and Logistics; and that the professional degree of Master of Business Administration (MBA) be offered for those students desirous of pursuing a more comprehensive program of study in Business Administration.
7. That the top administration at Iowa State University openly encourage and support the development of a professionally recognized School of Business Administration.<sup>13</sup>

Dean Russell wasted no time in following the recommendations in the departmental report. He, in turn, established an all college committee headed by W.L. Layton and consisting of several department chairpersons as well as members of the departmental planning committee. They reported at the close of 1979 with the following recommendations:

"We recommend that the Department of Industrial Administration become a School of Business Administration within the College of Sciences and Humanities effective July 1, 1980.

This action is recommended for the following reasons:

1. A School of Business Administration will better enable Iowa State University to attract and retain faculty members of high quality, specifically those with appropriate terminal degrees (in most cases, the Ph.D.) who wish to work in a university whose business administration unit has a professional stature befitting Iowa State University. This fundamental reason alone is sufficient rationale for the recommended action.

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<sup>13</sup> Report of the Industrial Administration Long Range Planning Committee to Dean Wallace A. Russell, May, 1979, p. 111.

2. A School of Business Administration will promote program development in business administration at Iowa State University in both undergraduate and graduate programs.
3. A School of Business Administration will make possible a higher order of coherence and more administrative efficiency in the management of the now rather widely scattered business courses at Iowa State.
4. A School of Business Administration is a proper and more precise title for this unit at a state university. The absence of the designation of a School or College and of the word "Business" in its title at Iowa State is anomalous, compared to virtually all other major universities in the country, and had led to simple uncertainty and occasional confusion among students, faculty members and business organizations.
5. The designation of the business administration endeavor at Iowa State as a School of Business Administration will confer a measure of professional recognition, and it can serve as a first step toward seeking accreditation from the American Assembly of Collegiate Schools of Business.<sup>14</sup>

Following acceptance of the report from the Dean of Sciences and Humanities by the University Administration, it was submitted to the Board of Regents during the spring of 1980, and the School was officially approved with an effective date of September 1, 1980.

### Epilogue

The roots of the present are deep in the past. Fulfilling a dream held originally by a small group of educators and students, subsequently ably supported by others through the evolution of a service area of studies to recognized departmental status and thence to a School of Business Administration should provide a most satisfying step in professional careers. Adversities encountered on the journey tend to fade into the past; successful developments remain vivid and act as foundations for further movement toward greater successes. The lessons of hard work, dedication and devotion to ideals, goals and objectives so evident throughout this history should serve as guides to an even higher record of achievement in the future.

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<sup>14</sup> Report of the Industrial Administration Development Board, submitted to Dean Wallace A. Russell, December 4, 1979.

Appendix I

Number of Majors in Industrial Administration*							
Year	Men	% <sup>1</sup>	Women	% <sup>1</sup>	Total	Total Science	% Dept. to <sup>1</sup> College
1955	294	98	5	2	299	1,461	20
1956	325	97	7	3	332	1,835	18
1957	364	97	10	3	374	1,678	22
1958	376	97	11	3	387	1,827	21
1959	390	97	13	3	403	1,906	21
1960	368	98	7	2	375	2,169	17
1961	395	97	14	3	409	2,490	16
1962	420	97	15	3	435	2,862	15
1963	441	99	9	1	450	3,092	15
1964	506	98	12	2	518	3,472	15
1965	556	97	20	3	576	3,996	14
1966	655	97	17	3	672	4,393	15
1967	660	98	16	2	676	4,890	14
1968	688	96	27	4	715	5,226	14
1969	686	95	39	5	725	5,728	13
1970	670	95	40	5	710	6,096	12
1971	715	92	68	8	783	6,552	12
1972	788	92	82	8	870	6,837	13
1973	898	85	159	15	1,057	7,073	15
1974	940	79	253	21	1,193	7,086	17
1975	995	74	345	26	1,340	7,245	18
1976	1,030	70	431	30	1,461	7,179	20
1977	1,116	67	546	33	1,662	7,267	23
1978	1,170	64	655	36	1,825	7,310	25
1979	1,254	62	744	38	2,028	7,609	27
1980	1,333	59	909	41	2,242	7,927	28

\* Data furnished by Registrars Office for Fall Quarter of each year.

<sup>1</sup>Percentages rounded off to nearest unit.

## Appendix II

Teaching Loads – Industrial Administration*						
Year	Instrs. <sup>1</sup>	F.T. Equiv. <sup>2</sup>	Student Clk. Hrs. <sup>3</sup>	Adj. Clk. Hrs. <sup>4</sup>	Rank College	Rank Univ.
1955	18	13.4	4,769	357	3	6
1956	21	15.5	4,736	306	6	13
1957	10	8.8	3,100	352	4	6
1958	10	8.8	2,885	328	5	9
1959	10	7.0	3,235	458	2	3
1960	9	8.2	2,852	348	5	7
1961	11	8.2	3,447	416	2	3
1962	12	9.0	3,927	436	2	3
1963	12	8.8	3,962	450	3	4
1964	13	9.4	4,489	476	3	3
1965	15	11.1	6,034	545	2	3
1966	16	11.9	5,348	450	4	4
1967	17	12.6	5,848	464	4	4
1968	19	14.8	5,990	405	3	4
1969	21	15.4	6,810	440	4	4
1970	24	16.6	7,066	424	4	5
1971	20	14.3	7,591	529	2	2
1972	22	16.0	8,496	528	2	2
1973	23	15.9	9,776	612	1	1
1974	26	17.1	10,631	621	1	1
1975	30	20.2	12,789	631	1	1
1976	43	26.1	15,152	579	1	1
1977	43	24.7	14,484	582	1	1
1978	50	25.8	16,140	625	1	1
1979	52	27.7	16,882	608	1	1
1980	49	26.8	17,948	667	1	1

\*Records furnished by the Office of the Dean of Sciences & Humanities for the Fall Quarter of each year.

<sup>1</sup>Total number of instructors including graduate assistants listed on department budget.

<sup>2</sup>Equivalent number of full time instructors. The percentage of time devoted to the department by each instructor was used to derive this total.

<sup>3</sup>The total adjusted student clock hours were derived by multiplying the number of students in each course by a credit factor. Credit factors include the number of hours per week of recitation and lecture plus one half of the hours per week of laboratory.

<sup>4</sup>Adjusted student clock hours per full time instructor. Accounted for by dividing Column 2 into Column 3.

Appendix III

Hourly Quarterly Class Enrollments – Industrial Administration*	
<b>Year</b>	<b>Class Enrollments</b>
1957	1,088
1958	986
1959	1,004
1960	985
1961	1,132
1962	1,219
1963	1,303
1964	1,485
1965	1,779
1966	1,695
1967	1,806
1968	1,974
1969	2,098
1970	2,081
1971	2,454
1972	2,710
1973	3,080
1974	3,649
1975	4,551
1976	4,882
1977	4,775
1978	5,491
1979	5,795

\*Records furnished by the Registrars Office. Year shown is that beginning with the Fall Quarter. For example 1957 would be averaged through 1957-1958.

## Appendix IV

### Faculty Members – Past & Present – By Ranks

#### Department Administrators:

W.H. Schramper	1955-1968
W.H. Thompson	1968-1975
L.J. Loudenback	1975-1978
C.B. Handy	1978-present

#### Professors:

D.W. Brown <sup>3-4</sup>	H.L. Shadle <sup>2-3</sup>
H.W. Davey <sup>1</sup>	W.H. Schramper <sup>1-3</sup>
C.B. Handy <sup>4</sup>	W.H. Thompson <sup>1-3</sup>
L.L. Hoover <sup>4</sup>	M. Zober <sup>4</sup>

#### Associate Professors:

G.L. Aitchison <sup>4</sup>	W.S. Martin
H.H. Albers <sup>3</sup>	C.W. Millard <sup>4</sup>
B.J. Allen <sup>4</sup>	R.S. Novak <sup>3</sup>
P.H. Cheney <sup>4</sup>	R.D. Stover <sup>4</sup>
J.I. Coppett	R.K. Teas <sup>4</sup>
K.O. Elvik <sup>4</sup>	D.B. Vellenga <sup>4</sup>
E.N. Hong	R.D. Voorhees <sup>4</sup>

#### Assistant Professors:

H.O. Bellizzi	R.F. Fix	P.C. Morrow <sup>4</sup>
J.D. Benson	D.G. Harris	R.P. Murphy <sup>4</sup>
A.B. Bess	H.V. Johnson	D.R. Nelson
J.M. Carrithers	C.H. Kinker <sup>2-3</sup>	R.D. Powers <sup>4</sup>
T.I. Chacko	N.P. Larson	P.T. Senatra
B.D. Collins	D.J. Lenahan	M.K. Sharp
T.L. Cook <sup>3</sup>	D.B. Lund <sup>4</sup>	A.E. Smith <sup>4</sup>
D.J. Crockett	W.E. Marley	F.M. Stiner
M.R. Crum <sup>4</sup>	G.L. Maydew <sup>4</sup>	T.J. Sweeney
L.R. Curtis <sup>4</sup>	W.H. Melody	A.F. Thompson
W.L. Dellva <sup>4</sup>	B.A. McCuen	H.E. Van Auken <sup>4</sup>
H.T. Dill	J.C. McElroy <sup>4</sup>	J.K-F. Wong <sup>4</sup>

Instructors:

A. Ammerpohl	D.R. Harrington	F.D. Pease
T.K. Andison	R.J. Horn	L.H. Ruggle
E.J. Bardi	F.J. Kovach	H.C. Schneider
L.C. Bokemeier	R. Levitt <sup>3</sup>	H.J. Shanahan
R.R. Botton	L.R. Mazzitelli	G. Smith <sup>3</sup>
E.I. Enke	R.H. McClary	B.H. Spraggins
M.J. Fehrenbacher	R.H. Michaelson	D.S. Steinbrugge
G.L. Grovert	J.J. Miller	J.E. Van Dyke
D.W. Hansen		

Code:

1. Professor Emeritus
2. Disability Leave
3. In Department at time of organization
4. On present full-time staff (tenured and non-tenured)