A Fitting Tribute for a Life of Service

The sudden passing of former university president Stratton D. Brooks in Kansas City on the early morning of January 18, 1949, came as a shock to thousands of his friends and associates.

Harold Keith, '29BA, '39MA, was probably the last University official to interview Dr. Brooks prior to his passing. Keith in seeking background material for his outstanding book, Oklahoma Kickoff, enjoyed the philosophies of this eminent gentleman as he raised the screen on passed events when Dr. Brooks was the main factor in building for a greater University of Oklahoma.

Hundreds of Dr. Brooks' friends and former colleagues have in recent days reminisced over incidents of work and social occasions wherein Dr. Brooks was on the "giving and receiving end" in the lives of these people.

Personally, as a youngster, I was given an opportunity to begin my work career upon graduation from the University by the then president, Stratton D. Brooks. The greatest philosophical lesson I have ever had in life was his true comment after a discussion, "Well go on over and see Jack Alley (Professor John Alley, former head of the government department) and begin teaching school here on the side and work out your graduate degree." Then after a "Thank you, sir" and a start for the door he arose from his chair and said, "Come back just a minute—remember son, you are starting on a life's work. You will find two classes of people in life—namely, the reformer and the fool. Never be a reformer!"

Mrs. Ima James Reaves who for years was head of the women's physical education department at O.U. recently reminisced as follows:

"My first visit to President Brookes' office for administrative assistance came in the spring of 19 after I had had a run with Mr. Tom Ferguson (Stratton D.). The II—Ferguson) over the building of a throne for the first May Day performance I staged on the O .U. campus. I had submitted my plans for a throne to Mr. Ferguson who gave me a fast brush off by saying, we have a throne that we have used for years and I'm not building another. I'm sure Dr. Brooks understood by the manner I entered his office that I was in trouble. (My red hair was standing on end), I stated my case. Dr. Brooks listened. He looked a bit standing on end) .I stated my case. Dr. Brooks listened. He looked a bit amused. He asked if I had a drawing of what I wanted. I told him yes—

In later years a friend showed Brooks the small bust of himself tucked away neatly in a nook of the Administration building, and remarked:

"Looks like you're squeezed in there pretty tight."

"I've gotten out of tighter places than that." Brooks laughed in reply. His remark was by no means an exaggeration. During his eleven-year tenure at Oklahoma, he was constantly and skillfully wrestling with powerful forces as he sought to build a fine school in the new state of Oklahoma, many of whose inhabitants were opposed both to higher education and to the taxation upon which it depended, and regarded with contempt and indifference the small University which Dr. David Ross had established 20 years before on the open prairie south of the raw, new town of Norman.

Brooks was a native Missourian of Dutch, English and Scotch ancestry.

"I was born in Everett, Missouri in 1869 but in 1871, at the age of two, I took my parents across the river to Michigan, where I grew up," he later described it. His father, Charles Brooks, was a frontier sheriff with lots of vision who helped start a college in the Illinois wilderness.

Let's look for a moment at the circumstances which drew Brooks to the new state of Oklahoma which before the various land runs two decades earlier had largely been a grassy wilderness over which passed the Texas cattle herds on their way to the railroad shipping points of southern Kansas.

The embryo University at Norman had undergone an alarming deterioration during the Haskell political regime, Rev. A. Grant Evans, the second president, was a fine, Christian gentleman who desired to operate the school upon a strong administrative basis and improve the scholarship standards. However he could not escape the domination of Governor Charles N. Haskell's Board of Education which overstepped the functions of good board members and handled much of his administration themselves.

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Dr. Stratton D. Brooks, 1869-1949

By Harold Keith, '29BA, '39MA

The sudden death at Kansas City in mid-January of Dr. Stratton D. Brooks, president of the University of Oklahoma from 1912 through 1923, recalls the unusual circumstances of his coming to Norman, his liberation of the school from the Haskell political yoke, and the enormous industry, patience and tact he expended laying the foundation of what under Dr. George Cross' leadership has become the fast-growing modern University of Oklahoma today. While doing research for my book Oklahoma Kickoff, I followed President Brooks' trail closely. Much of the material in this article first appeared in my book. I talked to several of the older University faculty and longtime Norman residents concerning him. I also had two personal visits with him on May 16 and 17, 1944, one at my office and another at Bennie Owen's home, during which he frankly discussed his background, his ascension of the presidency of the University of Oklahoma, his handicaps here and how he tried to meet them.

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appointed. Fires had devastated the campus in 1903 and 1908, destroying badly needed facilities.

Brooks made a spectacular jump from a public school superintendency to the presidency of the University of Oklahoma. That was in keeping with the opportunist spirit everywhere manifest in the new Oklahoma country.

Educated at the University of Michigan and holding a master's degree from Harvard (he also held an honorary degree, L.L.D., from Colby College), Brooks had gained from his public school principalship at Danville, Illinois, LaSalle, Illinois, and Adrian, Michigan, a competency, resourcefulness and hard practicality that was ideal preparation for his Oklahoma assignment. For six years preceding his appointment at Norman, he had been superintendent of the public schools at Boston and made many friends there.

One of his best Boston friends was in turn a very good friend of Dr. Nicholas Murray Butler, president of Columbia University. Butler had wide educational influence. Schools all over the nation frequently went to him for his personal nominations when they wished to hire well-qualified teachers.

In 1911 Brooks had gone to Europe for six months to study vocational education. When he returned to Boston, his friends told him, "I declined a State University presidency for you while you were gone."

"Where?" asked Brooks, surprised.

"At the University of Oklahoma," the friend replied, "President Butler was asked to recommend a man for president out there, and he asked me if you would be interested. I told him no."

Brooks relaxed. He looked relieved.

"Thank you!" he said, fervently. He meant it. Every school man in the nation knew that the fledging University of Oklahoma was then the Peck's Bad Boy of all the nation's collegiate educational institutions. The East was still in a state of shock since the summary discharge of President Boyd and part of the old Oklahoma faculty by the Haskell political regime.

Brooks forgot the incident until February, 1912 when he attended the annual meeting in St. Louis of the Superintendent's Section of the National Educational Association. There William A. Brandenberg, superintendent of schools at Oklahoma City and also a member of the new Oklahoma State Board of Education, came to Brooks and told him about the unfilled presidency at Norman.

Brooks replied, coldly and positively, that he wasn't interested. But Brandenberg was not easily discouraged. He prevailed upon the Boston superintendent to meet the Oklahoma board which had come to St. Louis to interview possible candidates for the presidency. Brandenberg was also anxious to introduce Brooks to Bob Wilson, then Superintendent of Schools of Oklahoma. Wilson was also president of the Oklahoma Board of Education, and its most influential member.

"My train leaves in 20 minutes," Brooks apologized, after the introductions, "Why do you wish to interview me? Is it not unusual, to consider a public schools superintendent for the presidency of a state university?"

Wilson said, "Our State Board of Education also controls the Normal Schools of Oklahoma and has been accused of playing politics in the appointment of the presidents of them. In fact, Governor Cruce has summoned us for trial on that charge and we feel that it is desirable that we appoint a president at the University whom none of us has ever seen."

"Besides," he added, "You have a national reputation for freeing the Boston schools from political influence. This might be helpful in our situation."

Brooks told Wilson and the Oklahoma board that the only way to keep politics out of a school was to keep the Irish politicians out of them.

He told them that while he was not interested in the presidency at Norman, that if the board were sincere in its professed desire to place the University on a non-political basis, the new president, whoever he might be, could not do it unless the Board agreed upon, and lived up to, two basic principles.

"First," he declared, "All appointments of faculty and other employees must be made only on recommendation of the president out there."

"Secondly," he added, "No member of the Board should recommend, directly or indirectly, any appointee. The Board should vote yes or no, but should not substitute for an appointee they reject."

"Secondly, the Board should have nothing to do with the administration of the University, either."

Wilson looked at the other Board members and then back at Brooks. "That's a big order," he observed, "It leaves nothing for the Board to do."

But that fundamental, so frankly put by Brooks in that original conference at St. Louis, was the basis upon which he later
indifferently trained. I was anxious to build the new Oklahoma high schools came to us. The curriculum called for. Many students from were not competent to teach the courses the faculty except when presented officially to the Board was of very great importance. All Board members will save themselves much criticism and inconvenience if they will maintain this working standard.

In spite of Brooks’ disinterest in the job, Wilson believed the job was interesting to Brooks. Wilson, like Brooks, had tenacity.

Wilson invited Brooks to come to Oklahoma in March for a conference and eventually persuaded him to accept the presidency. Brooks was impressed when he first saw the new state of Oklahoma and had an opportunity to evaluate the busy, friendly spirit of its people. The favorable impression he received contributed importantly to his decision to come to Oklahoma. “You told me in St. Louis that you wanted to build a great University,” Bob Wilson challenged, as he showed Brooks around the campus at Norman, “Well, this is the only state big enough to have one that hasn’t already got one.”

“That argument fetched me,” Brooks laughed thirty-two years later, “I didn’t have any answer for it.”

There was a world of work to do. As the best evidence of the University’s poor standing among its own citizens, Brooks cited the fact that when he arrived at Norman and began scanning the catalogues of neighboring colleges, he discovered the names of more than 1,500 Oklahoma boys and girls who had gone out of the state to attend the nearby state Universities of Texas, Kansas, Arkansas and Missouri. There was no confidence in the new state university. Most of the fathers and mothers were sending their sons and daughters to college back in their home states.

“Although Doctor Boyd had things worked out fine until his discharge, the school had gone to pot when he left.” Brooks declared, “The state had no conception of what a university was, or ought to be. There was no state loyalty nor confidence in the school. Many of the faculty weren’t competent to teach the courses the curriculum called for. Many students from the new Oklahoma high schools came to us indifferently trained. I was anxious to build a strong graduate school but you can’t put a roof on first.

“Everywhere there were signs of political interference. The Democrats had tried their best to root out all evidences of the preceding Republican territorial administration but the Republican seeds had been planted deeply. I still saw ample evidence that Oklahoma Territory had largely been a Republican province run by Joe Cannon of Danville, Illinois. Everybody seemed to be milking the school. One faculty member even brought his cow to the campus with him daily, pasturing her on the University lawn until he finished teaching and went home at night.”

Quickly the new president set about strengthening the faculty. But he did not attempt a wholesale weeding out of the faculty appointed during the previous administration.

“I know some of you were sent down here by political friends who are now out of power,” he told them, candidly, “That won’t hurt your standing with me. You don’t have to please me, nor come to the faculty receptions. You’ve just got to be a good teacher.”

Brooks operated upon the theory that his faculty should have full responsibility in their various fields. He rarely interfered. “Get a man you think will do a good job and let him alone,” he explained it later.

His relationship with Bennie Owen, the University’s athletic director and football coach, seemed to work very well.

“Bennie invented football here, owned it, contracted for it and paid for it. I told him it was his job and I wanted him to run it,” Brooks said.

Once the Oklahoma legislature discharged Owen for a novel reason. The earnest law-makers had just dismissed the one-handed teacher of a small Oklahoma college because she presumed to take the taxpayers’ money when she could play a piano with only one hand. Many of the legislators were openly opposed to athletics and thought Owen’s salary of $3,500 far too high.

“The University has got a one-armed football coach. Why don’t we fire him, too?” somebody proposed and presto! It was done. But Brooks soon got wind of the action and had it rescinded so quickly and quietly that Owen never learned of his dismissal until one week after he had been re-hired.

Brooks had been born and raised in the Middle West, and he quickly learned to like Oklahoma.

“There was a noticeable difference in the attitude of the people of Oklahoma and those of Boston,” he said, “Unlike Bostonians, Oklahoma didn’t go in for precedent.

Nobody in Oklahoma was interested in your ancestry. There was none of the complacency, nor the superiority of New England in Oklahoma. Oklahoma City startled me when I first saw it in 1912. The women of Oklahoma City were better dressed than were the Boston women. It seemed to me that the styles in women’s wearing apparel started in Oklahoma and went East. In general, the students in Oklahoma were better dressed, too. Broadly comparing Boston and Oklahoma, I should say that in Boston everybody was against you if you had a new proposal, but in Oklahoma everybody was against you if you didn’t listen to their new proposal.”

“I found Norman a lovely and delightful and hospitable town. The people were comfortably fixed. There was no poverty. Everybody knew everybody else. Also, Norman was the only place I had ever seen where you didn’t have to pay money to be shaved; the Southwest wind blew so straight off the river that all you had to do was turn your face one way, then the other, and let the blowing river sand do the job.”

Once Charley Bessant, Norman banker, invited Brooks to “go in with the boys” and give financial support to a local oil well. Oklahoma then was an agricultural economy which had just begun to become interested in oil.

“I’ll do it because I want to be public spirited,” President Brooks told Bessant, “But I hope you hit a dry hole.”

Bessant looked surprised, whereupon Brooks explained that Norman was a pleasant, tidy town to live in and he would regret seeing it become an oil boom town.

“It was a dry hole. They quit drilling at 3,200 feet,” Brooks chuckled 30 years later.

Brooks was a remarkably able president. He was a frowny, brown-eyed, ruddy-cheeked little man who wore a stubby mustache and walked at a half trot. He had a trick of smiling with his eyes that was very effective when he wished to emphasize a point. He was the finest executive the University had ever had. When you went to his office to ask for something, you always knew when you walked out whether you had got what you had gone after. Brooks would tell you yes or no in a flash and he always stood by his decisions. Bennie Owen later said of him, “He made up his mind blam.”

“If I was in doubt about it, I’d say no.” Brooks later explained that quality, “I could always change my mind later, after I’d heard all the evidence. Besides, I had always disliked unreasonable delay. When I began teaching, I had stood and waited as long as five hours trying to get to talk to some college president. Then when he finally let me in I still wouldn’t give me a definite answer.”
He could apply his own theory in reverse, too, as he demonstrated in his dealings with Gov. Robert L. Williams.

"When Bob Williams said no, President Brooks never argued with him," a mutual friend of both said, "Instead, Brooks would talk about something the governor would say yes to. A week later, Governor Williams would forget he had ever said no."

Brooks not only had imagination but was an organizing genius whose plans worked out. He was fearless, aggressive and had fine intuition. If some faculty member came to him and asked for a raise with the hackneyed explanation that he had just received a more attractive financial offer from another school and would have to resign unless Brooks immediately met the new salary figure, Brooks was liable to reach quickly into his desk for pen and paper and thrusting them toward the astonished professor, say, "Then I suggest you write out your resignation now. You might lose your new job if you don't act fast," whereupon the professor usually would decide to study the matter a little longer.

Brooks was a good judge of human nature. Once when one of his most trusted employees resigned to take a job with the Marland Oil Company, Brooks didn't try to hold him.

Two months later the man was back, complaining that there was too little to do working for the oil company. He had been used to working a full day at the university and chaffed at the inactivity to which he was not accustomed.

"Have you got a place for me somewhere?" he asked Brooks.

"Why, I've never filled your place. I knew you'd be back," the president replied.

The man looked surprised and a little hurt.

"Then why did you ever let me go?" he asked.

"Because if I had tried to dissuade you, you would always have blamed me for keeping you from making a fortune in the oil business," Brooks told him.

Brooks' campus reforms were legion. It was he who established a permanent faculty salary schedule, sabbatical leave and permanent tenure. He started and was the first contributor to the student loan fund. He originated the book exchange. He accumulated sixty acres between Brooks and Lindsey Streets where the Stadium, Armory and Biology building now stand, also the forty-seven acres that comprise the drill field. The University secured during Brooks' administration more buildings than in any other similar period. In fact, Ben Harrison, the state budget officer, used to say, "When Doctor Brooks and the state legislature met, Doctor Brooks found out how much money there was in the state treasury, then asked for all of it and usually got it."

Brooks later disclosed his formula for securing new University buildings from the Oklahoma Legislature.

"You had to find what way the trend was going," he said, "They used to try to get me to ask for one building. I always refused. I told them I wanted six. At the close of the session, I would have found out which of the six buildings we had the best chance to get, and we'd go after it. But sometimes when I wanted an engineering building, I would have to take another ahead of it because the trend was going that way."

Perhaps Brooks' outstanding achievement at Norman was his astute manipulation of the new state's legislatures. Although the president was quiet as a mouse about politics and never gave any outward indication that he participated in them, he was always thinking a couple of steps ahead of the embryo law-makers, figuring out ways to block them before they blocked him. Brooks cultivated Elmer Thomas of Medicine Park and was the legislature's keynoter. They were fine friends and boon companions and spent many a day on the bank of some stream discussing state finance. In fact, Brooks got his recreation hunting and fishing, and also on his back home beneath his rheumatic old Cadillac which the president himself personally repaired when it got out of kilter, which it frequently did.

(Among his fishing companions at Norman in those days were Charley Bessant, the banker; Dr. L.A. Turley, instructor in pathology; Fred Reed, the druggist; and Dr. D.W. Griffin, superintendent of the State Hospital.)

Once when a hostile legislator, offended because Brooks hadn't consulted him about a matter Brooks was sponsoring, accosted the University president and angrily charged, "You have discussed this proposition with everybody on the committee but me. Now I want to know why?" Brooks simply mollified the man by replying, "Why I didn't think I needed to explain it to you. A man of your intelligence and influence doesn't need to have a simple matter like this explained to him.

The man's buttons literally popped off with pride.

The new president enjoyed a fine relation of confidence with the State Board of Regents, which until 1919 was known as the State Board of Education. Here was a president the board did not try to control. Its meetings in his office usually were models of brevity, and when the annual budget was discussed, Brooks' recommendations usually were accepted without question.

"Now gentlemen, here's the budget. It doesn't exceed the appropriation. I've done the best I could. I recommend its approval," Brooks would say. The board knew Brooks possessed enough sound business sense to have the estimates drawn correctly. Usually one of them put the motion for approval and the meeting hurried toward its inevitable hasty conclusion.

Brooks got along well with the Oklahoma students. But first there had to be an adjustment. The students were in the habit of demanding a holiday upon the slightest pretext. A student walking around the oval would yell "Holiday! Holiday!" He would soon be joined by a crowd, the clamor would increase and the University authorities often yielded. Fearing the effect the custom might have on the legislature, since each wasted school day also meant a wastage of several thousand dollars of the taxpayers' money and might furnish grounds for a reduction in the University appropriations, Brooks resolved to break the custom.

One morning when the president was sitting on the front porch of his house, he heard the cry go up on the campus, "Holiday!"

"Quickly," he made his way to the scene, secured the attention of the noisy students, explained why the holiday would cause a squandering of state funds, and told them there would be no holiday.

"Holiday!" bawled some leather-lunged student, anyhow. Brooks reached in his pocket and pulled out a small black notebook. Looking at the offending student, he pretended to write down his name although he had just arrived at Norman and hadn't had time to become personally acquainted with many students.

"Holiday!" another student yelled and without a word, Brooks pretended to jot down his name also. The same thing occurred six or seven additional times. Finally the crowd dispersed.

However, it was to meet one more test, when Bennie Owen's all-victorious football team of 1915 defeated Texas, the students, without asking Brooks, gaily made plans for a monster holiday all day Monday ending with a pep rally at 4 p.m. at which a steer was to be barbecued. Even the alumni and faculty helped plan the celebration.

When the football team returned from Dallas Sunday afternoon, it was met by a student with an old bus. The team was loaded inside the bus and the University band placed on top, and the students laid hold of a long rope fastened to the vehicle and bodily pulled the squad and band up and down Main street and back to the University.

There they were met by Errett Newby, the president's secretary, who told them...
that Brooks was in favor of the barbecue but said that there would be no holiday prior to it, and if the students took a holiday anyhow, there would be no barbecue. Exhausted from pulling the heavy bus three miles, the students were too tired to protest.

There was a reason for their exhaustion. President Brooks who had grown up on a Michigan farm and knew all about wagons, had secretly had the grease removed from the axle of the bus the day before.

President Brooks remained at Oklahoma until 1923 when he accepted the presidency of the University of Missouri, the state of his birth, whose emissaries had long sought him. Brooks was president at the University of Missouri until 1931, and later became educational director of the Grand Council of the Order of DeMolay with headquarters at Kansas City, Missouri, a job he held until his death.

But his heart, and also that of his wife, was back in Oklahoma where he liked the gracious hospitality of the people, where nobody was interested in your ancestry and where all a man had to do to be shaved was to bare his face to the clean, white river sand blown by the southwest wind.

When Mrs. Brooks died in January, 1941, she was buried at Norman.

"My wife is buried here, and here's where I'll be buried," he told friends at Norman during a visit in 1944. He was bright and active and cheerful right up to the day of his death.

Today they sleep side by side, close to the campus of the University Brooks so ably rejuvenated. That a man of Brooks' ability and enormous energy should come to the presidency at exactly the time the school was undergoing the difficult expansion from its old territorial order into that of a large, busy, highly-specialized state university was the state's good fortune. Brooks eventually rebuilt the damage done to the school by the Haskell political hierarchy and restored the state's confidence in it.

Regents Approve Staff Changes

Four title changes, fifteen appointments and four resignations were accepted and approved by the Board of Regents in a meeting held January 12.

Among important job changes George E. Wad-sack, director of registration, was named assistant to the dean of admissions and records while Boyce D. Timmons, '37La., was appointed director of registration and office manager. Mr. Timmons was formerly the recorder and office manager in the office of admissions and records.

Faculty appointments, all of which go into effect next semester, are: Hugh M. Galbraith, special lecturer in psychology; Leo M. Hurley, teaching assistant in mathematics and astronomy; Charles M. Mauck, instructor in mechanical engineering; Mrs. Ross Moore, special instructor in social field work.

Walfrid J. Reintan, special assistant professor

in entomology; Elizabeth Trent Rogers, '42mi., special instructor in zoology, and Vernon A. Snowbarger, '42mi., special instructor in sociology.

Faculty resignations effective in January 1949 and December 1948 are: Jacqueline G. Harris, teaching assistant in chemistry; John B. Lennies, instructor in mathematics and William A. Selton, '47me., instructor in industrial education.

Norman A. Guest resigned January 1 as graduate assistant in physics.

Graduate assistant appointments effective in January are: Cecilie Mary Blauney Blockley, zoology; Reginald C. Bowers, '39,'40., industrial education; Bradley B. Gillikind, English; Don Lee McIntire, electrical engineering; Robert T. Neithken, electrical engineering, and Harold Glen Shukle, mathematics.

Henry L. Bowman, '43, audio-visual technician, and Albert J. Yandell, architectural draftsman, were changed from half-time to full-time positions.

Dr. Laurence T. Rogers, professor of health education, was given the additional rank and title of professor of health in the department of public health, and Dr. James O. Hood, '29mi., 34me., director of the University Health Service, was appointed special lecturer in the department of public health in addition to his present title.

Dr. Clifford A. Merritt, professor of geology, was given the honorary appointment of research associate in the division of geology and paleontology in the University Museum.

New Daily Staffers Chosen

The start of the second semester found new faces in some important student positions at the University. A new editor took over the Oklahoma Daily, the student newspaper, at the beginning of the term when A. L. Bert, Jr., journalism senior, replaced Paul McClung, '49ba, now employed by the Lawton Constitution. Bert, former managing editor and sports editor of the Daily, hails from Artesia, New Mexico. He is a veteran of World War II and is married. His wife is the former Joan Park, '46ba.

McClung served three years in the Army Engineers Corps, leaving with the rank of lieutenant. He is married, has one daughter, Jean, 2. He was a staff writer and issue editor of the Daily before becoming editor, staff writer on the Sooner Magazine, and a member of Sigma Delta Chi, national professional journalism fraternity.

Bert also succeeded McClung as a member of the Board of Managers of the Oklahoma Memorial Union. The Board of Managers is the Executive Committee in charge of policy and operation of the Oklahoma Memorial Union. Under the Alumni Corporation charter the board is composed of the following persons:

1. Three Alumni who are members of the Board of Governors of the Corporation;
2. The Dean of Students;
3. The editor of the Oklahoma Daily and president of the Student Senate; and
4. Manager of the Oklahoma Memorial Union Plant.

The Daily editor is appointed for a semester. Other members of the Daily staff, selected for the first four weeks, include:

John R. Puckett, Holdenville, former sports and issue editor, managing editor; Mort Glassner, Irvington, New Jersey, sports editor, and Patricia A. Shelton, Tulsa, society editor.