

## The University of Nebraska.

In their purpose and development, institutions of learning differ as the men differ who direct or control or inspire them. Some restrict the work to the simpler forms of instruction; the faculty is a faculty of teachers; and the chief end seems to be the imparting of information, with such general culture as can be secured in connection with this process. Others add to the work of instruction that of investigation; two classes of workers are found in their ranks, the teacher and the investigator—or else each teacher is expected to be an investigator as well. In these schools scientific work is pushed to the front, laboratories and appliances are multiplied, the perceptive faculties of the students are quickened, they think for themselves; and while gathering perhaps even less information their development is far more rapid and their ultimate power and value is much greater. The third class of institutions add to all this what may properly be called the work of application. In these there are teachers and there are investigators—possibly again united in the same persons, but not long so united; but sooner or later there is a practical turn given to all work, and applied knowledge is held in quite as high esteem as any other form. The University of Nebraska rather belongs in this last class, and perhaps is one of the most notable examples of this kind of work and development that is to be seen in the American educational world today.

Its teaching force now numbers in all one hundred and twenty-three. Of these sixteen are full professors, at the head of departments as closely organized and as vigorously administered as is any private business. Departmental activity is one of the crowning characteristics and attractions of the University. There is a healthful and wholesome rivalry, which has not yet broken out in ill feeling or jealousy, but which simply keeps each and all spurred to the uttermost. There is striving after students, but not simply for the sake of numbers and not with any lessening of the disciplinary side of hard work. These heads of departments must necessarily be possessed of much executive ability, and must give much time to the consideration of the details of departmental work. Each man has a voice in naming his assistants, and each is held entirely responsible for the successful working of his department. To each department is allotted such share of legislative appropriations as the Regents think best; and while the expenditures of these monies are made

through the executive office, and all purchasing and accounting is looked after with greatest care—still, heads of departments and these only are finally responsible for the wise administration of these funds. It often happens that these expenditures run up to thousands of dollars and cover the latest and best apparatus that the world knows. It is readily seen that the head of a department must have wide and accurate information, must be quick-witted and thoroughly alive to all that is going on in his part of the educational world, must have the latest information as to his work; and must know the forms, uses and makers of the most modern appliances and apparatus. It is not infrequently necessary for the head of a department to make long journeys

and to visit distant laboratories, in order that he may more successfully equip his own. During last summer these journeyings and this expenditure of time and money were peculiarly noticeable; some professors even crossing the ocean in order that they might know the very latest and best that the world had in store for them. These journeyings are not taken at University expense; the burden falls directly upon the instructor. But they are undertaken cheerfully and heartily and earnestly in behalf of the best service that can possibly be given to the state.

Next to full Professors come Associate Professors; and beneath these, Adjunct Professors and Instructors. The line between the last two is largely that of salary and length of service, their duties and privileges being about equal. It is the policy of the University not to place a man in the full chair until he has accomplished something worthy of note, has acquitted himself more

than usually well in his chosen field, has secured far more than a mere local reputation, has in every sense of the word "won his spurs." It often happens, therefore, that an Associate Professor is practically the head of a department; though it is generally understood that such departments are not fully developed. Each of the instructors in these different grades works with large independence as to methods; the only requirement made of him being results. It is customary, however, in departments carrying a large number of instructors, to hold weekly conferences of all workers in the department, in order that there may be unity of purpose, and as far as possible of method as well. Something of this kind is necessary because students are liable to wish to pass from division to division, or in-



CHANCELLOR CANFIELD.