

The History of the Utah State University Economics Department, 1888-2008

By

Gary B. Hansen and Leonard J. Arrington

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Preface

Some years ago I decided that the USU Department of Economics needed to have a history written. It was clear to me that the best person to write the history would be Dr. Leonard J. Arrington, then retired but still an active scholar and writer. Leonard joined the department in September 1946 and remained a faculty member until his departure in June 1972.

I approached Leonard, and with the help of Professor Dwight Israelsen and others, convinced him to write a history of the Economics Department. He graciously consented and began collecting material. He eventually wrote a 50-page (double-spaced) draft history covering the period from 1888 to 1996. When he completed his draft (probably in the fall of 1996), he sent copies to me and to Dwight and several others for review. I also gave a copy to Professors Reed Durtschi and Glenn Marston for their comments.

The original draft of this history was completed in 1996 by Leonard, two plus years before his death. Leonard died on February 11, 1999, before any suggested changes were incorporated into his manuscript. Unfortunately, due to my retirement in 1998 and the demands of my post-retirement consulting, no further work on the project was undertaken after Leonard's death.

Copies of Leonard's draft history with handwritten notes by Reed Durtschi, Herbert Fullerton, Dwight Israelsen, and others have remained in my files down to the present time. I incorporated the corrections and additions suggested on the review copies into Leonard's draft in late September 2009. Also, some new material has been added by me to update the faculty roster and biographies and distinguished graduates list, and to make other changes and additions about the combined department. These changes were made to produce the current version of Part I of this 120 year history of the Economics Department.

The genesis of Part II of this history began in early 2007. At that time I began writing my professional memoir. In the process of working on this project I looked at the draft history of the department that Leonard had written to obtain information about the USU Economics Department prior to my coming to USU as a new faculty member in September 1967, and also to see what it said, if anything, about the periods from 1953-1957 and 1962-1963 when I had first been an undergraduate and later as a graduate student majoring in economics at USU.

After working on a chapter for my memoir, I decided that the section I had written about the Economics Department during the period of my 31 years of employment as a faculty member at USU (from 1967 to 1998) was becoming so extensive that it would be better to take some of it out of the chapter in my memoir and use it to supplement the history that had been prepared earlier by Leonard, but ended in 1996. After some reflection and thought, I decided that rather than try to incorporate my material into Leonard's history, a better approach would be to use Leonard's history in its present form, plus my additions and corrections to his draft, as the first part of a larger history, and to write a second part that would elucidate some of the

events that were not fully covered in Part I, and the significant events occurring in the period from 1990 to 2007. This is what I have done—with three additional changes.

First, in June 2007, when rumors began circulating that the merged Economics Department would be split after nearly four decades, I decided to expand the Part II to cover the 18 year period up to and including the events surrounding the actual split, which occurred on June 30, 2008.

Second, on April 21, 2010, the USU Library Department of Special Collections and Archives completed a two year “Co-operatives Project.” This project, financed in part by funds given to the Department of Economics by W. B. Robins, the last Managing Director of the Utah Co-operative Association in 1977 when the Utah Co-operative Association (UCA) was merged into CENEX and the UCA was disbanded. The Co-operative Project was carried out as an internship by Emily Gurr-Thompson, a graduate student in history at USU, who assembled a digital exhibit entitled: “Extension, Enterprise and Education: the Legacy of Co-operatives and Cooperation in Utah.” The project was completed and Emily made a presentation to the public on that day, and the digital exhibit was made available on the Internet at that time. Because of the importance of this achievement, and the extensive set of materials that are now available about the role USU faculty have played over the years in studying and promoting co-operatives and cooperation, I deemed it important enough to write a section (Section 5) about this activity using these now accessible materials. This new section has been included in Part I of the history.

Third, it was brought to my attention by one of the readers of an earlier draft of this history that I had said very little about the origin, operation and outcomes achieved through the four year CETA Institutional Grant (IG), a project that was started in 1978 and led to the creation and operation of a large and highly successful interdisciplinary master’s degree program in the Economics Department. This academic program was a significant part of the Economics Department for 13 years, and it deserved a fuller treatment. I responded to this suggestion by writing another section (Section 6) to describe more fully the objectives and achievements of the IG project for inclusion in Part I of the history.

This history also includes an Addendum about Leonard J. Arrington that I had originally written to be part of my memoir. The Addendum summarizes two unique but generally unrecognized contributions that Leonard J. Arrington made to the Economics Department and Utah State University during his 26 years as a member of the faculty. I am grateful to Robert Parson, USU Archivist, for his assistance in finding and supplying information for me to use in writing the Addendum. I believe it is a fitting addition to this history for Leonard to represent the contributions and qualities of excellence in teaching, research and public service exhibited by so many of the outstanding individuals who have worked as faculty members in the Economics Department over the first one-hundred and twenty years of its existence.

I am indebted to the following people for their input, encouragement and additional information they provided to help me complete this project, especially professors L. Dwight Israelsen, Reed R. Durtschi, Bartell C. Jensen, Marion T. Bentley, Ross E. Robson, O. William Asplund, Tyler Bowles, Chris Fawson, Bruce Godfrey, W. Cris Lewis, Herbert Fullerton and DeeVon Bailey, and University Archivist Robert Parson. I am especially grateful to Susan

Arrington Madsen for allowing me to read and use material from several volumes of her father's Memoir that have been cited in Part II and the Addendum to this history. I take full responsibility for the selection of materials I have used and the interpretations and conclusions set out therein.

On July 1, 2008, after 39 years as a merged department (for the second time in its history), the USU Economics Department was once again split into two parts, with one part (economics faculty) being merged with the finance faculty from the Business Administration Department to become the Department of Economics and Finance in the Jon M. Huntsman School of Business. The other part of the department (agricultural, natural resource and extension economics faculty) became the Department of Applied Economics and moved to the College of Agriculture. What the future may bring for these two new departments and their faculties will have to be chronicled by future historians.

Gary B. Hansen,
Harrisville, Utah
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Addendum

Two Unique Contributions of Leonard J. Arrington to the Economics Department and Utah State University

by Gary B. Hansen

Part I

ECONOMICS TEACHING AT UTAH STATE UNIVERSITY

1. The Study of Economics

The study of economics is relatively new in world history. Ancient Greeks (Xenophon, Plato, and Aristotle) gave some treatments to the subject as did ancient Romans (Seneca, Pliny, Columella, Cicero, Vergil, and Varro). Both Greeks and Romans, however, were more interested in civic government and the management of rural plantations than economic analysis. A few medieval writers (Thomas Aquinas, Thomas More, and others) discussed facets of the subject, as did English mercantilists and French physiocrats. But the first systematic treatment of the subject, as we know it, was the publication in 1776 of a Scottish philosopher, Adam Smith, whose treatise was entitled, *An Inquiry into the Nature and Causes of the Wealth of Nations*. This work by “the father of economics” established economics, referred to in his day as political economy, as a major area of study. Smith’s work was brought to the attention of Americans by Thomas Jefferson and Benjamin Franklin, both of whom read it and were influenced by it. When James Madison becomes president of William and Mary, he required seniors to read *The Wealth of Nations*.

Writers following Adam Smith who made important contributions to the subject were: David Ricardo (*Principles of Political Economy and Taxation*, 1817), Thomas Robert Malthus (*Principles of Political Economy*, 1820), and John Stuart Mill, *Principles of Political Economy*, 1848). These and other writers and teachers of the period before 1850 constituted the “classical” school of economic thought.

Critics of “classical economics” were the German Historical School (Friedrich List, Henry D. Carey [an American], Wilhelm Roscher, Bruno Hilderbrand, and Karl Knies), and the marginal utility economists (William Stanley Jevons of England, Leon Walras of France, Eugen Bohm-Bawerk of Austria, and John Bates Clark of the United States). The Historical School believed that the economics of Adam Smith and the Classicists was based on individual self-interest and therefore neglected the role of government and the ethical considerations of those leading the nation. The fullest expression of classical economics, reformulated to include the historical and marginal utility concepts, came with the work of Alfred Marshall, of the University of Cambridge, England, whose *Principles of Economics* (1890) was used as the basic guide to the subject for the next forty years. Marshall, who was classified as a “neoclassicist,” wrote in his introduction that “This is an attempt to present a modern version of old doctrine with the aid of the new work and with reference to the new problems of our age.”

The early colleges in the United States, those founded before the Revolution such as Harvard, Yale, and Princeton, were church-related and intended primarily for training ministers. They offered a prescribed menu of studies emphasizing Latin and Greek and theological and biblical studies, with some attention to mathematics. They required graduating seniors to take a

class in moral philosophy, which usually consisted of lectures given by the college president. In these lectures he sometimes included a lecture or two on political economy in which he gave a moral emphasis to economic growth and how it should take place. He hardly attempted to present an objective analysis of how economic growth did indeed occur. When attention was given to political economy, the prestige universities, dominated as they were by clerical interests, presented courses in which economic science was an aspect of theology. The views of Adam Smith and other economists were fitted into the natural divine order of society.

In the 1820s, a time of rising popular democracy and the burgeoning of trade relationships between American states and between them and other nations, there was a demand for more relevance in education. Many governments created state colleges and offered modern subjects like political economy. A common textbook was J.B. Say's, *Treatise on Political Economy*, translated into English in 1821 from the fourth French edition of 1814. By 1830, some instruction in political economy was available in nearly all colleges and universities, and there was a gradual adoption of texts written by Americans. Often used were Reverend Francis Wayland, *Elements of Political Economy*, published in 1837, and in the South, Thomas Cooper, *Lectures on the Elements of Political Economy*, published in 1826 by the president of South Carolina College. Frederick List, *Outlines of American Political Economy*, 1827; Willard Phillips, *A Manual of Political Economy*, 1828; and Matthew Carey, *A Manual of Political Economy*, 1830, were also used. A commonly used book in the decades before the Civil War was Henry C. Carey (son of Matthew Carey), *Principles of Political Economy*, 1840.

The introduction of courses in political economy in America's colleges and universities spread slowly as the nation moved west. Courses were introduced early in the College of William and Mary and the University of Virginia, South Carolina College, Brown University, Harvard, Yale, Columbia, Johns Hopkins, and University of Pennsylvania. The first separate professorship of political economy (as distinct from moral philosophy) was established in 1871 by Harvard for~ Charles F. Dunbar. Yale appointed Francis Amasa Walker its professor of political economy in 1874, and Johns Hopkins adopted a political economy chair in 1876.

In the last third of the nineteenth century, the pioneer was Johns Hopkins University, opened in 1876 and dedicated to the encouragement of research at a postgraduate level. A model was German universities that encouraged research; Johns Hopkins wanted to provide a domestic alternative to the migration of Americans to Germany for graduate study, for at the time, there were no opportunities for advanced training in political economy anywhere in the United States. In the 1880s and 1890s, many new colleges created or extended programs of graduate study, such as the University of Chicago, founded 1892; Stanford, opened in 1891; and Clark University, founded 1889. By 1890, there were twenty professors of economics or political economy in the United States; by 1900, there were fifty-one.

Richard T. Ely was one of the younger Americans who returned from graduate work at German universities in the early 1880s. He had absorbed the German historical approach with its predisposition toward an activist government. Employed by Johns Hopkins, Ely pressed for formation of a national organization, and in 1885, he and other professors who had studied in German universities formed the American Economic Association. Within a year, there were 200 members; 2,000 members in 1912; and more than 15,000 members today. Ely was the first secretary. In 1911, the *American Economic Review* was founded.

The most commonly used texts in American colleges in the 1890s and early years of the twentieth century were by William Graham Sumner, president of Yale, *Problems of Political Economy*, 1884; J. Laurence Laughlin of Harvard, *Elements of Political Economy*, 1889; and Richard T. Ely, *Introduction to Political Economy*, 1889. By 1900, the discipline of economics had established a firm beachhead in American colleges.

Utahans had a special interest in Richard Ely because of his lifelong interest in Mormon culture and its contribution to the economic development of the American West. After an extensive study of the Mountain West in 1901, he published in a 1903 issue of *Harper's Monthly Magazine* a widely read article on "Economic Aspects of Mormonism," that praised the culture and the economic strength and ethical superiority of the people of this region. Ely, who had studied at the University of Heidelberg under Karl Knies, finished his Ph.D. in 1879, and was employed by Johns Hopkins, where he served as head of political economy, 1881-1892. He was then professor at the University of Wisconsin, 1892-1925, and Northwestern University, 1925-33. He hoped to set economists on the path of serving humane purposes in the interest of the common good. He thought this was the only course compatible with Christianity. His text was widely used and went through many editions.

2. Teaching economics at Utah's land-grant college

The reader needs to keep in mind that Utah State University has had four official names: Agricultural College of Utah, 1888-1916; Utah Agricultural College, 1916-1929; Utah State Agricultural College, 1929-1957; and Utah State University, 1957-present.

At the time the Agricultural College of Utah was established in 1888, administrators and legislators focused on agriculture and engineering; little thought was given to presenting lectures and coursework in political economy. However, the second president of the college, Joshua H. Paul, who had served three years as president of the Brigham Young College in Logan and was elected to head ACU in 1894, taught two short courses in political economy. The catalog lists him as president, professor of mental and moral philosophy, political economics and civil government, political science, and sociology. He held this position for two years before he went to the Latter-day Saints College in Salt Lake City and later to the University of Utah. Born in Salt Lake City, student at the University of Deseret (now University of Utah), Paul had been a teacher at the University of Deseret, associate editor of the *Salt Lake Herald*, and had a broad cultural background and an intense interest in the problems of society. Students were fascinated with his class in political economy.

The 1893-94 college catalog is the first to list a course in political economy—required of seniors in agriculture, engineering, domestic arts, and commercial (business) training. That would be all seniors in the college. Taught by Paul, the text was *The Elements of Political Economy* by Emile de Laveleye, translated from the fourth French edition by Alfred W. Pollard and published in 1889. The book carried an introduction by F.W. Taussig, the foremost political economist at Harvard. Paul's personal copy is in the Merrill Library at USU, and has his penned notes on many pages, questions to ask the class, and special admonitions, one of which is "You

cannot benefit the laboring man by lowering the income of the rich.” The book defined economic science as “The law or laws which ought to direct the administration of property in the state, that is, in society.” The book begins with paragraphs on the connection between political economy and philosophy and religion, followed by discussions of wealth and value. There follow chapters on the factors of production, distribution and circulation; the consumption of wealth; and a supplementary chapter on “Economic Questions in the United States.” These “questions” included tariff and wages, internal taxes, money of the United States, the silver question, and the American shipping and navigation laws. In the back of the book Paul gives the names of his thirteen students, one of whom was “Sister Sorenson.” In his notes, Paul shows that he has read, among other things, *The Wealth of Nations*, Mill’s *Principles of Political Economy*, and Ely’s *Introduction to Economics*.

Paul’s papers, as ACU president, which are in Special Collections in the Merrill Library, give clear evidence that although he delivered frequent homilies to the students in college devotionals, he did not prepare lectures for his class in political economy. Instead, the class period was one of “recitation.” Holding the text in his hand, he asked if there were questions on page 1, page 2, page 3, and so on. This would apparently have been the policy in teaching most classes in political economy throughout the first forty years of the college. Early professors taught a book, not a subject.

President Paul also taught a class listed as Advanced Political Economy. He had no text, but assigned readings in various books and magazines. The class discussed “problems of the day,” which the catalog lists as taxation, railways, cooperation, coinage and money, and pauperism.

When Utah became a state in January 1896 there was a new governor, new appointees to the Board of Trustees, and the election of a new president of the college, Joseph M. Tanner. He had served as president of Brigham Young College, then earned a law degree at Harvard, and was a practicing attorney in Salt Lake City when he was appointed president. As Joshua Paul had done, and as many college presidents in the nation were doing, J.M. Tanner offered a class in political economy. As text, he used Silas Marcus MacVane, *The Working Principles of Political Economy: A Book for Beginners*, 1890, 1893. Tanner taught the class four years, 1896-1900, along with political science, history, and commercial law. In 1900 Tanner resigned and returned to Salt Lake City, was Deputy State Superintendent of Schools, and then superintendent of LDS schools.

The Board of Trustees appointed William Jasper Kerr, the president of Brigham Young College, to serve as president. Born in Richmond, Utah, Kerr had been principal of schools in Smithfield, instructor in physiology, geology, physics, and mathematics; and then president at Brigham Young College before he came to ACU. Dedicated to broadening and strengthening the curriculum of ACU, Kerr built up the coursework in engineering and in the arts and sciences. The number of students almost doubled. He employed a recent Ph.D. in history, John Franklin Engle, to teach history and civics, and that included the class in political economy as well as U.S. history, English history, and civil government. Engle’s required text was Charles J. Bullock, *Introduction to the Study of Economics* (1897). The Bullock text had been popular in many colleges and went through separate printings in 1898, 1900, and succeeding years.

The 1901-02 catalog is the first to list the course name as Economics; the traditional term

of political economy was now abandoned. The course continued to be required of all graduating students in agriculture, engineering, home economics, and those with commercial majors. Kerr was particularly proud, as he believed that ACU was the first Agricultural College in the nation to offer a course in practical business. By 1901, the college was offering a four-year course leading to the Bachelor of Science in commerce. Thorough instruction in banking and finance, sociology, economics, transportation, commercial calculations, and civics was given. But, of course, economics was required of all students, not just those in commerce (business).

In 1901, college instruction was divided into five schools: agriculture, engineering and mechanic arts, commerce, domestic science and arts, and general science. Economics, not yet a department, was listed under the School of Commerce. All upper division majors were required to take economics. Commercial students took separate course in economics in which *The Study of Political Economy (1885)* by James Laurence Laughlin of the University of Chicago was used. The catalog also lists Economics 2, in which students studied Arthur T. Hadley, *Economics (1896)*. President of Yale beginning in 1899, Hadley had studied at the University of Berlin, was a founder of the American Economic Association, and had written extensively on economic subjects.

In widening and strengthening the ACU curriculum, Kerr had given the impression to his critics that agriculture was not being given the attention it deserved, and perhaps was trenching on territory the newly named University of Utah claimed, so the Board of Trustees replaced him with John A. Widtsoe. Son of a Norwegian immigrant widow and graduate of BYC and of Harvard, Widtsoe had previously served as professor of agricultural chemistry and director of the Agricultural Experiment Station at ACU. Feeling that agriculture was being neglected under Kerr, Widtsoe had gone to Brigham Young University but was now returned as president of ACU. When Kerr was released (he was appointed Chancellor of Higher Education in Oregon), Widtsoe appointed his Cache Valley and Harvard College friend George Thomas to teach economics. Thomas also taught Greek and Roman history, U.S. history, English history, and modern European history. Several separate preparations there! By 1908, George Thomas was listed as a professor of economics—the first at ACU with this title.

Born in Hyde Park, Utah, into a family of Welsh immigrants, Thomas went with his parents to settle Benson on the Bear River in western Cache Valley. His father was crippled by an accident when George was twelve, and George was saddled with the responsibility of running the farm, getting firewood and posts from the canyon, and supporting the family. He did not begin school until he was eleven, and the ward school was held only three months each winter and not at all when he was eighteen and nineteen. He rode his pony back and forth to the school in Hyde Park, four miles distant. He said of his life in these years:

In addition to school work, my daily task was in the morning feeding thirty-five head of cattle, seven head of horses, milking five cows, saddling my pony, eating my breakfast, and getting to school at 9 a.m. Upon returning home, in the evenings, the chores, the same as in the morning, had to be done and lessons prepared for the next day. This made a very frill day.

Thomas was encouraged by his Hyde Park teacher to attend Brigham Young College,

which he did for two winter sessions. When his father died in 1890—when Thomas was twenty-four—he sold his father’s farm, borrowed from friends, and went to Harvard with J.M. Tanner, John A. Widtsoe, and other Brigham Young College students. In 1896, he graduated from Harvard magna cum laude with an A.B. Upon returning to Utah he taught English and literature at BYC for two years, and then transferred to ACU in 1898 to teach chemistry, economics, and history. In 1900, he returned to Harvard for further work in economics, studying under Thomas Nixon Carver. He received the A.M. in 1901. He then went to Europe, where he attended the University of Paris and the Universities of Berlin and Halle in Germany. He received the Ph.D. from Frederick Wilhelm University in Halle in 1903, with highest ranking. His dissertation dealt with the history of customs tariffs and foreign trade transactions of the United States after 1875.

When Thomas returned to Utah, he was appointed principal of Ogden High School, and served there two years, after which he returned to ACU where Widtsoe appointed him director of the School of Commerce. When he took charge of the Department of Economics and Sociology in 1908, there were seventeen students. By the time he left in 1917, there were over five hundred. Adding to his other responsibilities, Thomas also became the college registrar. Thomas wrote the text used in many high schools and colleges on *Civil Government in Utah* (Boston: D.C. Heath, 1912). He also wrote while he was at ACU and published shortly thereafter, *The Development of Institutions under Irrigation, With Special Reference to Early Utah Conditions* (New York: Macmillan, 1920). The book is still a standard reference for many scholars.

Under Thomas, the School of Commerce offerings were broadened to include courses in economics, agricultural economics, the history of commerce, money and banking, public and corporation finance, taxation, and economic and commercial geography, as well as courses in sociology, political science, accounting and auditing, business management, commercial arithmetic, stenography, typewriting, office practice, and penmanship. In 1910, Thomas, with the support of Widtsoe, employed George B. Hendricks, son of W.D. Hendricks, pioneer leader of Richmond, who had gone to Brigham Young College, then, with Widtsoe and Tanner to Harvard. Here he earned the A.M. as assistant professor to help teach the agricultural economics and business management classes. In 1914, W.E. Brooke, with a Bachelor of Philosophy degree, was employed to teach economics; he remained five years. Among other things, he taught the first course in industrial resources. A course in advertising and salesmanship was offered by W. Earl Robinson.

When Thomas left in 1917, Hendricks became director of the School of Commerce, serving until 1921. Under Hendricks’ direction, the School of Commerce began to offer courses in farm marketing, railway transportation and practice, and industrial and commercial law. The School of Commerce began to create departments within the school—accounting and economics. Coursework now included a class in the economic history of the United States. By 1912, the enrollment was up sufficiently to separate the old money and banking into two classes: money and banking; the old public and corporate finance became public finance and corporate finance. Besides his administrative duties and teaching economics, Thomas was also president of the Logan Board of Education for fourteen years, being elected in most years unanimously. In 1917, he was appointed professor of economics and Dean of the School of Commerce of the University of Utah, and became their president in 1920. This was the exceptional man who was the first professor of economics at ACU. By the time he left, ACU had become Utah Agricultural College—UAC. Milton Hyrum Harris, a graduate of Brigham Young University with an A.M.

from Columbia in 1917 and Ph.D. in 1919, and State Club leader at UAC for two years, was appointed in 1921 as professor of economics. He remained until 1927. Harris also taught courses in farm management and agricultural economics.

A major development in 1915 was the employment of W. Preston Thomas. Born in Franklin, Idaho, Thomas attended ACU after several years work on his father's farm. He earned the B.S. in agriculture in 1914, when he was twenty-seven. Obviously an outstanding and mature student, he was retained under an arrangement with the U.S. Department of Agriculture, to do research on agricultural costs, prices, and marketing. Although the U.S. Department of Agriculture was established in 1889, its primary activities were to promote agriculture, and supervise and control the four bureaus: plant industry, animal industry, chemistry, and soils. In 1914, the Smith-Lever Act provided for agricultural extension to be carried directly to farmers through county agents, home demonstration agents, farmers' institutes, and extension specialists. As with ACU, many colleges began to offer courses in farm management, and agriculture economics was an offshoot designed to study the economics of farm production, operation, and marketing, and suggest ways of increasing farm income.

W.P. Thomas conducted research on farm problems for the Agricultural Experiment Station, and then he was transferred to the extension service to serve as county farm agent for Weber County, serving from 1921 until 1925. In the latter year, he went to Cornell, where he earned the M.S. in agricultural economics in 1926. He returned to Utah Agricultural College that year to head up agricultural economics. He earned the Ph.D. in economics from Cornell in 1939. He remained as head of agricultural economics at USAC until his retirement in 1952.

Under a similar arrangement, in 1915 the School of Agriculture employed Edgar B. Brossard, a graduate of UAC, to teach and do research in the field of farm management, which the catalog occasionally referred to as agricultural economics. Brossard remained until 1926, when he was appointed economist for the U.S. Tariff Commission, and after two years was a member of that commission, serving until 1959. He was replaced at USAC with Preston Thomas, who had just returned from Cornell.

As George Hendricks assumed leadership of the School of Commerce in 1917, the school boasted five departments: Accounting and Business Practice, Economics and Sociology, Finance and Banking, History, and Political Science. In addition to business courses, the Economics and Sociology Department offered economics of business, elements of economics, general economics, agricultural economics, and labor problems. Hendricks taught the course in agricultural economics and also one on rural credits. Seth Langton Barber, a 1917 graduate, was employed to help teach an economics course and remained until 1920.

In 1920, the college employed William Lawrence Wanlass, a Utah native who had gone to Washington, DC. to earn his A.B. and M.A. from George Washington University, and completed a Ph.D. in Political Science from Johns Hopkins University in 1919, where he was a political science fellow. Having served as an instructor in history while he was finishing his M.A. at George Washington, Wanlass was professor of economics at Union College in Schenectady, New York for a year, and then came to UAC in 1920 to become Director, later Dean of Commerce and Business Administration and professor of business administration. His dissertation, published by Johns Hopkins in 1920, had been on the United States Department of

Agriculture. Wanlass's first classes were in business organization and administration and budgets. He later moved over into economics and agricultural economics. He was assisted by M.H. Harris, Leon Hardy, Edgar Brossard, and Elmer Clawson in teaching courses in economics.

In 1922, pressured by the severe agricultural depression that hurt farmers at the end of World War I, the Department of Agriculture created the Bureau of Agricultural Economics to acquire, analyze, interpret, and diffuse economic information relative to agricultural production, marketing, land utilization and conservation, farm management and practice, utilization of farm products, farm population and rural life, farm labor, farm finance, insurance and taxation, land ownership and values, costs, prices, and income. Money was provided colleges like UAC and USAC to employ agricultural economists who might feed information to them. Indeed, in 1922, Dean Wanlass formally organized the Department of Agricultural Economics in the School of Commerce. In 1928, it became part of the College of Agriculture but remained also in the School of Commerce with a joint administration by the two deans. The first Master of Science degree was awarded in 1931. Agricultural economists employed by the college in the next twenty years included: Von Theurer Ellsworth, M.A., instructor, 1924-25; Walter U. Fuhrman, B.S., M.S., Ph.D., assistant, associate, and professor, 1928-44(?); H.H. Cutler, B.S., M.S., instructor and assistant professor, 1933-38; George T. Blanch, B.S., M.S., assistant, associate, and professor, 1934-68; Cruz Venstrom, B.S., assistant professor, 1934-35.

Under Wanlass's direction, the School of Commerce expanded in all areas. Added to the economics staff in the next fifteen years were: Ralph M. Rutledge, B.S., M.S., associate professor, 1926-30; Irvin Hull, B.S., instructor, 1929-33; and Marshall D. Ketchum, B.S., M.S., Ph.D., assistant and associate professor, 1932-38. These persons taught classes in general economics, labor, taxation, money and credit, banking, banking practice, and current economic problems. Beginning in 1925, Dr. Wanlass taught a course in the history of economic thought and a graduate class in advanced economic theory. Added to what was then the Department of Economics and Sociology in 1926 was Joseph A. Geddes, with a Ph.D. in Sociology from Columbia; he taught courses in rural sociology, sociology, and human geography. Sociology became a separate department in 1929.

In 1928, Wanlass was listed as Dean of Commerce, professor of agricultural economics and marketing, and professor of business administration. In 1929, when Utah Agricultural College became Utah State Agricultural College (USAC), agricultural economics and marketing became a separate department administered jointly by the School of Agriculture and the School of Commerce and Business Administration. Courses given by the Agricultural Economics and Marketing Department included agricultural economics, marketing, farm management, farm accounts, economic development of agriculture, agricultural finance, land economics, cooperative marketing, marketing fruits and vegetables, marketing livestock and products, agricultural prices, advanced farm management, and agricultural economics and marketing seminar. The Agricultural Economics Department was soon transferred to the College of Agriculture.

3. Tough times during the Great Depression and WW II

When the nation's depressed economy reached rock bottom in 1933, the Economics Department offered new courses in business cycles, public utility economics, and industrial combinations and monopolies. These courses were taught by Marshall Ketchum. In 1934, the department employed one of its graduates, Evan B. Murray, then a teacher in public schools in Park Valley, who had earned a master's degree from the University of Chicago with a specialization in labor economics. A native of Wellsville, Utah, member of the last graduating class at the Brigham Young College in Logan, Evan went on to UAC, where he obtained bachelor and master degrees in economics, finishing the latter in 1930. He went on to the University of Chicago, where he studied under Paul Douglas, considered the top authority in labor economics and later U.S. Senator from Illinois. Evan taught at USAC for thirty-two years, teaching social security, labor economics, arbitration, labor law, and, of course, principles of economics. Often voted "Professor of the Year," he gave the faculty honor lecture in 1966 on "Economics and the Citizen."

Evan Murray was the first recipient of the Robins Professor of the Year Award, helped found the Utah State Teacher's Retirement and Faculty Welfare Committee of Utah State, and was head of the Department of Economics for seventeen years. Active with debate students before a full-time debate coach came on the scene; he also helped start the USU Credit Union and was active with the local Red Cross. He was one of the few persons chosen for special recognition when USU celebrated its centennial, and the Recognition Dinner at which he was honored was held October 19, 1987. He retired in 1967. Intolerant of fuzzy thinking, Murray insisted on serious determination of tough problems. He educated students about the real world; he was plain spoken. He was not impressed with fancy words or academic jargon. A student might hear his gentle rebuke: "Mr. Johnson, we can't turn you out into the real world believing something as ridiculous as that." He died in 1991, just before his ninetieth birthday.

As early as 1930, an international organization called the Econometric Society was formed to further the advancement of economic theory in its relation to statistics and mathematics. With headquarters at the University of Chicago, the group began publication of a journal, *Econometrics*, and persons interested in this aspect of economics began to be placed in various colleges around the nation. Utah State's economists were interested in the technique, and a course in the mathematical theory of economics was offered beginning in 1937. The course was taught for three years by Professor Vance Tingey, an outstanding teacher and head of the Mathematics Department. After World War II, the department employed a full-time econometrician, who taught courses in econometrics.

During the remainder of the 1930s, the department employed: Arden B. Olsen, Ph.D., assistant professor, 1935-36. Olsen went on to the University of Colorado, where he remained for the rest of his professional life. Mason M. Hurd, B.S., M.A., instructor, 1937-38. Maurice W. Lee, Ph.D., assistant professor, 1938-41.

Although enrollment dropped sharply during World War II, the department, which lost some of its faculty, was a valuable resource in teaching servicemen assigned to USAC to obtain officer training. The only economics faculty who remained during the war were Dean Wanlass and Evan Murray, although W.N. Watson served as assistant professor in 1942-43, teaching, among other things, a course in the Economics of War and Reconstruction. The next year, Dean

Wanlass offered courses in Postwar Economic Problems and Corporate Concentration and Public Policy.

With the end of the war and the rebuilding of the studentbody, the department employed Leonard Arrington, a war veteran in the process of working on his Ph.D. at the University of North Carolina and teaching at North Carolina State when drafted in 1942. A native of Idaho, Arrington was delighted to go to Logan where he could do research on the economic history of Utah and the Mountain States. Although he did not complete the Ph.D. degree until 1952, the department used him in teaching a variety of courses, including Small Business, Business Statistics, Principles of Economics, Economic Problems, Transportation Economics, Corporate Concentration and Public Policy, and, by actual count, more than a dozen other specialized courses. In 1948, the department employed Charles T. Stewart, who was working on the Ph.D. at George Washington University. When Arrington went on leave in 1949 to finish coursework for his Ph.D., the department employed Leo M. Loll, Jr., also a veteran of World War II, who remained with USAC for ten years before transferring to become Dean of the College of Business at the University of Alaska. Loll taught economics of security markets, comparative economic systems, and the lower division Principles and Problems courses.

In 1950, Dean Wanlass retired and Milton R. Merrill, an earlier graduate and professor of political science, was appointed Dean of Commerce. Murray replaced Wanlass as head of economics, and the department included three persons—Murray, Arrington, and Loll. That year, Arrington began teaching a new course, Income and Employment. During the depression of the 1930s, the English economist John Maynard Keynes, student of Alfred Marshall at Cambridge and later a lecturer there, wrote *The General Theory of Employment, Interest, and Money* (1936). Keynes's work led to the development of a whole new field of economics called macroeconomics, to be distinguished from microeconomics, the study of the cost-price relationships of a particular part of the economy, such as the firm. Keynes's *General Theory* had not been taught at Utah State until Arrington, who had studied Keynes's work under the tutelage of Edward Bernstein at the University of North Carolina, who was an authority on business cycle theory and monetary economics. Keynes had developed a whole new vocabulary to discuss the economy as a whole: liquidity preference, marginal efficiency of capital, the multiplier, the propensity to consume, and the inducement to invest. Demonstrating that a classical equilibrium could be reached at less than full employment, he insisted that a full employment policy must be adopted by means of stimulating investment and spending. Keynes provided inspiration for many of the New Deal programs of Franklin Roosevelt.

Courses that utilized Keynesian economics were introduced by Arrington at the undergraduate and graduate levels. The agricultural economists did not take readily to Keynesian concepts, however, and a highlight of the early 1950s was a well-attended debate on "the Keynesian Revolution" by Professors Arrington and Vernon Israelsen, then an agricultural economist who later joined the Economics Department.

Also in 1950, Arrington began offering a new course on the Economic Development of the Far West, and in 1953 a new course in Government and Business.

The college had an opportunity to employ its first (part-time) female staff member in the early 1950s when Alison Thorne, wife of D. Wynne Thorne, agronomist and later director of

university research, wanted to teach a class or two in the department. With a Ph.D. in Consumer Economics from Iowa State, and with publications in the field, she would have been a valuable addition to the faculty. Unfortunately, university regulations at the time prevented wives of faculty from being employed. She remained at home, raised children, was active in church and community, and later, in the 1970s when the university rules were relaxed, she gave a course in consumer economics that enriched departmental offerings.

Added to the staff in 1955 was Vernon L. Israelsen, a Hyrum native who had earned his Ph.D. at the University of Wisconsin, and who had served several years in the Agricultural Economics Department. The department also added Glenn F. Marston in 1957, who taught courses in principles of economics, collective bargaining, and economics for teachers, and human resource management for the Department of Business Administration. Marston was Director of the Center for Economic Education—that promoted the teaching of economics in the public schools, and worked with the USU Management Institute. Glenn was a veteran of World War II and service in the Army reserve and Utah National Guard, and a student at the University of Utah and University of Washington. Prior to his employment at Snow College Marston had worked at the Los Alamos Scientific Laboratory as a personnel representative. He then served for three years as Head of the Department of Business at Snow College in Ephraim, Utah before coming to USU. He also did an extensive amount of consulting with businesses in the Intermountain region. Marston retired in 1992.

4. Becoming a university

In 1957, the USAC was renamed Utah State University. This designation, however, overlooks the important role the university had occupied internationally for many years. USAC economists and agricultural economists rendered important consulting services for many nations, and many students from other countries came to USAC to obtain bachelor's and master's degrees in economics. The Department of Economics graduated many from Iran, Iraq, Libya, Egypt, Thailand, and India in the 1950s. Leonard Arrington served as advisor of the Cosmopolitan Club for foreign students. Some of these graduates came to hold important positions in their respective countries.

In the fall of 1958, Arrington took leave of absence to serve as a Fulbright Lecturer in universities in Italy. The department replaced him with Reed R. Durtschi, who was teaching at the University of Utah. Fortunately, the department was able to retain Durtschi as a member of the staff and he continued until 1995. The department suspects that Durtschi may have had as many as 40,000 students during his thirty-seven years of teaching; his influence on the students, fellow faculty, downtown businesses, and community were incalculable.

Born in Pratt Ward, near Driggs, Idaho, Durtschi was a USAC economics graduate of 1952, served with the U. S. Army Signal Corps during the Korean Conflict, and then earned the Ph.D. in 1957 from the University of Washington. At USU he taught microeconomics, macroeconomics, public finance, and, of course, the Principles course. In addition to serving as president of the Faculty Association and chairman of the Professional Relationships and Faculty Welfare Committee, he served three terms on the Cache County School Board, the North Logan

City Council, and consulted with private firms on feasibility and impact studies. When other universities were abandoning beginning courses in favor of upper division and graduate courses and research, Durtschi, as a senior professor, continued to teach the Principles course, to the edification of two generations of business and other students. Durtschi was Professor of the Year for the Robins Award in 1969 and Professor of the Year for the President's Leadership Council in 1995. Durtschi was made department head when Murray retired in 1967 and remained so until 1971, two years after the department was combined with the agricultural economics department. B. Delworth Gardner succeeded him in 1971.

In the meantime, however, one other important addition to departmental offerings was the employment of Bartell Jensen, a graduate of 1959, who earned the Ph.D. at Purdue University and returned to teach at USU in 1963. Skilled in the application of mathematical formulations to economic theory, Jensen offered Introduction to Econometrics and Principles of Econometrics, and continued to offer those and other courses in quantitative economics until his appointment as Associate Vice President of Research for the university in 1970, and later as Vice President for Research until 1994 when he became CEO of the USU Foundation and the USU Space Dynamics Lab. He retired in 1996 to become a Mission President for the LDS Church.

When Milton R. Merrill was appointed vice president of the university in 1959, he was replaced as Dean of Business and Social Sciences (the old College of Commerce) by Robert P. Collier, of Occidental College in southern California. Trained as an economist, Collier also taught a class on business cycles in the Economics Department. At the time, the staff of the department consisted of Murray, Arrington, Israelsen, Durtschi, and Marston. In this year, Arrington began a course in Economic Growth and Development that continued to be a departmental offering and resumed teaching the History of Economic Thought that had been offered by Dean Wanlass in the early 1950s. Arrington also offered a new course in Communist Economics. Vernon Israelsen was retired in 1964 and was replaced by C.A. Hofman, an Idaho native and graduate of the University of Washington who taught international economics and public finance. Hofman moved in 1968 to Idaho State University. Replacing Hofman in 1968 was O. William Asplund, a Canadian native who had the B.S. and M.S. degrees from the University of Alberta, and was working on a doctorate at the U. of Alberta and at York University in England on a Canada Council Fellowship. Asplund, an excellent teacher, taught public finance, economic development, History of Economic Thought. Asplund obtained employment with the Utah Legislative Research Council in 1972, but continued to teach several economics courses for USU until 1990, when Don Snyder became department head. Asplund then taught courses for the University of Utah and Brigham Young University. He completed a long and distinguished career and retired as Assistant Director of what became the Office of Legislative Research and General Counsel.

In 1966, the department added Kenneth S. Lyon, a graduate of Brigham Young University with a Ph.D. from the University of Chicago. His areas of emphasis were micro- and macroeconomic theory, mathematical economics, and resource economics. Ken Lyon continued to teach these graduate level courses to Ph.D. students down to the present time. Ken Lyon retired from USU in 2010.

A major expansion occurred in 1967 when the department employed Gary B. Hansen, a

1957 graduate of USU, who earned his Ph.D. at Cornell; and Roger Sedjo and A. Clark Wiseman, who had both completed Ph.D.s at the University of Washington. Although both Sedjo and Wiseman later left the department, Sedjo to do research at Resources For The Future in Washington, D.C. and Wiseman to Gonzaga University, Hansen has continued with the staff of USU. Formerly a Fulbright scholar in the London School of Economics, Hansen taught and did research in labor economics, industrial relations, productivity and quality of working life, plant closings and national employment and training policy. Under his leadership, USU developed a major research and demonstration program in the area of employment and training that was adopted and supported by the U.S. Department of Labor.

Dr. Hansen was also the founding director of the Utah Center for Productivity and Quality of Working Life established in 1976, and the Business and Economic Development Services (BEDS), a business extension arm of USU that was created in 1978. He was awarded the Outstanding Educators Award in 1974, chaired the Faculty Relations Committee and served on many local, state, and national committees, and has one hundred or more publications to his credit, including *Putting Democracy to Work* (1987, 1992) with Frank Adams; and *ESOPs, Unions and the Rank and File* (1989 and several subsequent editions); and *ESOPs and You* (1992), also with Frank Adams; and a widely circulated publication entitled *Preventing Layoffs* (published by the U.S. Department of Labor in 1986 and 1988).

In the 1980s Dr. Hansen helped the U.S. Dept. of Labor design and implement America's worker adjustment program to aid workers displaced by structural changes occurring in the nation's economy. This program was enacted into law by Congress in the late 1980s. After working for the International Labor Office (ILO) in 1991 in Nepal to ascertain that country's need for a national productivity center, Hansen took a sabbatical at the ILO in Geneva, Switzerland. This began over a decade of international work during which he helped the ILO and the Office of Foreign Relations in the U.S. Dept. of Labor design and implement major development projects funded by the ILO, UNDP, USAID, and the World Bank in Central and Eastern Europe and Asia. Among his many publications during this period were: the two volume *Guide to Local Economic Development: Resource Handbook and Participant Workbook* (five editions published in six languages from 1995-2003); *Working Together to Create Jobs*, (ILO ROAP 1994); *Steps to Starting a Worker Co-op*, (UC Davis, 1997); *A Guide to Worker Displacement: Some Tools for Reducing the Impact on Workers, Communities and Enterprises* (ILO, 2002, 2009, two editions published in four languages).]

Launching a Ph.D. program

For many years, USU had strong Ph.D. programs in agricultural and irrigation engineering; water resources and hydrology; and forest, range, and wildlife management. Impressed with the success of these closely allied programs, the staffs of the Department of Economics and Agricultural Economics began discussing an interdepartmental Ph.D. program in economics as early as 1963. The program was initiated in 1965, when the first student was admitted. By 1968, the program included fourteen students.

The purpose of the program was to marshal the talents of the thirty or more economists on campus to provide high-level graduate education for excellent students desiring to become qualified economists to serve the state, the region, and the world. As a part of the program, three

agricultural economists, B. Delworth Gardner (U. of Chicago), N. Keith Roberts (U. of Kentucky), and Allen LeBaron (U. of London), were listed, beginning in 1966-67, to teach courses in economics: History of Economic Thought and Modern Economic Thought were taught by LeBaron, Advanced Price Theory by Gardner, and Advanced Economic Development by Roberts. Other courses included in the program were Advanced Income Theory taught by Durtschi (U. of Washington), and a one-year series of three econometrics courses taught by Jensen (Purdue) and McDonald (Purdue).

Two rooms were made available as “offices” for the Ph.D. students along with desk calculators and furniture for these offices. Three teaching assistantships were assigned to Ph.D. students; one Ph.D. student held a University Research Scholarship. There were now a significant number of students in the Ph.D. program. Most of the Ph.D. graduates have taken positions with either small colleges, experiment station/extension positions in land grant universities, or in government agencies (both foreign and domestic). Others are staff economists with corporate enterprises. Foreign students have generally returned to their home countries to positions held previously or to positions with advanced rank. Several hold positions in governmental agencies, mainly agricultural and forestry agencies and other development agencies operated by governments. Others have taken teaching positions with universities in Bolivia, Canada, Ecuador Jordan, India, Indonesia, Iran, Japan, Korea, Nigeria, Taiwan, and Thailand.

Organizing the Economic Research Institute

Also in 1965, through the primary impetus of Dr. N. Keith Roberts of the Department of Agricultural Economics, USU officially created the Economics Research Institute (ERI). The Institute was an interdisciplinary association of sociologists, economists, statisticians, natural resource scientists, and others interested in cooperative research to assist in the solution of local, regional, and national agricultural and natural resource economic problems. The ERI obtained support for projects from the Utah State Land Board, Bureau of Land Management, U.S. Forest Service, National Science Foundation, U.S. Office of Water Resources, Utah State Planning Coordinator, U.S. Department of Agriculture, and by 1967, some seventeen projects were funded. The research was concentrated on resource economics problems.

The Departments of Economics and Agricultural Economics were drawing closer together through the Ph.D. program, the Economics Research Institute, and the sharing of instructors for many graduate classes. The head of the Department of Agricultural Economics since 1926 was W. Preston Thomas. Upon his retirement in 1952, he was replaced by George T. Blanch. Born on a farm in West Weber, Utah, Blanch earned the B.S. and M.S. degrees in agricultural economics from Utah State Agricultural College and the Ph.D. from Cornell in 1941. He joined the USAC faculty in 1934 and served as department head from 1952 to 1966. During that period he also completed assignments for the Bureau of Reclamation, served as an advisor in Turkey and Greece in 1952 and in the late 1950s was economic advisor for the Karadj Agriculture College in Iran. He authored more than sixty scientific publications and technical bulletins. He served as president of the Utah State Faculty Association and of the Utah Conference on Higher Education.

Beginning in 1956, the Agricultural Economics Department rested solely in the College of Agriculture, maintaining a close connection with the Agricultural Experiment Station and the Agricultural Extension Service. The research of the department was related primarily to the economic well-being of farmers, ranchers, processors, transporters, manufacturers of agricultural products, and consumers; the effect of alternative policies and resource management practices upon various agricultural industries; and the economic impact on the economy when rural resources are reallocated. The research thus concentrated on resource economics, marketing, and farm management. In the 1960s, particularly under the influence of Keith Roberts and Del Gardner, who joined the USU staff in 1957 and 1962, respectively, the research on land and water resource aggregates grew. Until 1965, nearly all of the research was funded by the Agricultural Experiment Station; after that date, some of it came through the Economics Research Institute.

Succeeding Dr. Blanch as department head in 1966 was N. Keith Roberts. However, when Roberts soon left to serve as a mission president for his church in the summer of 1968, he was replaced as acting head by Roice H. Anderson. Born in Star Valley, Wyoming, he earned the B.S. in agronomy from the University of Wyoming in 1939, and then went on to Cornell, where he completed the Ph.D. in agricultural marketing and farm management in 1943. He served for a year on the staff of the University of Wyoming, then as a supply and disbursing officer of the U.S. Navy during World War II, and returned to the University of Wyoming before joining the USAC staff in 1947. At USAC and USU, he published more than fifty bulletins and articles for the Agricultural Experiment Station, for *Utah Farm and Home Science*, *Utah Farmer*, and other periodicals.

Combining the Economics and Agricultural Economics Departments

In the summer of 1968, the new administration of the university, Glen Taggart, president, and R. Gaurth Hansen, academic vice president, working with the Deans of the College of Agriculture (Vearl R. Smith) and the College of Business (Robert P. Collier), made a move to merge the Department of Agricultural Economics with the Department of Economics. The Deans were told that several universities were doing it: North Carolina State, Colorado State, Kansas State, Montana State, and Iowa State. The deans argued that this would provide the “critical mass” to support the Ph.D. program, might provide the two faculties with more attractive combinations of teaching and research assignments, would move the merged departments to the new George S. Eccles Business Building, where the Department of Economics was soon to be located, thus generating more intellectual stimulation, and the merger would provide agricultural economists with opportunities in teaching that might not otherwise be available.

The university administration brought about a merger of the Economics and Agricultural Economics Departments in 1969. Members of the Economics faculty at the time, in the order of seniority, were Professors Arrington, Durtschi, and Collier; Associate Professors Marston and Jensen; and Assistant Professors Lyon, Hansen, Sedjo, Wiseman and Asplund—in all, nine persons including Dean Collier. Reed Durtschi was head of the department.

By 1969, there were twenty staff members in Agricultural Economics, of whom three were collaborators with the U.S. Department of Agriculture Economics Research Service (the old Bureau of Agricultural Economics); four were extension economists. Fourteen of them held

the Ph.D. degree. The department had ten research assistants, mostly graduate assistants, and a secretarial staff.

The eight regular teaching and research faculty of Agricultural Economics are listed first, alphabetically, followed by those in Agricultural Extension and those with the U.S. Department of Agriculture. These individuals were Rondo A. Christensen, Lynn H. Davis, Herbert H. Fullerton, B. Delworth Gardner, Allen D. Lebaron, Darwin B. Nielsen, N. Keith Roberts and E. Boyd Wennergren.

1. Rondo A. Christensen, associate professor later professor, B.S. and M.S. from USAC, Ph.D. from Cornell in 1957, with a major in agricultural marketing and business management. At USU from 1957 to 1995, he was economist with the USAID team in Bolivia, published widely in Experiment Station bulletins and farm journals, won the Distinguished Service Award of the Western Dairymen Cooperative.
2. Lynn H. Davis, professor, with a Ph.D. from Oregon State University in 1961. He joined the USAC staff in 1952, where he directed research projects and taught production economics, farm management, agricultural statistics, rural appraisal, agricultural policy, and livestock marketing. He also completed consulting assignments in Saudi Arabia, Iran, Argentina, Venezuela, Colombia, Ecuador, and Senegal. He retired in 1986.
3. Herbert H. Fullerton, professor, B.S. and M.S. at USU, 1963 and 1965, Ph.D. from Iowa State University. He was regional and resource economist with the Iowa State University project in Thailand, and did feasibility studies for USAID-assisted food crops projects in Kenya and Tanzania. After coming to USU he did research work for the National Water Commission, USU Agricultural Experiment Station, and Office of Water Research and Technology, and joined the merged department as a resource economist shortly after the merger in November 1969. Working with the Rockefeller Foundation, he helped establish the Environment and Man Program at USU, and has been involved in research related to water. He has also lectured in China and Korea. He became acting department head in 1996.
4. B. Delworth Gardner, professor. Born in Afton, Star Valley, Wyoming, Gardner earned the B.S. and M.S. in agricultural economics at the University of Wyoming in 1952 and 1954, and the Ph.D. from the University of Chicago in 1960. In the meantime, he taught at Colorado State University and Brigham Young University, and joined USU's Dept. of Agricultural Economics in 1962. He served as director of the Interdepartmental Ph.D. program, 1969 to 1971, and became head of the combined Department of Economics in 1971, serving until 1976, when he moved to California to become director of the Giannini Foundation of Agricultural Economics at the University of California at Berkeley and Davis, and was professor of agricultural economics at the latter institution until 1986. While at USU he was consultant to USAID programs in Bolivia, Ecuador, Iran, and India. He gave the Faculty Honor Lecture in 1968, served as president of the Western Agricultural Economics Association, and taught courses in resource economics, price theory, income and employment theory, economic development, and the history of economic thought. While at USU, he published more than eighty articles in the *Journal of Farm Economics*, *Land Economics*, *National Wool Grower*, *Journal of Range*

Management, Farm and Home Science, Western Economics Journal, Natural Resources Journal, and several Agricultural Experiment Station bulletins.

5. Allen D. LeBaron, professor. B.S. from the University of Utah in Accounting in 1956, Ph.D. from the University of London in 1962. After serving as an instructor at Brigham Young University and Colorado State University, he joined the agricultural economics staff at USU in 1964, and directed research on water and other resource economics. He taught classes in modern economic thought and environmental economics. He retired in 1987. He was director of a supply and demand study for Iran (1966-69), advisor for the University of the Andes in Venezuela (1969), advisor for USAID in Bolivia (1970-76), and for other South and Central American countries in 1969-80. He was director of the USU Ph.D. program in 1971-73. Prof. Lebaron published in the *Journal of Range Management, Journal of Natural Resources, Land Economics,* in many foreign periodicals, and Agricultural Experiment Station bulletins.
6. Darwin B. Nielsen, associate professor later professor, with a Ph.D. from Oregon State University. A native of Cache Valley and with bachelor's and master's degrees from USU, he returned to USU in 1966, where he studied grazing fees, the impact of predators, poisonous plants, recreation, water rights, transfer of public lands to state ownership, and use of private land for game animals. He taught livestock economics, decision theory, and research methods.
7. N. Keith Roberts, professor, with a 1958 Ph.D. from the University of Kentucky. A native of Sugar City, Idaho, Roberts served as an Extension Services specialist at the University of Hawaii and the University of Florida, where he taught and engaged in livestock research and state and federal land issues and policies. Devoting much of his professional career to international agricultural development, he was economist for the USAID program in Bolivia, 1965-67, became head of the Agricultural Economics Department from 1967 to 1969. After serving his church as mission president in Bolivia, 1969-72, he led a USAID project in Iran, 1974-78. In 1980, he undertook a four-year project in Egypt and was in USU's International Programs when he retired in 1985. He consulted with many nations—Venezuela, Lesotho, Yemen, Somalia, Morocco, Jamaica, and the eastern Caribbean. He authored or coauthored more than fifty funded grant projects. He published widely in the countries he advised, through the USU Experiment Station, and in professional journals and farm magazines. He was the forerunner in moving the Agricultural Economics Department from its predominant concern with agriculture to broader applied areas, especially resource economics. A stimulating teacher, he was selected to give the 62nd Faculty Honor Lecture in 1980.
8. E. Boyd Wennergren, professor. Born in Newton, Utah, Wennergren earned the B.S. in Business Administration from USAC, was a lieutenant with the Air Force, 1951-53, and earned the M.S. in 1955 and the Ph.D. in agricultural economics from Pennsylvania State University in 1959. He was assistant, associate, and professor of economics at Utah State University, 1959-1992, and director of the Economics Research Institute. Since the early 1970s, he was the senior project director on various Agricultural Experiment Station studies dealing with methodology for determining the value of natural resources, sheep and wool marketing, poultry marketing, and the economics of public range management

and outdoor recreation. He was USU's economist with the Technical Assistance team in Bolivia, co-director of the Regional Economics Research Program in Latin America, chairman of the Western Regional Research Project on demand for outdoor recreation, director of USU's rural development program, worked on the Bangladesh USAID program, and was chief of the Bolivian Technical Assistance team, 1975-82. He published in the *Journal of Farm Economics*, *Land Economics*, *Natural Resources Journal*, bulletins of the Agricultural Experiment Station, *Journal of Leisure Research*, *Journal of Range Management*, *American Journal of Agricultural Economics*, and *Science*. He authored one book, *Santa's Special Christmas Colors*, and coauthored two books, *U. S. and World Poverty*, and *Solving World Hunger*. For his work with the poor of Bolivia, he was awarded the "Order of the Condor de Los Andes," the highest civilian decoration in that mountainous country. He was Director of International Programs at USU from 1978-82 and 1988-90. Boyd died in 1992 at the age of sixty-three.

For a period, Douglas Strong and Deon Hubbard were connected with the Agricultural Economics Department. The following five served primarily as agricultural economists for the Agricultural Extension Service. Listed alphabetically, they were: Lloyd A. Clement, Ray H. Finch, Paul R. Grimshaw, Leon C. Michaelsen and Morris H. Taylor,

1. Lloyd A. Clement, associate professor. He received the B.S. from USAC and a Master of Public Administration from Harvard. Joining the staff of USAC in 1954, he served as an extension economist for twenty-three years. He retired in 1983.
2. Ray H. Finch graduated in agricultural economics from USAC in 1938. Specializing in livestock and crop marketing, he earned the M.S. degree in 1966. He was a vocational agriculture instructor in Spanish Fork, farm security advisor with the U.S. Department of Agriculture, and was an extension service agent at USAC before becoming a marketing specialist with Extension Services connected with the Department of Agricultural Economics in 1968. He published several Extension Services bulletins.
3. Paul R. Grimshaw, associate professor. He received the B.S. and M.S. at USAC and completed his Ph.D. at Oregon State University. He was first employed at USAC in 1952. Grimshaw served as Associate Dean in the College of Agriculture until his retirement.
4. Leon C. Michaelsen, professor. He earned the B.S. from USAC in 1937 and the M.S. degree from Montana State College in 1939. Leon also did additional graduate work at Cornell University in the 1960s. He worked as a farm management specialist for the extension service until his retirement in 1977.
5. Morris H. Taylor, professor. He earned the B.S. from USAC in Agricultural Economics, and the M.S. and Ph.D. from the University of Wisconsin in 1958. He was economist with the Bureau of Agricultural Economics in Washington during World War II, then marketing specialist with the Extension Service. He was also consultant on business management for many private firms. He was director of transportation economics at USU for many years in the 1970s and 1980s, professor of marketing economics, and director of extension economics programs. He was advisor to several state, regional, and national

committees on transportation and marketing. He published many bulletins for Extension Services, and several hundred articles for newspapers and magazines

The three agricultural economists who were USDA collaborators in the summer of 1969 were, in alphabetical order: Jay C. Andersen, Paul Barkley and Clyde F. Stewart,

1. Jay C. Andersen, associate, later professor. B.S. and M.S. from USAC, Ph.D. from Iowa State University in 1962. Andersen served in the Natural Resources Economics Division, Economic Research Service, USDA. He was first employed at USU in 1967. His specialties were water resources, agricultural policy, and applied economics. Until his death in 1994, Andersen had fulfilled assignments for the Agency for International Development (USAID) in Senegal, Bangladesh, Korea, Mali, and Mauritania. He published widely in farm and resource publications, and Experiment Station bulletins. He served as head of the Economics Department from 1975 to 1982.
2. Paul Barkley, professor, Ph.D. from Kansas State. He came to USU in 1964 and remained until 1969, at the time the departments were joined. He went on to Oregon State, Colorado State, and the University of Wisconsin.
3. Clyde E. Stewart, professor. B.S. at USAC, Ph.D. at Iowa State University. First employed at USU in 1967. Stewart was Regional Director, Natural Resources, Economics Division, Economics Research Service, USDA, and worked primarily on the economics of water. He retired in 1972.

Department administration and degrees

The size of the agricultural economics faculty, compared with that of economics, assured that, whether the department head was an economist or an agricultural economist, there would inevitably be some staff conflict over policies and procedures. Fortunately, most department heads have kept this to a minimum. Five individuals served as Head of the combined department during its first twenty-seven years of existence from 1969 to 1996:

Reed Durtschi, 1969-71
B. Delworth Gardner, 1971-76
Jay C. Andersen, 1976-81
W. Cris Lewis, 1981-90
Don L. Snyder, 1990-1996

Some of the problems experienced by these and subsequent Heads of the Economics Department will be discussed in Part II of this history.

The consolidated Department of Economics, administered both by the College of Agriculture and the College of Business and Social Sciences, offered majors in economics, agricultural economics, and agribusiness, and the following degrees: B.A., B.S., M.A., M.S., and Master of Agricultural Industries (MM), and the Ph.D. In 1980 the department began offering a Master of Social Science degree in Human Resource Administration (MSS-HRA). Because of

the unique origin, and the size and importance that it achieved while part of the Economics Department, the creation and operation of this program warrants a fuller treatment. Consequently, it will be discussed more fully in Section 6.

In 1994, a Master of Community Economic Development degree modeled on the MSSHRA was added to the Economics Department through the efforts of Gary Hansen, Chris Fawson, and several others in the department.

The idea of offering a new CED masters degree was supported by the local economic development practitioners in the state of Utah who liked the idea of obtaining more training and receiving credentialing in their profession. Consequently, on November 2, 1993, Gary Hansen prepared a proposal for submission to the Economics faculty to create a Master of Social Science degree program in Community Economic Development (MSS-CED) that was modeled on the MSS-HRA degree, with courses drawn from Economics, Sociology, and Political Science.. Areas or topics that might be included in the program included:

Community development process, planning and program development, economic development process, socio-demographic analysis, local government organization and operations, policy analysis, business incubation, cooperative entrepreneurship, network organizing, business retention and expansion, economic restructuring, productivity and quality, etc. ¹

January 12, 1994, the Economics Department head, Don Snyder , sent a memo with the MSS version of the proposed program to the economics faculty. Eventually, the final version of the master's degree in Community Economic Development was approved.

Although the faculty and higher level administrators approved the proposal, over time the MSS-CED program was gradually changed. When the university switched to the semester system in 1998 some changes were made in the program, and in 2008, when the program became part of the Applied Economics Department other changes were made. During the 2007-2008 academic year this specialty master's degree program in community development/regional economics had only three students in Agricultural Economics and CED.

The Applied Economics Department—which inherited the CED program in 2008 when the Economics Department was split—folded the MSS CED program into “a specialized MS degree program” that covered three areas, environmental and natural resource economics, community development and regional economics, and agricultural economics. In 2008 this specialty MS degree program in community development/ regional economics had only two 3 credit CED courses: Econ 6700 – regional/community development economics, and Econ 6710 – community planning/impact analysis, out of the 30-33 credits required, with no other courses listed in the CED area of specialization. Perhaps this is why the specialized R/CED program attracted few students or practitioners.² It appears to no longer be a professional program directed at practitioners, but is now a more traditional academic program provided as an option for internally generated students.

Faculty additions and departures in the merged department

The department continued to grow after the merger of the two departments. Retiring faculty members were replaced with new Ph.D. graduates, and some additions to faculty gave further strength. Some were added to the agricultural sector, some to the economics. Those added to the faculty soon after the merger were, in the order of their employment by the department: James B. McDonald, Morris Whitaker, W. Cris Lewis, Marion T. Bentley, Larry K. Bond, John E. Keith and H. Craig Petersen

1. James B. McDonald, a native of Logan, earned his B.A. and M.S. degrees from USU in 1964 and 1966, earned his Ph.D. in economics from Purdue in 1970. He taught econometrics at USU for two years (1970-72), and then moved to BYU, where he has taught from 1972-present. He has published many professional articles on quantitative economics and econometrics.
2. Morris Whitaker, postdoctoral fellow in water resources, later assistant and associate professor. Whitaker earned his B.S. and M.S. in economics at USU in 1965 and 1966, and then went to Purdue, where he earned the Ph.D. in agricultural economics in 1970. He came to Logan in 1970 as postdoctoral fellow in water resources, and then had short-term assignments in Bolivia, El Salvador, and Ecuador. In 1973 he joined the University Contract team in La Paz, Bolivia, serving for four years. He taught microeconomic theory and international agricultural development. He has published extensively in agricultural and development journals. Morris Whitaker became Associate Vice President for international research and served a number of years in this position. He retired from USU in 2008.
3. W. Cris Lewis. Raised in Chicago, he received the B.S. in economics at Brigham Young University in 1962. He completed a Master of Business Administration in finance at Northwestern in 1964, spent two years working as an investment analyst for the Northern Trust Company of Chicago, then went to Iowa State University, where he earned the Ph.D. in economics and statistics in 1969. He taught at the University of Oklahoma for three years, and came to Utah in 1971 to assist Jay Andersen and Herb Fullerton with a research project with the National Water Commission. He has been a member of the USU Department of Economics since June 1972, taking the place of Leonard Arrington on the departmental budget. He was head of the Department of Economics from 1981 to 1989. Lewis has written many articles and is the co-author of five books: *Regional Economic Growth and Water Resource Investment*, *Urban-Regional Growth and Policy*, *Economics Today*, *Economics: The Free Enterprise System*, and *Managerial Economics*. Cris Lewis retired from USU in 2009.
4. Marion T. Bentley earned the B.A. in political science and Spanish from Brigham Young University in 1968, and the Master of Public Administration from New York University in 1970, and pursued doctoral work at the same institution. He was assistant director of a Management Training Workshop in New York for a year, research fellow with the Foreign Area Fellowship Program in New York, and professor of political science at Brigham Young University, before coming to Utah State University in 1972 to work as a Human Resource Analyst in the Manpower Development Service project directed by Gary Hansen. He was Associate Director of the Manpower Development Service at USU

until the project ended. At that time he was hired at USU as the first (and only) Business Extension Specialist. With Gary B. Hansen, he has published *Manpower Advisory Services in the Workplace* (1976), and other volumes, including *Shutdown: A Case Study of Displaced Rural Workers* (1978). He has published many articles in professional publications on aspects of human resources. As extension specialist, his primary responsibility has been rural and community economic development; he has traveled over the state training community leaders. In the 1990s he also worked extensively with Gary Hansen as a trainer helping implement local economic development projects in Central and Eastern European countries.

5. Larry K. Bond, a native of Ramah, New Mexico, earned the B.A. in animal husbandry from Brigham Young University in 1960, the M.S. in agricultural economics from the University of Arizona in 1962, and the Ph.D. in economics from USU in 1972. In 1972, he was employed as extension specialist in farm management, with work in enterprise budgeting efforts and income tax education. For some years, he taught financial management.
6. John E. Keith. A native of Nampa, Idaho, Keith completed the B.S. and M.S. in range science at USU in 1968 and 1971, and then decided to major in economics, earning the M.A. in 1972 and the Ph.D. in 1973 from USU. He worked as a research economist with the Utah Water Research Laboratory, 1972-76, and assistant, associate, and professor of economics, 1976-present. He has taught resource economics, microeconomics, macroeconomics, and research methods. In addition to many publications on his water laboratory studies, he has also published in *Journal of Leisure Research*, *Natural Resources Journal*, *Western Journal of Agricultural Economics*, *American Journal of Agricultural Economics*, and other professional publications. Keith also worked on a number of international projects in Egypt, Senegal and several other countries.
7. H. Craig Petersen. A native of Logan, Utah, Petersen completed the B.S. in computer science and economics at USU in 1968, the M.S. in Engineering/Economic Systems at Stanford in 1969, and the Ph.D. in economics at Stanford in 1973. He came to USU in 1973 and has taught antitrust regulation, industrial organization, microeconomics, energy economics, managerial economics, and principles of economics. He has done extensive research on these topics and was appointed in 1976 as Assistant Dean for Research of the College of Business and member of the University Research Council. He has been president of Phi Kappa Phi, member of the Faculty Senate Executive Committee, and Professor of the Year in the College of Business. He has published *Business and Government* (New York, Harper and Row, 1981), and two or three dozen professional articles and papers, especially on aspects of energy economics. In 1993, Prof. Petersen became acting Associate Provost and later Associate Provost at USU for some years, and then became Director of Planning and Analysis at USU. In 2010, he stepped down from this position and returned to full time teaching in the Department of Economics and Finance.

In 1972, Leonard Arrington, who had been with the department since 1946, resigned to become Church Historian for the Church of Jesus Christ of Latter-day Saints. He moved to Salt Lake City. While he was at USAC and USU, Arrington served as president of the Faculty

Association, chairman of the Faculty Professional Relationships Committee, and received grants from the American Philosophical Society, the Social Science Research Council, and the University Research Council to conduct research on the economic history of the Mountain West. In addition to professional articles in the *Journal of Economic History*, *Business History Review*, *Economic History Review*, *Western Economic Journal*, *Rural Sociology*, *Western Humanities Review*, *Pacific Historical Review*, and other journals. He published half a dozen books on business history, biography, and economic history of the West, the most important of which was *Great Basin Kingdom. An Economic History of the Latter-day Saints* (Cambridge, Mass.: Harvard University Press, 1958).

As with many similar departments throughout the United States, the USU Economics Department, with its highly qualified staff, added courses that seemed to have a current need and interest. They included economic and environmental policy in 1972; economics for teachers, 1972; regional economics and area development, 1972; urban economics, 1974; dynamic model building, 1974; managerial economics, 1978; industrial organization, 1978; economics of consumer choice, 1980; economics of world food problems, 1980; economics of resource use and development, 1980; and economics of less-developed countries, 1980.

In 1982, six new courses were added: guide to benefit cost analysis and interpretation, resource scarcity, economic history of Russia, political economy of the USSR and Eastern Europe, economic power and American industry, and theories and techniques of training in organizations. Others added in recent years include: labor and manpower economics, manpower planning and evaluation, 1980; economics of worker cooperative enterprises, 1983, and agricultural cooperatives in 1984; discussions with business leaders, 1988; international economics for business, 1996; and economic applications of matrix algebra, 1996.

In more recent years, as older faculty have retired and the expansion of the USU studentbody has made necessary the hiring of additional faculty, several new faculty members have become employed. Their work has made the course offerings richer and the research programs more productive. They include, in order of joining the faculty: Terrence F. Glover, Basudeb Biswas, E. Bruce Godfrey, Ross E. Robson, Donald L. Snyder, L. Dwight Israelsen, DeeVon Bailey, and Christopher Fawson.

1. Terrence F. Glover. Born and raised on a fruit and vegetable farm in Davis County, Utah, Glover received the B.S. and M.S. degrees in economics at USU and the Ph.D. from Purdue. After teaching at Ohio State University, and employment with the Ministries of Agriculture and Finance in Brazil, he joined the economics faculty at USU in 1974. In addition to teaching economic theory, policy, and applied econometrics, he has done research on energy development for the U.S. Department of Energy. He has also done research on production economics, natural resources policy, and environmental economics.
2. Basudeb Biswas. A native of India, studied at Calcutta University, transferred to USU as a graduate student, and then received a Ford Foundation Scholarship to finish his Ph.D. at the University of Chicago. He returned to USU in 1976, was designated Teacher of the Year by the College of Business in 1986. Professor Biswas retired from USU in 2010.

3. E. Bruce Godfrey. Born in Idaho Falls, Idaho, Godfrey earned his B.S. at USU in 1967 and the M.S. in 1968. He went to Oregon State University, where he completed a Ph.D. in 1971. He taught for seven years at the University of Idaho and came to USU in 1977. He has published more than fifty professional articles in the *American Journal of Agricultural Economics*, *Utah Science*, *Rangelands*, *Utah Farmer-Stockman*, *Journal of Range Management*, and in the proceedings of various professional societies and Experiment Station bulletins. Bruce Godfrey retired from USU in 2008.

4. Ross E. Robson. After earning the B.S. in political science at Weber State College in 1965 and the M.S. at USU in political science in 1967, Robson went on to earn the Ph.D. in Public Administration and Urban Affairs at the University of Maryland in 1973. He taught at the University of Maryland, University of Georgia, and the University of Tennessee before joining the, USU staff in 1979 to work on the Region VIII USDOL Manpower Institutional Grant obtained by Gary B. Hansen. He served as coordinator of the Master's of Social Science degree program in Human Resources Administration, with associate professor appointments in economics, political science, and the Business and Economic Development Services. He was, subsequently, hired by USU and obtained tenure in the Business Administration Department, and served as Director of the COB Business Relations Program and the Shingo Prize in Lean Manufacturing housed in the USU College of Business. He retired from USU in 2008.

5. Donald L. Snyder. A native of Cody, Wyoming, Snyder earned the B.S. and MS. degrees in agricultural education at the University of Wyoming in 1972 and 1973. He completed the Ph.D. in resource and production economics at USU in 1979. Since earning the M.S. degree, he has had experience as a high school teacher, fieldman for the U&I Sugar Company, and research professor at Brigham Young University. He came to USU in 1981 and served as head of the department from 1990 to 1996. He has taught a variety of courses at USU, including agricultural production economics, mathematical economics, agribusiness, natural resource economics, micro- and macroeconomics, and managerial economics. He has published articles in *Agribusiness*, *Journal of Applied Economics*, *Journal of Environmental Economics*, *Western Journal of Agricultural Economics*, and *Intermountain Economic Review*.

6. L. Dwight Israelsen was born in Logan into a farming family of twelve children. He graduated from Utah State University in economics in 1969, attended Harvard University in Slavic languages in 1971-73, and graduated with a Ph.D. from the Massachusetts Institute of Technology in 1979. His fields of research and teaching have been comparative economic systems, Soviet economics, advanced economic theory, fiscal economics and public finance, economic history, economic growth, and income distribution. Like Leonard Arrington, he has taught nearly every course in the department over the years. While at MIT he also taught economics courses at Harvard, including Larry Summers, a future Secretary of the Treasury and President of Harvard. He also shared an office at MIT with Laura Tyson, a future chair of the President's Council of Economic Advisors and now a Professor at UC Berkeley. He has published in the *Journal of Economics and Business*, *Brigham Young University Studies*, *Journal of Comparative Economics*, and in other publications. After teaching at Brigham Young University for several years, he joined the USU Department of Economics in 1982.

7. DeeVon Bailey, born in Logan, earned the B.S. in economics as well as the M.S. in agricultural economics at USU. He completed the Ph. D. in agricultural economics at Texas A&M University in 1983. He came to USU in May 1983 to serve as extension specialist in agricultural market and rural industry feasibility analysis. Bailey was promoted to associate professor and tenured in 1987 and was promoted to full professor in 1992. He served as interim department head from July 2006 to April 30, 2008, and as extension agricultural program leader from July 2007 to June 2009. He became Associate Vice President for international research in July 2008. Dr. Bailey was awarded USU's E. G. Petersen Award for Extension in 2003 and the D. Wynn Thorne Award for research in 2006.

8. Christopher Fawson grew up in a small rural community in northern Utah. He is married and has four children. In 1982, he received his Bachelors of Arts degree in Economics from Weber State College. He then attended Texas A&M University where he received a Masters of Science and a Ph.D. in Economics, in 1983 and 1986 respectively. While at Texas A&M, he focused his studies on econometrics, public finance, labor economics, and applied problems in agriculture production. He has held academic appointments in the Business School at Texas A&M University (1985-1987), the University of Alaska Fairbanks (1987-1989), and Utah State University (1990-Present). Since coming to Utah State University, Dr. Fawson served as a faculty member from 1990-2001, USU Vice Provost for Academic and International Affairs (2001-2005), Department Head in the Department of Economics (2005-2006) and is currently a Professor of Economics and Senior Associate Dean in the Huntsman School of Business. In addition to his extensive research and publications, Dr. Fawson has also been involved in a number of international projects, and has worked in several countries in Asia, the Middle East and other parts of the world for the FAO, U.S. Department of Agriculture and World Bank.

Publication of *Perspectives*

Early in 1991, at a time when there were 160 majors in economics, the department began the publication of *Perspectives*, a periodical with articles by faculty members on Utah and national problems and policies, and including features on faculty members, emeriti, and former students, and a commentary by the department head. Volume 1, No. 1 of *Perspective*, dated Winter 1991, carried an article by Reed Durtschi and Dwight Israelsen on "Federal Government Deficits" and one by Roger Sedjo and Kenneth Lyon on "The Long-Term Adequacy of World Timber Supply." The second issue, in Spring 1991, continued the essay on "Federal Government Deficits," gave a summary of current research, and carried an "In Memoriam" on long-time faculty member and department head, Evan Murray. Lead articles in succeeding issues in 1992, 1993, 1994, 1995, and 1996 included:

- "The Economics of Wilderness Designations in Utah," by Bruce Godfrey
- "The Economic Recovery has Begun," by Reed Durtschi
- "International Programs at Utah State University," by Morris Whitaker and Craig Petersen
- "The Size of the Agribusiness Complex in Utah," by Cris Lewis
- "The Economic Impact of Non-Utah Students at Utah State University," by Craig Petersen
- "The Failure of Socialism in the Soviet Union," by Dwight Israelsen

- “Retention, Expansion, and Creation of Local Firms for Economic Development,” by Marion Bentley
- “Health Care in America,” by Reed Durtschi
- “The Move Towards Global Trade Liberalization—the GATT,” by Basudeb Biswas
- “The Flat Tax,” by Cris Lewis
- “Recreational Use of Public Lands in Utah: A Rural Government Perspective,” by Bruce Godfrey

Hiring of female faculty

The department employed its first full-time female professor in 1994. She is Dawn Thilmany. Raised on a grain and hog farm near Cedar Rapids, Iowa, she received the B.S. degree from Iowa State in public service and administration in agriculture, earned M.S. and Ph.D. degrees in agricultural economics from the University of California at Davis. At USU she taught courses in agribusiness management, finance, agricultural policy, and applied economics. Her research dealt with migrant workers in Utah agriculture and rural development. Dawn Thilmany left USU to go to Colorado State University in 1999.

Also employed in 1994 were: Assistant Professors Leslie Reinhorn, Tyler J. Bowles, Christopher Barrett, and temporary instructor Douglas Romrell.

1. Tyler J. Bowles. Raised in Fairview, Cache Valley, Idaho, he earned B.S. and M.S. degrees from USU and the Ph.D. at University of North Carolina. He began teaching at Casper College in Casper, Wyoming, where he did CPA work in accounting and auditing. He was hired to fill the teaching shoes of Reed R. Durtschi, and teaches macroeconomics, microeconomics, agricultural management, and agribusiness accounting. He has published in the *Journal of Legal Economics*. Dr. Bowles served as Acting Department Head from May 1, 2008 to June 30, 2008, and became Department Head of the new Department of Economics and Finance in the Jon M. Huntsman School of Business on July 1, 2008.
2. Christopher Barrett came to USU in 1995 from the University of Wisconsin, where he had earned the Ph.D. in agricultural economics and economics. Barrett teaches international development, finance, and trade, and conducts research on the microeconomics of agricultural production and marketing in low-income countries. Barrett grew up in farm country along the Chesapeake Bay outside Annapolis, Maryland. He went to Princeton, earning the B.A. in economic history. He won a Fulbright Scholarship to the United Kingdom. Completed M.S. degree in development economics at University of Oxford. He worked for the Institute of International Finance before coming to USU. Prof. Barrett left USU to go to Cornell University in 2000.
3. Douglas P. Romrell, from St. Anthony, Idaho, he left his farm in 1988 because of the unfavorable potato market in late 1980s. He earned the B.S. and M.S. degrees from USU in 1990 and 1993. Beginning in 1993 as an adjunct instructor, he taught principles of economics, and labor economics. He took an agricultural economics course at Ricks College in 1980.

4. Leslie J. Reinhorn, a Canadian native who was an undergraduate at Queen's University in Kingston, Ontario, and completed his Ph.D. at Stanford. A theoretical economist, he taught general equilibrium theory, macroeconomic policy, mathematical economics, and macroeconomics. Prof. Reinhorn left USU to go to the University of Birmingham in England

In 1995, the department employed its second woman faculty member. Sarita Mohapatra, from Bhubaneswar, Orissa, on the east coast of India. She earned the B.S. in economics with distinction from Utkal University, and completed an MBA from Xavier Institute of Management in India, specializing in marketing and information systems. Sarita came to USU to earn the Ph.D. in economics and earned the Robins Award as Teaching Assistant of the Year. After receiving her degree she left USU several years later to work for one of the national accounting firms.

Also employed in 1995 were Amitrajeet Batabyal of Bombay, India, and Quinn Weninger, from Kelowna, British Columbia, Canada. A third woman, and the first who was a graduate of USU, Ruby A. Ward, was hired in 1999. Arthur J. Caplan, Paul Jakus and John Gilbert were hired in 2001.

1. Amitrajeet Batabyal of Bombay, India was employed in 1995. He joined the faculty to teach graduate courses in microeconomic theory and operations research. He has the B.S. in agricultural economics from Cornell, the M.S. in agricultural economics from University of Minnesota, and the Ph.D. in agricultural and resource economics from University of California, Berkeley. Batabyal left USU to go to the University of Rochester in 2000.
2. Quinn Weninger was employed by the department in 1995 to teach agricultural and natural resource policy analysis, quantitative economics, and applications of game theory. Born and raised in Kelowna, British Columbia, he earned an undergraduate degree in forest science at the University of Alberta, studied economics at the University of Alaska, completed the Ph.D. in agricultural and resource economics at the University of Maryland in 1995. Weninger left USU to go to Iowa State University in 2000.
3. David Dickinson came to USU in 1999 to fill the labor economics position left vacant in 1998 when Gary B. Hansen retired. He subsequently left USU in 2004 to take a position in the Walker Business School at Appalachian State University.
4. David Aadland, received his Ph.D. from the University of Oregon, and came to USU in 1999. He was a macroeconomist and econometrician, and left to go to the University of Wyoming in 2003.
5. Ruby A. Ward was a Crop and Soil Science student at Ricks College. She graduated from USU with a B.S. degree in Accounting and Agricultural Economics in 1992, and then went to Texas A&M University to pursue a Ph.D. in agricultural economics, receiving her degree in 1998. She returned to USU in August 1999 to become an assistant professor of agricultural economics with teaching and extension responsibilities in the areas of agribusiness management and operations research. Ruby was promoted to Associate Professor in 2005.

6. Arthur J. Caplan received a B.S. in Economics and Communications from the University of Michigan in 1983, and an M.A in Agricultural Economics from Washington State University in 1986. He then served as a farming systems economist in the Peace Corps in Botswana, Southern Africa from 1986 to 1989, followed by a year as coordinator of the small projects assistance program for the Peace Corps in Botswana. After 5 years (1996 to 2001) as an assistant professor of economics at Weber State University, Arthur came to USU in 2001. In 2007-2008 he spent a year as a Fulbright Scholar in the Department of Economics at the University of Botswana. His primary field of specialization is environmental economics, and his secondary field is applied microeconomics.
7. Paul Jakus was originally from Nevada. He received a BS degree in Agricultural and Resource Economics from the University of Nevada in 1982. After receiving an MS degree in Agricultural and Resource Economics from Colorado State University (1984), Paul spent two years serving as a Peace Corps Volunteer in The Gambia, West Africa. He earned his Ph.D. in Economics at North Carolina State University in 1992, after which he joined the faculty at the University of Tennessee. Paul came to Utah State University in 2001 and was promoted to Professor in 2003. He became head of the Department of Applied Economics in July 2008.
8. John Gilbert is a native New Zealander. He received his Bachelor of Commerce in Economics from the University of Auckland in 1993, and a Ph.D. in Economics from the University of Auckland in 1998. He is an associate professor in the Department of Economics. His research area is international trade theory and his current work focuses on the theory of commercial policy and applied general equilibrium analysis of trade policy reforms, in particular those currently occurring in East Asia and the Americas. John has worked on numerous projects for organizations including the World Bank, UNESCAP, UNCTAD and the Petersen Institute for International Economics

5. Teaching about cooperation and co-operatives

The early period, 1915 -1976

From its founding, USU and its economics and other faculty members have had a significant involvement in the study and promotion of co-operatives, especially agricultural co-operatives, throughout the state of Utah. Because of this long period of connection and participation with co-operatives it is important to include a section in this history about the nature and extent of the agricultural economics and economics faculty (and others) involvement in this activity.

In Utah, Congress's passage of the Smith-Lever Act in 1914 generated interest in the promotion of co-operatives and cooperative approaches to farming activities, and solidified the land-grant college's mandate for "Co-operative Extension" by establishing Co-operative Extension offices with agents who functioned at the county level.

County agents organized yearly programs demonstrating new agricultural techniques to Utah's farmers. While the Extension Service's county agents helped the state's farmers, its home demonstration agents advised rural women about nutrition, homemaking, and sanitation. All agents prepared annual federal reports of the year's accomplishments and plans for the coming year. These reports contained a wealth of information on rural life in Utah: crop production, livestock, dairying, wool marketing, irrigation, weed and pest control, home economics, clubs and community events, etc.³

At Utah's land-grant college in Logan, four economics professors, W. Preston Thomas, Leonard J. Arrington, Gary B. Hansen and DeeVon Bailey, and two sociology professors, Joseph A. Geddes and Lowry Nelson, taught classes and carried out research or extension work on cooperation and co-operatives.

As noted previously, W. Preston Thomas conducted research on farm problems for the Agricultural Experiment Station and was then transferred to the Co-operative-Extension Service. From 1915-1925 he was the Weber County agricultural extension agent and a leading proponent of agricultural co-operatives (i.e., agricultural supply, processing and marketing co-operatives) in rural Utah.⁴

In 1915, Thomas collaborated with farmers to establish the Weber County Farm Bureau. A year later, he joined with representatives from other counties to officially establish the organization state wide. The state and county bureaus assumed the responsibility of representing the farmers in their efforts to collectively market sugar beets, canning goods and dairy products. The bureaus also enabled members to collectively purchase farm products at wholesale cost. In Weber County, Thomas conducted educational programs to teach farmers about co-operative marketing, rural credit, and purchasing. Thomas was instrumental in organizing the Weber Central Dairy a seminal example of a co-operative enterprise.

By 1920, co-operative marketing had proven to be very popular throughout Utah. In 1923, Representative Lawrence Atwood of Utah County sponsored a bill in the State Legislature to provide farmers a means of organizing co-operative associations. Following the passing of the Utah Co-operative Act, the Farm Bureau actively supported and organized co-operatives. Between 1923 and 1953, 308 co-operative associations were incorporated under the Utah Co-operative Act.

In 1926, after W. Preston Thomas completed an MS degree at Cornell University (as discussed earlier), he became the first head of the Agricultural Economics Department at Utah's land-grant college and served in that capacity until he retired in 1952.

Joseph A. Geddes, a faculty member and later head of the Sociology Department, was also influential in Utah's co-operative movement. Dr. Geddes's interest in co-operatives, social organization and community building began when he was a youth in Plain City, Utah. In 1924 he chose the United Order as the subject for his doctoral dissertation at Columbia University. During the Great Depression, beginning in 1933, he became actively involved with the Utah Self-help Cooperative Board to help fight unemployment with the use of "Self-help Co-

operatives.” In August 1936, he helped establish the Utah Co-operative Association (UCA) to benefit all of the agricultural and consumer co-operatives then operating in Utah with one organization.

To centralize the existing system of Self-Help Co-operatives, the Self-Help Board created the Utah Co-operative Association (UCA) in August 1936 by merging the Consumers' Co-operative Association and the Farm Bureau Supply Co-operative. The UCA helped market farm produce, buy farm supplies, and assist farm families with persistent credit problems made worse by the Great Depression. In the early 1950s, the National Farmers Union invested substantially in UCA, enabling it to expand by acquiring the Kelly-Western Seed Company and an oil refinery in the Uintah Basin. In 1976, UCA merged with the western regional Farmer's Union Central Exchange (CENEX) which brought even greater buying power to its store affiliates, but also ended a chapter in the history of co-operatives in Utah.

Unfortunately, during the 1930s Professors Thomas and Geddes had substantially different views of the relationships that should exist between agricultural and other producer cooperatives and consumer cooperatives. Geddes wanted to create more jobs for unemployed people by linking together producer (processing, supply and marketing) co-operatives in other industries besides agriculture with consumer (purchasing) cooperatives, and to create additional producer and consumer cooperatives to develop, process and market more of Utah's natural resources and thus balance supply and demand, and create more jobs. Thomas opposed these ideas, and refused to support Geddes's proposal to obtain money from the Berkeley Bank of Co-operatives to accomplish this objective. Thomas and others favored traditional enterprises and private businesses to sell goods and services to consumers, and would not support the creation of consumer cooperatives that could be linked to producer cooperatives. Thomas and others of like mind won the battle and the Utah Self-Help Co-operative Board and the successor UCA abandoned efforts to facilitate the broader “co-operative” approach to business favored by Geddes.⁵

Rural sociologist Lowry Nelson, a graduate of the ACU in 1916, served as the county agent in Sanpete County in 1919 and then was associated with BYU from 1921 to 1935. He returned to USAC in 1935 and served as Director of the Utah Agricultural Experiment Station, and then in 1937 moved to the University of Minnesota, serving as a Professor of Sociology until he retired. While at USAC Nelson studied the role of consumer co-operatives and wrote a paper on the subject.⁶ Later in his career he captured the uniqueness of the pioneer Utah cooperative experiences in his book, *The Mormon Village*, published in 1952.

Leonard Arrington first learned about cooperation and co-operatives as a farm boy growing up in Twin Falls, Idaho. In the 1930s, while attending the University of Idaho, he helped organize and operate a housing co-operative. Later he pursued his interest in cooperation and co-operatives during the pioneer period in Utah's history while attending the University of North Carolina and after World War II while writing his Ph.D. dissertation and working as an economics faculty member at USAC. A book based on his dissertation was subsequently published by the Harvard University Press as *Great Basin Kingdom*

In 1946, while working on his dissertation, Arrington became acquainted with the work of Feramorz Fox, an economist with a Ph.D. from Northwestern University and who was then serving as President of the LDS Business College. In 1937, Fox had written a 426 page typescript about early experiments in cooperation and social security in the LDS Church. However, Dr. Fox's manuscript was not published before he died in 1956, despite Leonard's encouragement that he do so. Arrington, with the permission of Fox's son Karl, incorporated much of Fox's material (five chapters and an Appendix) into the book, *Building the City of God: Community & Cooperation Among the Mormons*, written by Arrington and Dean May and published in 1976. Because of Feramorz Fox's significant contribution, he was listed posthumously as a co-author of that book.⁷

By 1976, because of a number of changes and consolidation taking place within the co-operative movement in Utah and the United States, the era of involvement by the agricultural economics faculty in the consolidated Economics Department and USU in teaching about and promoting agricultural co-operatives had diminished considerably.

The later period, 1978-2008

After the UCA was disbanded in 1976 and merged into CENEX, W. B. Robins, the last head of the Utah Co-operative Association, gave USU's Economics Department a donation of \$47,000 in 1977, the residual funds from the closeout of the UCA. The donation was to be used to start an educational program or teach some courses about co-operatives in the Economics Department. An additional \$2,000 was given to support the UCA collection that was donated in the USU Library Department of Special Collections and Archives.⁸

At that time, the Economics Department had little interest in starting a co-operative program at USU. It was not until about 1982 or 1983 that Professor Gary Hansen discussed the matter with the department head and several other faculty members. It was decided that he could use some of the UCA funds to start a course on worker-owned cooperatives, a type of co-operative that was little known in Utah at that time. (Although it should be said that worker-owned cooperatives might be considered to be a relative of the self-help co-operatives created in the 1930s under the auspices of the Utah Self-Help Co-operative Board, the concept of *worker-owned* co-operatives was never considered.) The first course that Prof. Hansen taught at USU on "Worker-owned Co-operatives" (Econ 524) was introduced in 1983. In the summer of 1984, Hansen used some of the UCA money to finance a trip to Europe with twenty or more educators from across America to visit and study the highly successful Mondragon system of worker-owned co-operatives in the Basque region of northern Spain, and worker co-operatives and their support organizations in France and England. He taught the course on worker cooperatives until he retired in 1998. After his departure the course was dropped from the curriculum.

DeeVon Bailey, a newly hired colleague in Agricultural Economics who came to USU in 1983, started a course on agricultural co-operatives (Econ 324). Prof. Bailey taught the Agricultural Co-operatives course until 1998 when it was merged into another course entitled "Agribusiness, Cooperatives and Management" (Econ 5350).

A review of the 2007-2009 USU general catalog indicated that the agricultural co-operatives course was still listed, but there were no longer any courses listed on any other types

of co-operatives, including worker co-operatives or other forms of economic democracy such as employee stock ownership plans (ESOPs).

In the early 1990's several Economics Department faculty members, including Gary Hansen, Chris Fawson, Marion Bentley and John Keith, began exploring the possibility of creating a professional Masters Degree program in community economic development (MSSCED) to provide training for students seeking to become specialists in local and community economic development and for existing practitioners in the state and region. The inclusion of a course on worker-owned cooperatives and cooperative entrepreneurship for enterprise and job creation (Econ 524) was to have been part of that curriculum. Although the course was included as part of the curriculum in the 1997-1998 supplement to the 1995-1997 USU Graduate Catalog, it was dropped from the curriculum when Prof. Hansen retired in 1998. Ironically, not even the Agribusiness, Co-operatives and Management course (Econ 5350) was included in the redesigned speciality MS degree (now called Regional/CED) curriculum in the 1997-1998 catalog supplement.

It appears that for the second time in its history, with the exception of a modest "component" in one course for agribusiness students, the interest in and teaching about cooperation and co-operatives in the Applied Economics Department and the Department of Economics and Finance has again ended at USU.

An account of Dr. Hansen's work in studying, writing about and promoting worker-owned co-operatives and other forms of economic democracy (including ESOPs) over two decades, both nationally and internationally, can be found in his memoir.⁹

The USU Co-operatives Project

In the Spring of 2008, the USU Library Special Collections and Archives Department began a project to develop a digital exhibit based on the extensive collections of co-operative materials at the university. Earlier, in 2007, upon hearing about the proposed project, retired professor Gary Hansen discussed the objectives of the project with DeeVon Bailey, then acting head of the Economics Department, to see if any of the UCA funds remained, and if so, whether some of the money could be used to help finance the digital exhibit. The project was to be carried out by Emily Gurr-Thompson, a graduate student in history, working as an intern. Prof. Bailey agreed to contribute \$2,000 from the remaining UCA funds.

The planned digital exhibit was to include a variety of materials, including selections from the following collections: (1) the papers of W. Preston Thomas; (2) the papers of the Utah Cooperative Association (UCA); (3) the files of W.B. Robins, the last head of the UCA; (4) the Joseph A. Geddes papers; (5) materials in the Leonard J. Arrington collection that he had used to write a book and other publications on co-operatives and cooperation in pioneer Utah; and (6) the articles, papers and documents on worker-owned cooperatives and cooperative entrepreneurship, and other forms of economic democracy—such as Employee Stock Ownership Plans (ESOPs)—in the Gary B. Hansen collection.

The USU digital exhibit also highlights some of the work carried out by the USU Co-operative Extension Service, even though the word "co-operative" in its name has little to do

with the types of organizations (client-owned and worker-owned co-operatives) traditionally associated with the word co-operative.¹⁰ However, as the papers of W. Preston Thomas have shown, he worked extensively to promote and start various forms of producer co-operatives while he was a county extension agent in Weber County and thereafter when he was head of the Agricultural Economics Department.

After two years of work on the project, on April 21, 2010, the USU Special Collections and Archives “Co-operatives” digital exhibit was formally completed and opened with a presentation to the public by Emily Gurr-Thompson at the USU Library. It is now accessible on the Internet at <http://digital.lib.usu.edu/> The exhibit showcases the roles played by the above named people and organizations in the promotion and development of various types of cooperation and co-operatives -- consumer, agricultural, housing, worker-owned, etc. (whether locally, nationally and internationally) -- during the 19th and 20th Centuries, and highlights a century of USU’s importance in the study and promotion of co-operatives in Utah and beyond.

6. The CETA Institutional Grant

In early 1978, the United States Department of Labor (USDOL) announced they would be awarding several \$520,000 grants (\$130,000 each year for a four-year period) to build institutional capacity at several universities to train students to become professionals in the field of employment and training and to provide technical assistance and training to state and local agencies directly involved with the nation’s employment and training system operated under the Comprehensive Employment and Training Act (CETA).¹¹ The USDOL requested proposals from interested universities throughout the United States.

On March 31, 1978, Gary Hansen submitted a proposal on behalf of USU entitled “Development of an Integrated Training, Technical Assistance, and Research Program for Local, State and Regional Employment and Training Personnel [in Region VIII of the USDOL]” that was subsequently approved. That Institutional Grant (IG) not only enabled Professor Hansen to continue the pioneer work he had started back in the early 1970s with the Manpower Development Service (MDS), but to become much more involved with the public employment services and the CETA remedial manpower training programs being carried out in the states encompassing Region VIII -- Utah, Colorado, Wyoming and Montana.

As part of USU’s capacity building efforts, Prof. Hansen hired three new faculty members: Marion Bentley, Ross Robson and Andrew Helwig. Marion Bentley became a key staff member of the new IG project. In 1972 Marion Bentley had been hired to work on the MDS demonstration project, and in 1975 he became a full-time Extension Specialist at USU and was attached to the Economics Department. Ross Robson was also attached to the Economics Department, and Andrew Helwig was attached to the Psychology Department. During the next four years, they and other Economics Department and College of Business faculty members worked closely with the U.S. Department of Labor’s Regional staff in Denver to develop and provide a wide range of training courses and seminars for state Employment Service staff and CETA personnel throughout Region VIII.

During the four years of the Institutional Grant, Prof. Hansen and other IG faculty traveled throughout Region VIII and to Washington, D.C. to attend CETA and other professional meetings, conduct workshops, give speeches, conduct research and write papers.

When the institutional grant ended, Marion Bentley remained in the Economics Department as an Extension Business and Economic Development Specialist. Ross Robson was transferred to and received tenure in the Business Administration Department, where he continued to teach as a faculty member. Later, he became director of the College of Business (COB) Business Relations Program and the Shingo Prize lean manufacturing program. On May 28, 2007, USU announced that Ross would be stepping down as head of the Shingo Prize program and taking a sabbatical to write a book on lean manufacturing before his retirement the following year. Due to a funding shortfall or lack of foresight in that department, Dr. Andrew Helwig was not picked up as a permanent faculty member by the Psychology Department. He left USU in 1983 and became a highly-regarded psychology professor at the University of Colorado in Denver.

Certificate Program for Manpower Planners and Specialists

In the fall of 1978, the USDOL's Office of Foreign Relations (OFR) approached the USU IG program staff about the possibility of starting some certificate programs in manpower planning and human resources development for mid-level and senior managers in developing countries. The Economics Department and other IG staff complied with the request and created a curriculum and courses for a ten-week program suitable for mid-career foreign manpower and training personnel to attend. Students were recruited for USU's program by either the OFR or by contractors hired by them to manage those types of programs. USU also began to get students through the International Labor Office (ILO) in Geneva, Switzerland. Marion Bentley served as the Program Coordinator, and a number of Economics Department and other USU College of Business faculty members were recruited to teach the courses.

During the next eight years, over 100 people were trained at USU through the ten-week programs held fall and spring quarters in Logan, Utah. The students came from a number of countries in Asia, Africa, the Middle East and the Caribbean. Because of their positive experiences with the ten-week USU program, some of the students wanted to stay or come back and obtain a master's degree in Economics or Human Resources Administration that were also initiated by the IG staff and offered through the Economics Department.

Creating a Master's Degree in Human Resources Administration

Work during the four years of the USDOL institutional grant greatly enhanced the skills of state and local CETA agencies and Employment Service staff throughout Region VIII. But perhaps the most important contribution to USU and the College of Business and the Economics Department was the creation in 1979 of the Master of Social Science degree program in Human Resources Administration (MSS-HRA). The MSS-HRA degree was designed to produce professionals who were well-trained and knowledgeable about public employment and training policies and programs and the role and functions of human resources professionals in businesses and the public sector.

Three USU departments, economics, sociology and political science had used the MSS degree as the basis for their specialized degree programs. The new HRA program was started in Economics under the existing MSS degree at USU because it avoided going through the long application and approval process necessary to obtain approval from the Boards of Trustees and Regents to start an entirely new academic degree program.

Under the direction of MSS-HRA coordinator Ross Robson, courses in the MSS program were taught by other members of USU's economics faculty, and also taught by John R. Cragun, Robert C. Meacham and Howard C. Carlisle from Business Administration, Calvin Hiibner from Political Science, and Andrew Helwig and E. Wayne Wright from Psychology.

The new MSS-HRA degree program began in 1980 with a handful of students. Whenever possible, existing courses were used and new and specialized courses were created to complete the program. Within a few years it attracted upwards of 40 to 50 students from throughout the state and region. Soon, the MSS-HRA program was graduating the second largest number of graduate degrees in the College of Business. Only the MBA program at USU graduated more.

When USU began teaching extension courses in Ogden and by telephone links directly to sites in Tooele, Roosevelt and elsewhere, MSS-HRA degree courses were included and attracted even more students. Many adult students throughout the state and region who wanted or needed graduate programs for credentialing purposes or to facilitate career changes were attracted to the program. Before long, the MSS-HRA program had as many students off campus as on campus. Among the students recruited to the program were a number of "burned out" social workers from neighboring Idaho, including Rosemary Laufenberg and Judy Robinette. After graduating from the MSS-HRA program, many students, including these two, became successful entrepreneurs and professional business people as well as professionals in employment and training and human resources. Several of the international students also became highly regarded economists and human resource professionals in their respective countries. A significant number of the former students indicated that the economics courses in their USU MSS-HRA degree program were among the most useful courses they had taken.

Before the Institutional Grant project ended in 1982, the question of institutionalizing the professional staff and the new MSS-HRA master's degree program came to the fore. During the next decade the HRA program grew, but experienced a somewhat bumpy ride. From its inception, the Economics Department had housed the MSS-HRA program because it was the home department of Prof. Hansen, and he had adapted the Master of Social Science degree concept emphasizing economics as the major area of emphasis for the MSS-HRA degree.

Although the Economics Department faculty and administrators enjoyed having the HRA-related courses, students, credit hours and degrees generated by the MSS-HRA graduate program, some were not enthusiastic about having the HRA faculty members and interdisciplinary graduate program in the department. By 1990 the emphasis and resources of the Economics Department became more focused on natural resources and agricultural economics and less on labor and human resources. Consequently, the large MSS-HRA graduate program

required a more suitable and supportive home and a better system of management and oversight. In 1991, 112 students took MSS-HRA courses on and off campus.¹²

Transfer of the MSS-HRA Degree to the MHR Department

In 1991, the splitting of the Business Administration department and the creation of the Management and Human Resources (MHR) department in USU's College of Business presented an opportunity to address the future of the MSS-HRA master's degree program. On July 13, 1992, John R. Cragun, the head of the new MHR department, wrote a proposal recommending the transfer of the MSS-HRA program to the MHR department. In August 1992, USU administrators approved the transfer. On February 13, 1993, Prof. Hansen's academic appointment was changed to a joint appointment as Professor of Economics and Professor of Management and Human Resources.

Several years later, the MHR Department submitted an application to the USU Board of Trustees and the Utah State Board of Regents for a new graduate degree that allowed the restructuring of the MSS-HRA into a Master of Science degree in Human Resources (MS-HR). The national interest in the public sector dimension of employment and training policies began focusing only on programs for the disadvantaged rather than the broader areas of manpower training and the skill development of the nation's labor force. The USU HR academic program, like many other similar academic programs started as a result of USDOL-funded institutional grants, now focused on more traditional human resources management topics and became more closely aligned with the MBA and other graduate programs in the USU College of Business. Nevertheless, USU's MS-HR degree program grew and remained one of the largest graduate programs in the College of Business with more than 40 students on and off campus before the new Jon M. Huntsman School of Business was created in December 2007.¹³

The MS-HR program continues to attract substantial numbers of both younger and older students and has become the leading academic program for training human resource professionals in the Intermountain Region, and has been designated as a Western Regional Graduate Program.¹⁴ In 2009, the Jon M. Huntsman School of Business at USU announced the creation of an MS-HR Executive Program to be offered in Salt Lake City and broadcast to USU Regional Campus and Distance Education Centers throughout the State. The first cohort of 49 students began the program in January 2010. A second cohort of 42 students was added in January 2011. The campus-based MSHR program continues to grow as well. Enrollment has grown from a total of 23 students in 2008 to 60 students by Fall 2011. The plan is to operate the two programs (on and off campus) with a total enrollment of about 120.¹⁵

7. A concluding note about the combined department

The Department of Economics had a long life before the university administration decided to add agricultural economics to its faculty and place the combined department under the dual leadership of two colleges—College of Business and College of Agriculture. The merger

worked satisfactorily from several points of view but was not entirely positive in its operation or results. Some of these problems and issues will be discussed below and in Part II.

With joint administration by two colleges, every faculty member was responsible to two deans. Business economics faculty was uncomfortable working under the Dean of Agriculture; agricultural economics faculty members were sometimes uncomfortable working under the Dean of the College of Business. In most universities where the merger was tried, it has since been abandoned. Specifically, North Carolina State, Colorado State, and Kansas State have split the department into Economics and Agricultural Economics.

By combining the departments with the primary purpose of strengthening the Ph.D. program, this has tended to overemphasize the Ph.D. program, with consequent neglect of undergraduate teaching. With a longstanding tradition of senior faculty teaching the Principles and other lower division classes, many of them are now taught by graduate assistants in the Ph.D. program. Since many of these assistants are foreign, beginning students often have difficulty understanding.

There has been a danger of shifting its focus from mainstream economic activity to activities connected with agriculture, a declining phase of the economy. The larger size of the combined faculty has made the administration less efficient. A department head can work more easily with ten or twelve persons than with twenty or twenty-five.

Over the years there have been difficult times for the merged department and periodic efforts by the faculty to split the department, but administrators at higher levels have always ignored or rejected these efforts. There is no move to split the department at this time (1996), and modest attempts have been repeatedly made to make the present arrangement acceptable to all concerned. If past experience is any guide, more efforts to split the department will probably occur in the not too distant future. The outcomes of such efforts will have to be recorded in a future history of the department. (This has been done in Part II below.)

8. Some distinguished economics graduates

The Department of Economics is particularly proud of its graduates over the years. They include hundreds of persons who have achieved significantly in the world of business, government, and community. Here are a few examples.

1. Sherman P. Lloyd. Graduating in 1935, Lloyd attended George Washington Law School, where he earned the LL.B., worked for the U.S. Department of Agriculture, opened a law practice in Salt Lake City where he began a twenty-two year association with the Utah Retail Grocers Association, served in the Utah State Senate, and served as Utah's congressman in the U.S. House of Representatives, 1962-64, and 1966-72. He occupied the Milton R. Merrill Chair in Political Science at USU, 1973-74. He was always a strong supporter of USU.

2. “Walter” Hung Wo Ching. Graduated with the B.S. in agricultural economics from USAC in 1935, then went on to Cornell and earned the Ph.D. His goal was to develop a sugarbeet industry in China, but World War II and the Chinese Civil War made that impossible, so he left China in 1947 and went to Hawaii. There an enterprising spirit led him into real estate, insurance, steel manufacturing, banking, shipping, and communications. He and his family own a controlling interest in the Aloha Air Group, of which Aloha Airlines is the primary component. Always interested in USU, Ching provided a \$200,000 endowment to provide scholarships for students in agricultural economics

3. Merlin Olsen. Graduated *summa cum laude* from USU in 1961, and in 1970 earned the M.S. degree with a thesis on Cache Valley’s early beet sugar industry. Along with being a superior student, Olsen was also All-American football lineman, was named to the College Football Hall of Fame, receiving the Outland Award as outstanding lineman. He played professional football for the Los Angeles Rams for fifteen years, earning many honors. Preparing for his future, he hosted the nationally syndicated sports talk show “Man to Man” and acted in more than two dozen movies and television shows. In 1977, he became football analyst for NBC-TV Sports, co-starred in “Little House on the Prairie,” and had starring roles in “Father Murphy,” “Fathers and Sons,” and “Aaron’s Way.” Now living in the Salt Lake Valley, Olsen has contributed heavily to the scholarship program of USU.

4. Jonathan Hughes, a 1949 graduate of USU who was awarded a Rhodes Scholarship and received the Ph.D. (economics) from Oxford University in England. A distinguished professor at Northwestern University; he and some associates founded cliometrics, new branch of economic history that applied the techniques of advanced statistics and mathematics to the study of economic history. Several hundred persons became members of the cliometrics study group, and many articles have appeared in economic history journals utilizing this technique. Before his untimely death in 1995, he wrote several widely used and prizewinning books: *The Governmental Habit: Economic Controls from Colonial Times to the Present* (1977); *Social Control in the Colonial Economy* (1976); *The Vital Few: American Economic History and Its Protagonists* (1973); *Industrialization and Economic History: Theses and Conjectures* (1970); *Fluctuations in Trade, Industry, and Finance: A Study of British Economic Growth, 1850-1860* (1960); and *American Economic History* (1983, 1987). He served a term as president of the Economic History Association and published many articles in the *Journal of Economic History*, and *Economic History Review*, and the *Encyclopedia of Social Sciences*.

5. Quentin M. West grew up in Smithfield, Utah, earned the B.S. and M.S. at Utah State, and the Ph.D. from Cornell in economics. He was a lieutenant in the U.S. Army during World War II. After completing the doctorate, he was an agricultural economist with the New York Commission on Agriculture, then with the Inter-American Institute for Agricultural Sciences in Lima, Peru. He then joined the U.S. Department of Agriculture, where he served as administrator of its Foreign Economic Development and Economic Research Services. He founded and directed the Office of International Cooperation and Development and was special assistant for International Science and Technical Cooperation to the Secretary of Agriculture. He was a strong believer in making

agricultural progress the kingpin in any country's development program. After 25 years of distinguished service, he retired in 1981 and returned to work for the Inter-American Institute for Cooperation in Agriculture in San Jose, Costa Rica, where he was Deputy Director General, 1981-85. He continued afterward as advisor on projects in Ecuador, Albania, Hungary, and the United States. He died in January 1996 at the age of 75.

6. R. Thayne Robson was born into a prominent farming family in Plain City, Utah. *Robson studied at USAC, where he earned the B.S. in economics in 1951, and the M.S. in 1952.* After doctoral work at Cornell University, he taught at Harvard and UCLA before joining the University of Utah, where he taught economics and industrial relations and worked with the Bureau of Economic and Business Research, of which he became executive director. He has served on numerous federal, state, and community advisory boards, has been economic advisor to the past four Utah governors, continues as a member of the Governor's Economic Coordinating Board, and is author of forty books, papers, and journal articles. He is a recognized authority on the economy of Utah and the Mountain States region.
7. Harold Hiskey. In 1972, the Economics Department graduated its first Ph.D.s. The three of them are: Larry Bond (already mentioned), Harold Hiskey, and Don Reading. A native of Bicknell, Wayne County, Hiskey served in the U.S. Army during the Korean Conflict, attended Brigham Young University, and then received the M.S. degree at USU in 1960. He worked with the Bureau of Reclamation for six years, and then returned in 1970 to complete the Ph.D. at USU. He has finished his career at Southern Utah University in Cedar City, where he was Dean of the School of Business, Technology, and Communication, and Professor of Economics. He has been president of the Cedar City Chamber of Commerce, city councilman, president of the Rotary Club, and president of the LDS Cedar City West Stake.
8. Don Reading earned the B.S. at USU in 1966, the M.S. at the University of Oregon in 1968, and then the Ph.D. at USU in 1972. He served as assistant professor of economics at Middle Tennessee State University, 1968-70; associate professor at Idaho State University, 1970-80; associate professor, University of Hawaii at Hilo, 1980-81; served as an economist with the Idaho Public Utilities Commission, 1981-86; and since 1986 has been a consulting economist connected with Ben Johnson Associates. He does studies concerning economic and regulatory issues for the commissions of several states; makes forecasts of statewide personal income for the state of Idaho; has shown expertise in the field of electric power; has worked on telecommunications, and demography, and has published in *Journal of Economic History*, *The American Economist*, and other publications. He also teaches a class at Boise State University and Albertson College in Caldwell, Idaho.
9. Logan native James R. Kearl obtained a B.S. degree from USU in 1971 with majors in economics and mathematics. He obtained a Ph.D. in Economics from MIT in 1975, and was a Teaching Fellow at Harvard in 1974-75, obtaining a Law Degree from that institution in 1978. Prof. Kearl joined the Economics faculty at BYU in 1975 as an assistant professor, and from 1986 to the present as professor. In 1983 he served as a Special Assistant to the Secretary of Defense, and in 1984 as a Special Assistant to the

U.S. Trade Representative. From 1986 to 1989 he served as Dean of General and Honors Education at BYU, followed by two years as Associate Academic Vice President, and he has also held numerous other administrative assignments at BYU. Over the years Prof. Kearl has authored or co-authored several textbooks on economics, and has written numerous articles for professional publications. He has held the Abraham O. Smoot Professorship in Economics from 1996 to the present (2010). In 2007 and 2008, Prof. Kearl served as Director of the BYU Jerusalem Center.

10. Lars P. Hansen received a B.S. degree from USU in 1974.(mathematics, economics and political science). He went on to the University of Minnesota where he obtained a Ph.D. in Economics in 1978, with an emphasis on macroeconomics. Lars served as an assistant professor at Carnegie Mellen University before moving to the University of Chicago in 1981. He is a member of the National Academy of Sciences, and is a co-winner of the French Medal with Kenneth Singleton in 1984. He was also awarded the Erwin Plein Nemmers Prize in Economics in 2006, and the CME Group-MSRI Prize in Innovative Quantitative Applications in 2008, His list of publications and other activities is extensive. In addition to having served as Chair of the University of Chicago Department of Economics he is now the holder of the David Rockefeller Distinguished Service Professor in the Department of Economics and Statistics at the U. of Chicago.
11. Steve Milovich was born and raised in Price, Utah. He attended USU and graduated with a Bachelor's degree in Economics in 1979, and later received an executive MBA from Pepperdine University. He began his career at United States Steel Corporation, in Orem, Utah, holding management positions in employee and labor relations. He subsequently held a number of increasingly responsible executive positions in human resources at PepsiCo, Broadway Stores Inc., AlliedSignal/Honeywell, and Walker Digital. At AlliedSignal/Honeywell Steve held a number of global executive positions in human resources with AlliedSignal/Honeywell International. This included serving as vice president of global human resources for the \$15 billion Performance Products and Solutions division, with its more than 70,000 employees and operations in 40 countries. Steve joined the Walt Disney Company in 2002 as senior vice president of corporate human resources, organization, and leadership development for the company's 139,000 employees, with worldwide responsibility. In March 2009, Steve was named senior vice president, Human Resources, Disney-ABC Television Group. In this position, Steve oversees all organization and human resources efforts worldwide on behalf of the Disney-ABC Television Group, which comprises the ABC Television Network; Disney Channels Worldwide; cable networks ABC Family and SOAPnet; Radio Disney; Walt Disney Television Animation; Disney-ABC Domestic Television and ABC Studios; Disney-ABC International Television; the publishing unit Hyperion and ABC Corporate Initiatives. He also oversees HR for ABC's 10 owned television stations.

PART II

THE REST OF THE STORY, 1969-2008

9. Unresolved dilemmas in the merged department

The jointly administered Economics Department created by the 1969 merger of the Economics and Agricultural Economics Departments caused serious administrative and other problems that continued for many years. Periodically, after the two departments were merged, some faculty members, both economists and agricultural economists, sought to have the merged department split. In a few cases the issue was raised so vociferously that it caused higher-level administrators to hold meetings with the faculty or to bring in an evaluation team to assess the troubled situation in the department. The Economics Department was also required to submit to formal reviews at the behest of the UAES or university administrators and conducted by outside reviewers. These reviews typically focused on supporting the emerging reality that the department was becoming, in fact if not in name, an economics department with an agricultural economics and natural resources research and Ph.D. focus. The reviews were used to demonstrate how and why the Ph.D. program was so important to USU and why it was therefore necessary to maintain that program or take steps to improve its viability.

Whenever a faculty vote was taken about changing the administrative situation or splitting the department, the predominance of agricultural economics faculty and extension staff, including those who were overseas on foreign assignments but were also allowed to vote, plus some of the new, younger economics faculty, voted in favor of maintaining the merged department structure and emphasizing the Ph.D. program and the agricultural and natural resources research focus. The smaller number of economics faculty were always outvoted by the larger number of agricultural economists and extension staff.

It is probably difficult for outsiders to understand why the merger of the Economics and Agricultural Economics Departments created such serious and continuing problems despite the good will and collegiality of the faculty members in the two original departments. There were at least two important reasons: First, the serious problem of being administered by two deans -- the Dean of the College of Business and the Dean of the College of Agriculture -- and the “two masters” and “common property” issues resulting therefrom. Second, the faculty members of the merged department were from previously independent departments in colleges with significantly different, and perhaps incompatible, cultures and missions.

Before the merger the Agricultural Economics faculty members were loyal to and part of the USU College of Agriculture, and they were focused on applied agricultural research and extension functions in support of agriculture in the state of Utah. To carry out their mission, Agricultural Economics faculty had ready access to ongoing in-house allocated financial support for their research and extension activities that came from the Federal Government and State Legislature through direct appropriations to the Utah Agricultural Experiment Station (UAES) and the Cooperative Extension Service. Teaching loads were lighter with fewer students, and the UAES or Extension funds paid much of the professors salary and research expenditures.

The system also had a deep-rooted bureaucracy with structured in-house arrangements to obtain annual funding for research and extension projects, special forms and reports, administrative procedures, professional meetings, and in house publication outlets (e.g., UAES Bulletins, etc.) for their research and extension outputs, in addition to specialized external journals. Their recognition and rewards were based on the level of participation and performance in this system—and that permeated all activities and behavior of the faculty and staff members in the department. Travel to professional meetings, plus operating budgets and funds for graduate assistants and other research and extension costs were also generously financed through this system.

The Economics faculty had an entirely different culture and mission. They were traditional academics with full-time teaching loads of 12-15 hours. They were a very active part of the College of Business, loyal to it, and shared similar interests with their College of Business colleagues. Most, if not all, of their salaries came from E&G funds, and with one exception noted below, there were no in-house or dedicated sources of financial support for research, writing, travel or publications. At the time of the merger in 1969, nearly all of the faculty members in the Economics Department were primarily teachers who derived their satisfaction from good teaching and the success of their students. Research and publication were not as important, and in-house resources to carry it out virtually nonexistent. Those faculty members who were interested in research and writing leading to presentations and publications were responsible for financing their projects through highly competitive proposal-writing efforts submitted to external funding sources that were difficult to access. As a result, few faculty members engaged in serious research and writing. Prior to 1969 only one Economics Department faculty member, Leonard Arrington, had been able to continually tap into the unique system that provided research resources to faculty in the Department of Agricultural Economics.

From 1956 until 1972, only Leonard Arrington had been able to obtain funding from the UAES and other internal sources from D. Wynne Thorne, the Vice President for Research and the University Research Council that he directed. Leonard had been able to obtain funds for his summer salary and to finance a graduate research assistant, secretarial help and other needs to carry out a major research agenda, with remarkable results and output. Unfortunately, and ironically, changes in leadership at the university and department level and the new mission and goals of the merged department ended that funding in 1972. The loss of that funding was one of the reasons why Leonard Arrington decided to leave USU.¹⁶

A thoughtful 17- page analysis of the department and its problems during the previous 30 years was written in the spring of 1999 by Jay Andersen, a retired faculty member and former department head. It is very helpful in understanding the previous 30 years as a merged

department. His paper was entitled “Reflections on the Course of the Economics Department: 1969-1999.”¹⁷ Andersen explained why he had written the paper:

This note is intended for perspective on the past and some proposals and suggestions for the future. It is not intended to be critical of staff or leadership in or out of the department. If fault for problems is to be established, then I must bear a share, having been in a leadership position for several years. The perspective here stops short of the 21st century since I am too old to know or care about such distant things.

After discussing the issues from his perspective, Andersen reluctantly concluded that the only realistic solution to solve the many problems was to split the department. The following excerpts from the opening paragraph of his thoughtful paper, and his conclusion, set out his thinking about how the problems should be resolved:

The Department of Economics at Utah State University is in need of review to determine a course of action that will more nearly let us realize our full capabilities and usefulness. We have suffered losses. The number of staff has declined by 7 or 8 (25 percent) in the last 15 years. Perhaps of greater concern is the current state of morale and outlook existing in staff members. We urgently need a change in outlook....¹⁸

Basically, the terms and conditions under which the combined department was formed [when growth was occurring] have changed. For years, I have been an advocate of a combined department. Critical mass, lack of duplication, intellectual stimulation, administrative efficiency, and many other phrases of justification could be used. But, research opportunities are diminished. The basic coalescing force of the Ph.D. program has changed. We must operate under different rules. Thus, the organization of the department(s) must change.

The opportunities lie in a different direction. The opportunities now seem to be integrative with other disciplines in closely allied problem-solving topics and less in disciplinary independence. Accordingly, it is my position now that the members of the department can achieve their own goals and be of greater service to those who are our clientele (those who pay our way) if the department is divided and we are more directly aligned with our two colleges and sponsored and directed more unequivocally by these separate administrative lines...¹⁹

What Jay Andersen’s helpful “note” said was that even he, a firm supporter of the merger over the years, had by 1999 concluded that the only solution to the department’s myriad problems was to split it into two departments, an Agricultural Economics Department and an Economics Department. Then each successor department could affiliate more closely with their respective colleges, Agriculture and Business. Still, it would take another nine years before his recommendation would be acted upon.

10. Economics Department Heads and their problems

The merger of the USU Economics and Agricultural Economics Departments was completed in 1969. Reed Durtschi, the former head of the Economics Department, was appointed the new head of the merged department and served in that position until 1971. After two years, Durtschi found that being the department head of the merged department, being accountable to both the Deans of Business and Agriculture and having to attend interminable meetings in both colleges was very onerous and time consuming.

So he could step down and return to teaching, Durtschi visited with the other department faculty members to try to convince them to accept B. Delworth (“Del”) Gardner, an agricultural economist, as the new department head. He gained their support for this idea and went to Provost R. Gaurth Hansen and told him about the proposed change.²⁰ Reed Durtschi said that Provost Hansen was overjoyed to have someone like Del Gardner take over as the merged department head because Del reflected the type of emphasis and direction (natural resources, research and graduate programs) that Provost Hansen wanted.

The Gardner Era

When Del Gardner became head of the merged Economics Department in 1971, he began transforming the department to reflect its larger size and the directions that he and Provost Hansen wanted it to go. Prof. Gardner was an ambitious person with a healthy ego. After a year of being department head, he began considering job opportunities at other institutions. However, after responding to invitations from several of them and considering a move, Gardner decided to remain at USU and achieve significant changes in the department. In a memo to the faculty on January 18, 1973, he informed the faculty “That I have decided to remain at Utah State University as Department Head.”

As many of you know, I have visited four or five campuses since last fall and have some ideas about streamlining and improving the department administration. As soon as I finish thinking them through to my own satisfaction I would like to call you all together and discuss them. Meanwhile, on with business as usual (or perhaps I should say, let’s all get back to work).

The minutes of a staff meeting on March 9, 1973 spelled out on one page Gardner’s new approach to managing the Department. The two central missions of the department were to be: (1) teaching, and (2) research and extension. Furthermore, “staff will be evaluated on the basis of their productivity according to the proportion of time in each activity.” The memo then outlined administrative duties, invited staff members to counsel with the Department Head “at any free time, singly or in groups, on matters of interest and concern,” and they “are encouraged to submit agenda items for staff meeting to the Head.” Finally, channels of communication were established, and “ they will be strictly enforced.”

A chart provided with the March 9, 1973 minutes graphically outlined the five new units in the department’s organization that were to be created and each headed by a “Director,” plus an “Assistant Department Head for Administration.” It also established five standing committees.

Given Gardner’s management style, the transition to a research and extension orientation emphasizing a Ph.D. program and agricultural and resource economics met with some opposition

and problems. Several members of the faculty resented his management approach and considered it to be “authoritarian,” “egotistical,” or “Theory X.” The responses of some faculty members to the new approach turned out to be both unenthusiastic and significant.

The administrative changes by the Taggart Administration at USU, resulting in the merger of the economics and agricultural economics departments, changed the dynamics and direction of the department, and resulted in permanent changes for several faculty members. Well before Gardner’s organizational structure and operating procedures were formalized in March 1973 Professor Leonard J. Arrington, the most productive scholar in the department and a nationally prominent academic, felt there was no longer a place for him in the department. By the end of 1971 he indicated that “he had become increasingly restive.”²¹ His November 23, 1971 diary entry reads: “I don’t see a useful future as a Professor of Economics at USU...”²² Fortunately, he had received an attractive offer from BYU to provide a suitable alternative or option.

In his diary, Arrington recorded the following²³:

Another indication of my worth here is the failure of USU to make any concrete attempt to encourage me to stay here. So far as I can judge, all of the administrators concerned feel that they can replace me with a new mathematically-oriented Ph.D. for not much more than two-thirds of my salary. My opportunities for research in economic history are now located in external sources. The University Research Council, which has given me generous grants for many years, has indicated that they will not be able to give more than token support in the years ahead.”

Faced with USU’s lack of interest in retaining him and his type of teaching and research, Prof. Arrington stated that if he left USU his courses would soon be eliminated and “the Department of Economics along with the Dean of the College of Business and other university officials, will attempt to develop a strong resource economics specialty.” Compared with his bleak prospects at USU, Arrington said “the opportunity in the BYU position is attractive indeed.” As a result, He resigned his position and left USU in June 1972.²⁴

By 1973, Reed Durtschi, the first head of the merged department who had stepped down because he was dissatisfied with the way things were going, was offered a job at Weber State College in Ogden, Utah, and accepted it. He taught at Weber State during the 1973-74 academic year, and every day drove from his home in North Logan to Ogden, a 100 mile roundtrip. Prof. Durtschi seriously considered staying at Weber State until department head Del Gardner, whom he felt was “a professional with some integrity,” recognized the need for having some excellent teachers in the department as well as researchers, and made him an attractive offer to come back to USU. Durtschi remained at USU until he retired in 1995, but was never satisfied with the changes that came about as a result of the merger. Reed Durtschi said that some of the agricultural economists thought that everyone should be a researcher; and that “just being a teacher” was not good enough.²⁵

The third faculty member to leave the merged Economics Department early in the Gardner Era was Prof. James McDonald. Prof. McDonald, one of Professor Bartell Jensen’s outstanding USU students who went to Purdue University, earned a Ph.D. in economics

(specializing in econometrics) and came back to USU in 1970 to join the department. Prof. McDonald was a very bright, competent person with great professional potential—just the kind of person USU should be recruiting and retaining. However, the new leaders of the Economics Dept. and USU made little or no effort to keep him, feeling he could be replaced by someone who would better support their agricultural and resource economics research interests. Prof. McDonald was heavily recruited by BYU and decided to accept their offer in 1972.²⁶

The fourth faculty member who left the department during the Gardner Era was Professor Bartell Jensen. Prof. Jensen indicated that he found Del Gardner's ego and management style intolerable. Jensen did not know how long Gardner would stay in the department head position or remain at USU, but he knew that he had to find a way to leave the department or leave the university. One day Dean F. Petersen, USU's Vice President for Research, came to Prof. Jensen's office and told him that he had decided to find someone to help him handle his administrative and other duties. VP Petersen asked Prof. Jensen if he would be a candidate for the new position. Following an internal search Bartell Jensen was appointed Associate Vice President for Research. Several months later VP Petersen accepted a position with USAID in Washington. After an external search Bartell Jensen was appointed USU VP for Research. He remained in that position until just two years before he retired from USU in 1996 to become a mission president in the Latvia Riga Mission for the LDS Church.²⁷

Del Gardner served as head of the Economics Department at USU for five years (1971-1976) until he left to take a position as Director of the Giannini Foundation of Agricultural Economics at the University of California, and Professor of Agricultural Economics at UC Berkeley and Davis. These positions proved to be a good fit with his personality and talents, and Gardner remained as Director of the Giannini Foundation until 1982, and as a faculty member at UC Davis until 1986. He then returned to BYU to teach from 1986 to 1993.

A national search for a new head of the USU Economics Department after Del Gardner left failed because the selected candidate developed a serious health problem before he was able to take up the position. As a result, Gardner was replaced as department head by Jay Andersen, another agricultural economist who had previously worked for the USDA Agricultural Research Service on the USU campus. As noted in Part I, Jay Andersen served as department head from 1976-81. He was followed by W. Cris Lewis, who served as department head from 1981-1990.

Between 1990 and 2008, the Economics Department at USU experienced two more tumultuous and difficult periods. During that 18-year period, six individuals served as the head or acting head of the merged department:

Donald L. Snyder, head 1990-1996

Herbert Fullerton, acting head 1996-1998

Keith Criddle, head 1999-2005

Christopher Fawson, head 2005-2006

DeeVon Bailey, head 2006-May 1, 2008

Tyler Bowles, acting head May 1, 2008 to June 30, 2008, and head of the Department of Economics and Finance in the Jon M. Huntsman School of Business on July 1, 2008

Paul Jakus, became head of the Department of Applied Economics in the College of Agriculture on July 1, 2008

Notwithstanding the cumbersome administrative structure imposed on the department under the two deans (Business and Agriculture), and the common property problems created by the merger in 1969, nearly all of the faculty who served as department heads of the merged USU Department of Economics during its nearly four decades of existence were good colleagues and administrators. Most department heads saw their role as being a “chair,” rather than a “head,” and served effectively in that capacity for a limited time, and expected to return to being a faculty member after a few years. They generally saw their role as “tending the store” -- serving the interests of the department faculty, defending them from inaccurate perceptions and misguided policies or actions of higher-level administrators, and buffering the faculty from busy work, unproductive paperwork and interminable meetings. They maintained a positive managerial style, respected their peers, and treated the faculty as professional equals, colleagues and friends.

Over the years, that approach to leadership worked “reasonably” well even though every department head had to serve under the two deans, some of whom had different interests and objectives for the department. He also had to deal with “common property problems,” and manage faculty members with different professional objectives, interests and expectations. Consequently, many department heads did not want to stay in that job for very long. Some may have stepped down sooner except for the higher salaries they received as administrators. Several, like Del Gardner, left the university for “greener pastures.”

The third head of the merged department, Jay Andersen, in his January 28, 1981 memo to the economics faculty voiced his thoughts about serving in this position. After five years of riding herd on the very disparate faculty and reporting to two deans, Andersen said that he was “ready for a change,” and furthermore, from his perspective, “no Department Head should hold the position for more than 5 years.”

Two Department Heads were “fired” from their jobs, although that word was not used to explain the change in leadership: They were Don Snyder and Keith Criddle. The events leading to the stepping-down of Snyder were of such impact and importance that they require considerable space to explain, and that episode became known as “Snydergate.” The departure of Criddle was equally dramatic and significant, but for entirely different reasons.

The Snyder Era

The headship of Don Snyder from 1990 to 1996 was a major exception to the reasonableness of the Economics Department heads before he was counseled to step down. Snyder was appointed Department Head in 1990, after W. Cris Lewis stepped down and returned to teaching. For the next six years Snyder, appointed by and serving under the direction of Deans Rodney Brown (College of Agriculture) and David Stephens (College of Business), was determined to shape up the department. Snyder’s approach to dealing with the periodic financial shortfalls on the funds available to pay the faculty salaries and operate the department. caused by the rising and falling levels of departmental resources, including research contracts and grants, was somewhat different from that of his immediate predecessors.

For decades the financial resources of the Economics Department had waxed and waned. When the department ran a deficit, the department head usually worked something out with the deans and other higher-level administrators, such as the Director of the UAES and USU VP for Research, to reduce or cover the deficit until another grant or contract was obtained or a faculty member left or retired. Over time, more and more faculty, usually on the agriculture or resource economics side, were hired who were dependent on soft money for much of their salary. A big problem arose when the soft money from research grants, contracts and federal funds from the UAES, along with the E&G funds, became insufficient to cover the salaries of all the faculty and staff.

When Don Snyder became the department head he saw his role, or it was explicitly given to him by Deans Rodney Brown and David Stephens, to put the department on a strictly pay-as-you-go basis and eliminate the deficit once and for all. Rather than attempting to solve the problem by shrinking the size of the soft money supported faculty to match the resources available or by obtaining additional resources from the deans or central administration, as had been done in the past, he began his plan to eliminate the deficit by issuing a series of memos and directives to the faculty about where and how cuts in all departmental expenses would be made and by “micromanaging” every facet of the department and its financial resources.

With the two dean’s approval, Snyder made an administrative change in the way faculty salaries were computed. Dwight Israelsen remembered that the change resulted in some of the faculty receiving a nine-percent wage reduction. Notwithstanding their favorable financial treatment under Snyder’s rule, many of the junior faculty members left the department. Some of the faculty who were committed to USU suffered silently and some senior faculty members considered leaving USU or getting out of the department.²⁸

What working as a faculty member in the Economics Department was like under Don Snyder is best illustrated by an experience that Bruce Godfrey related.²⁹ The fact that Bruce Godfrey and Jay Andersen were two of the most reasonable and well-liked faculty members in the Economics Department makes their experience all the more credible.

Sometime after Snyder was appointed head of the Economics Department, it became clear to Professors Andersen and Godfrey that his management style and actions were causing serious problems. One day, while discussing the situation, they decided to talk with Snyder about the problems. So they went to his office to talk to him about their concerns. According to Godfrey’s account, Snyder berated them and let them know in no uncertain terms that he was not interested in what they had to say and that they should mind their own business. After returning to their respective offices, Jay soon came into Bruce’s office and said, “We will never do that again!” And they never did.

After reading dozens of Snyder’s memos to the department during his six-year rein, it becomes clear that his management style, lack of communication skills and desire to please the deans rather than support the faculty exacerbated all of the dysfunctional dimensions of the merged department’s organizational structure and culture. Consequently, the stresses and strains increased and every issue or problem became magnified. Life in the department was unpleasant for many, if not most, of the faculty.

How Snyder's rein as department head ended is an important but sad chapter in the history of the merged Economics Department. In the spring of 1995, despite considerable unhappiness among the faculty members and the extremely low ratings the faculty gave Snyder for his five-year review, the two Deans ignored their complaints and reappointed Snyder for another five-year term of office. Some faculty members were so incensed that they wrote lengthy documents and sent them to higher-level administrators trying to get Snyder replaced and to change the administrative structure by which the Economics Department had been managed by the two Deans.³⁰

The most lengthy and detailed indictment of Snyder's leadership and the havoc created by the dual administrative structure was made by recently retired Professor Reed R. Durtschi. On April 17, 1996, Professor Durtschi, a master teacher in the Economics Department for 37 years, wrote a 16-page letter to USU President George Emert recommending urgently needed changes in the Economics Department because of Snyder's leadership as department head during the previous five-plus years and because of the continual problems created by the dysfunctional system of managing the department under two Deans.

Reed Durtschi's 16-page document pointed out and supported three significant charges about Snyder's lack of competence as a teacher and administrator, his modest research and publication record and inflated salary, and the negative impacts of his rein as department head.³¹ Those in authority over Snyder completely ignored Durtschi's 16-page letter documenting Snyder's record and other issues, and also ignored the considerable dissatisfaction expressed by most of the department faculty.

The problems caused by Snyder's six year headship were finally resolved several months later because of a sequence of behaviors and actions by Snyder in the spring of 1996 that came to be known as "Snydergate."

Internal pressure continued to build up against Don Snyder without any action from Deans Brown and Stephens. The departure of Snyder as department head did not come about as a result of faculty pressure or their loss of confidence in Snyder's leadership—although both were present. Snyder himself precipitated the events leading to "Snydergate" by publicly denying to the faculty that he had offered and then recinded an offer of employment to Eduardo Ley, a candidate for a faculty position.

Snyder not only made mendacious statements to the faculty about offering Ley a position, but gave Deans Brown and Stephens altered copies of his emails to Ley. To ascertain the truth, another faculty member, Ken Lyon, obtained the original emails Snyder had sent to Ley and confronted him with them. The deans defended Snyder until confronted with the proof that Snyder had altered the emails he gave them by comparing them with Snyder's original emails to Ley. Finally the two deans were forced to remove Snyder as department head.

In a department meeting with the two deans held on May 23, 1996, they announced "Don Snyder's decision to step down as head of the department effective June 30, 1996." They also announced that an acting head would be appointed "to serve for an indeterminate period while we conduct an open, nationwide search. The acting head will not be a candidate for the position." The next day, in their May 24, 1996 memo reiterating what had been said the day before, the two

deans announced that on June 4, 1996 “a departmental retreat will be held on the 9th floor of the Business building. The purpose of the retreat is to talk about the future of the department.” Thus ended the six-plus year rein of Don Snyder as Economics Department head.

Subsequently, Herbert H. Fullerton was elected by a vote of the faculty and “reluctantly” accepted the position of acting department head on July 1, 1996. Don Snyder was given an administrative position in the College of Agriculture.³²

Economics Department problems continue

Replacing Don Snyder as department head did not solve the long-standing problems created by the 1969 merger of the Economics and Agricultural Economics Departments controlled by two deans. The problems caused by that administrative arrangement continued to plague the Economics Department for an additional 12 years.³³

Acting department head Herbert Fullerton was much more approachable and easier to work with than his predecessor, but he served under the same two Deans and continued the policy of giving higher salary increases to junior faculty members at the expense of the senior faculty. Not surprising, the senior faculty felt unappreciated and financially exploited.

By May 1997 it was clear that the low morale caused by the unequal salary raises, financial problems, and the dysfunctional organizational structure had not changed appreciably. An excerpt from an email Herbert Fullerton sent to the faculty on May 8, 1997, illustrates the problems and the misery they caused for all concerned, including the acting department head.

Greetings:

Please advise me in my hour of discontent---Recent complaints and loose speculation (mind raping) concerning my motivation in allocating salary increases prompts me to voice my broader concerns about where we are headed as a Department and to ask whether I should continue in this thankless role. Clearly I am not the Messiah that some are seeking--not now, not ever. For some reason, we appear to be compelled to resist and mistrust leadership. no matter what form it takes...So far in twelve months I have found very limited joy, great personal uncertainty and no financial reward in continuing to slug away in pursuit of a better future for the Department. Now, while stuck in the midst, I find it very hard to maintain my composure, while others from the comfort of the sidelines, seem bent on fanning the self-destructive flames of discontent and character assassination, "young" and "senior" faculty alike, as if each were a dreaded enemy rather than valued and trusted professional family members whose future is bound up with our own. Help!

Professor Fullerton continued to serve for another year as acting head before stepping down when Keith Criddle, a natural resource economist from the University of Alaska at Fairbanks, was appointed to lead the department.

In 1997, responding to the lower pay increases the senior economics faculty received because of straitened financial circumstances in the department and university, some faculty members wrote memos to the two deans, and one crafted a memo to the “Two Percent Club” that

included most of the senior economics department faculty. Many other departments at USU, including one in the College of Business, decided that the financial misery should be shared, and everyone in their department received the same 3 percent increase. Some departments obtained enough money from other sources to give one or two people a little more, but not Economics.

The following note, referring to the “Two Percent Club” memo, explains how one senior faculty member perceived the outcome of the differential treatment of economics faculty members subsequent to the 1997-98 salary increases. It is not surprising that the points made in the “Two Percent Club” memo, especially Numbers 2 and 5, came to pass within a couple of years.

2. In most organizations, it is normal to draw the conclusion that a lower than average pay increase is a signal that your performance during the previous year has been unsatisfactory. It is abnormal to think otherwise—despite all the good intentions and attempts by the Acting Department Head to sugarcoat the message. Facts speak louder and more honestly than words. This inference has long been an accepted part of the environment at USU. Only new faculty would not understand its reality. ***

5. The salary actions in Economics this year will continue to exacerbate the serious problem of salary compression. The result will be not only the departure of junior faculty for greener pastures, but the early retirement or departure of demoralized senior faculty³⁴

As a result of financially rewarding young junior faculty, those at the College Dean level and the Economics Department executive committee at the expense of senior faculty, the faculty members in a position to do so, including Larry Bond, Darwin Nielsen, Gary Hansen, and eventually Herbert Fullerton, decided to file the necessary papers and retire. Furthermore, the assertions made in the “two percent club” memo did come to pass, as nearly all of the junior faculty who had benefitted from the higher salary increases of the acting department head and deans departed from USU within a few years.

The Criddle Era

After serving six years, Department Head Keith Criddle was fired in 2005 after some serious disagreements with College of Agriculture Dean and Acting Provost Noelle Cockett and College of Business Dean Caryn Beck-Dudley. Recollections of several faculty members confirmed that Criddle was fired because of a dispute with Beck-Dudley over the use of funds that had once been allocated to Gary Hansen’s faculty position plus some funds available for merit increases. When the Department of Management and Human Resources (MHR) was created, Hansen was given a joint appointment in Economics and MHR, and half of his salary came from each department. After Hansen retired in 1998, his replacement, David Dickinson, also functioned in both departments and drew half of his salary from each department. Apparently, a problem occurred after Dickinson left USU in 2004 to go elsewhere.³⁵

Criddle decided to use some of the money previously allocated to the Economics Department from the now vacant position and the funds available for merit increases, for another purpose—that of giving increases to keep or reward several other professors. He did so without obtaining the written approval of Caryn Beck-Dudley, Dean of the College of Business, who was

away on a trip. Don Snyder, acting for the College of Agriculture Dean Noelle Cockett who was also away, signed off on the proposed use of these funds and forwarded the paperwork to the higher administration without waiting until Dean Beck-Dudley returned. After Beck-Dudley returned and learned about Criddle's actions, she fired him as department head.

In addition to the above information about the firing of Keith Criddle, Dwight Israelsen was able to provide some additional details about the events that precipitated the firing:

...[T]he incident was precipitated by an email that Keith sent out to all of the faculty (copied to the Provost and President, as I recall) that correctly reported that Karen B[eck-] D[udley] would give no merit increases to anyone in the Econ faculty, but would use that money to cover a shortfall. The problem was (1) the idea that no economics department faculty member had any merit, and (2) the money allocated for faculty merit increases by the legislature (2.5%, I recall) could only be used for the intended purpose, i.e., merit increases, and could not be put to any other use. I am sure that this email was the proximate cause of Criddle's firing. Karen called an emergency meeting for Monday morning, had the university attorney there, and told Chris Fawson (who was out of town and was picked as Criddle's replacement) that she was going to ask the Logan Chief of Police to be at the meeting also. Fawson dissuaded her from that. In the end, the whole affair was all over campus within an hour, with Criddle as the hero who stood up for his faculty even at the cost of his job, and went down with both guns blazing. The meeting was bizarre, with Karen and Noelle answering questions, and Criddle correcting Karen's information (Criddle was right in each case).³⁶

Criddle subsequently left USU to take an endowed position as director of a Fisheries Research Center for the University of Alaska, located in Juneau.

Chris Fawson, who followed Criddle as head of the Economics Department, said that he took the job to help provide some stability and credibility and to facilitate a smoother transition during the post-Criddle period. He also felt that he could influence Beck-Dudley in a positive way toward the department. She left in 2005 to take a job as Dean of the Business School at Florida State University, and Douglas Anderson was hired to replace her. Chris said that he stepped down shortly after Dean Anderson arrived to become the Dean of the College of Business to give him a free hand to pick his own department head. Fawson added that given the many problems he had experienced with the two deans and trying to manage the merged department, he did not want to continue as a department-level administrator.

A short time later, Dean Douglas Anderson asked Chris Fawson to be a Senior Associate Dean for International Programs in the USU College of Business. Chris said he took that assignment to develop some international programs for USU College of Business students, and that he would step down when he had accomplished that goal.³⁷

In July 2006, DeeVon Bailey became acting head of the Economics Department. He agreed to serve in that capacity while a search was made for a new head or a decision was made about the future of the merged department. Bailey told his friends that it was a miserable job and that he had informed the Deans that he did not want to stay in this position beyond June 30, 2007.³⁸ However, after Douglas Anderson took up his position as Dean of the College of

Business, Prof. Bailey agreed to serve as acting department head for an additional year, until June 30, 2008, when the department would finally be split.

11. The Old Era Ends and a New One Begins

In the Spring of 2006 there was little expectation among the faculty that any changes would occur in the organization of the Department of Economics at USU. However, beginning in July 2006, a number of developments began taking place to change the outlook for the department's future. Within a year rumors began circulating among the economics faculty that some significant changes might finally be coming to the USU Economics Department. The story of how this remarkable event came about is important to tell as part of this history.

After 38 years of troubled existence and an extended period of declining fortunes, the breakup of the merged Department of Economics finally happened. It came about as a result of hiring a new Dean of the College of Business—Douglas D. Anderson.

Upon arriving at USU to begin work on July 1, 2006, Dean Anderson, a 1973 USU graduate with a BA in Economics and Political Science, an MA in Economics from the Economics Department, and a 1979 Harvard Ph.D. in Political Economy and Government, decided to make significant changes in the College of Business. Addressing and correcting the longstanding problem of having two deans jointly administer the Department of Economics with dissimilar missions was one of them. A discussion leading to a formal decision to separate the merged Economics Department was soon initiated, and subsequently completed in September 2007. The formal split was scheduled to take place on July 1, 2008, after all of the appropriate decision-making bodies had signed on to the decision. How and why did this monumental change come about after so many years?

Soon after his arrival at USU, Dean Anderson was lobbied by his former teacher, retired economics professor Reed Durtschi, who told him why significant changes were needed and suggested that he (Reed) and probably others would not give any contributions to the Economics Department or USU until the department was split and the agricultural economics faculty returned to the College of Agriculture. Apparently, Durtschi's lobbying efforts (and perhaps those made by others) were positively received and supported some of Dean Anderson's own ideas and plans for the College of Business.

On June 5, 2007, information began circulating that the Deans of Business and Agriculture, and the USU Provost, were once again deliberating about the future organizational and reporting structure of the Economics Department.

Dwight Israelsen, an economics faculty member since 1980, stated that he had responded to a request from Provost Raymond Coward for input from the faculty about changes that should be made in the Economics Department. Israelsen's comment included a touch of historic irony. He said that in June 1968, when he was a student at USU, Garrett Hardin, then president of the American Association for the Advancement of Science, gave the presidential address at the

association's meeting held at USU. His speech was entitled "Tragedy of the Commons." Israelsen wrote in his June 4, 2007 email to the Provost:

It is somewhat ironic to me that a short time after Hardin delivered his address at USU, the combining of the Agricultural Economics Department and the Economics Department was, in effect, a controlled experiment in an academic setting on the principle Hardin addressed: the consequences of a common resource. Because the resource was not "owned privately" (by one Dean), but was held in common (by two deans), the consequence predicted by the common resource theory has naturally occurred, i.e., the overuse and under-maintenance of the department. The attrition of Economics Department faculty positions that has followed [the 1969 merger] has been striking, particularly when put into the perspective of the growth of the University and the two Colleges. As an economist, I am neither surprised nor upset at this outcome, as it is what would be predicted based on rational economic decision-making by deans in the presence of scarcity. As a member of the Department of Economics, however, I view this market failure as a fatal flaw of the current administrative structure. I can see no reason to believe that the trend of relative and absolute decline in faculty positions in the department will not continue under the status quo. The simplest and most efficient solution to a common resource problem is privatization, that is, the clear specification of property rights over department resources to a single college.

On July 16, 2007, the author had a conversation with Gaylen Chandler, the departing Head of the Management and Human Resources Department in USU's College of Business to take an endowed chair in entrepreneurship at Wichita State University. Prof. Chandler was asked what he had heard about the Economics Department situation. Chandler said that he really did not know. He had heard that the department would be split and then that it would not be split. He said that part of the reason for the lack of resolution was that Dean Anderson was considering creating a new economics department in the College of Business by combining the business-oriented economics department faculty members with the finance faculty members in the Business Administration Department. However, the retirement of many of the finance faculty created some problems in accomplishing such a change. (It should be noted that a downside of some of the changes being made by the new Business Dean was to cause the departure of Professor Chandler, a highly regarded scholar in the field of entrepreneurship who was a well liked faculty member and administrator, because he did not want to participate in some of the changes in direction the new Dean wanted him to make in the Department of Management and Human Resources.)

On September 23, 2007, John Cragun, a retired former head of the Management and Human Resources Department said that in a discussion with Paul Rasmussen, Director of the UAES earlier that day, he had learned that a decision had been made by the USU Provost to finally end the merger of the Economics and Agricultural Economics Departments. The following day, September 24, 2007, W. Cris Lewis, a senior member of the Economics Department, confirmed that information. He further stated that the Provost and the Deans of Agriculture and Business had held a meeting the previous week with the faculty of the Economics Department and announced that the department would be split into two departments as of July 1, 2008. The Economics faculty would remain in the College of Business and the

Agricultural Economics faculty would return to the College of Agriculture. They were also informed that DeeVon Bailey, the acting department head, would continue serving in that capacity until June 30, 2008, when the new administrative arrangements would take effect.

During the following nine months, Economics Department faculty members were given a choice of which Department and College they wanted to be affiliated with when the split took effect and to inform the Provost of their choice. For the most part, the faculty members who were agricultural or natural resource economists, and those committed to the Ph.D. program, chose to be part of the College of Agriculture. Most of the other economists chose to become members of the Department of Economics and Finance in what was soon to become the Jon M. Huntsman School of Business.

Exceptions were Kenneth Lyon, Terry Glover, and Marion T. Bentley. Senior economist Kenneth Lyon chose to go to the College of Agriculture for two reasons: (1) he was fully committed to the Ph.D. program and taught Ph.D level courses, and (2) he planned to retire in a year or so anyway. Senior agricultural economist Terry Glover chose to remain in the Huntsman School of Business, probably seeing opportunities for himself in that setting, since he had been actively involved with Chris Fawson and Dwight Isarelsen in developing some educational programs in China.

Local economic development Extension Specialist Marion T. Bentley chose to go to the College of Agriculture because all of the extension faculty and activity would be in that department, and most importantly, several recent developments had occurred that promised him a more supportive environment in that college to continue his local and community economic development work until he retired. Dean Douglas Anderson had offered Bentley less interest and support for his business and community economic development extension work. According to Bentley, Utah Governor Jon Huntsman Jr., and his staff had (after many years of indifference at the state level) decided that USU should become more actively involved in local and community economic development. They had approached the USU Vice President for Extension and College of Agriculture Dean Noele Cockett to address the matter. These two called Marion Bentley in to discuss the Governor's request and obtain his input and ideas. That led to the formation of a group at USU to strategize and organize a variety of activities and programs to fulfill the Governor's request. Marion said that he felt appreciated and rewarded for his contributions to this discussion, and planned to continue working in this area so long as that climate and support continued.³⁹ It will be interesting to see whether the departure of Governor Huntsman in the summer of 2009 to become the U.S. Ambassador to China in the Obama Administration, and his replacement as Governor by Lt. Governor Gary Herbert, may have an impact on this proposed new extension thrust at USU.

Finally, a committee was set up in the Economics Department to facilitate the division of assets and address any other issues that might arise as part of the separation process.

The statistics for 2007-2008, the last year USU's Economics Department was a combined department, are instructive. During the 2008 Spring Semester, the Economics Department had 214 economics majors and dual (economics and finance) majors. (This number may have been even higher since students at USU did not have to declare a major until their senior year). There were 57 agribusiness majors and 4 agricultural economics majors. In

addition, there were 9 students enrolled in the masters program, 6 seeking an MS degree in economics, 3 seeking an MS degree in agricultural economics or community economic development, and 12 students (eleven international and one domestic) in the Ph.D. program. In 1969, when the two departments were merged, there were 14 Ph.D. students.⁴⁰

In May 2008, just prior to the formal split, the Economics Department faculty included 9 economists, 9 agricultural economists (some of whom were also fulfilling agricultural extension roles as well), and one business extension specialist. According to the acting head, Tyler Bowles, the department had virtually no young (assistant) professors. It was still a revolving door -- hiring young professors who either were not satisfactory or who moved on to greener pastures after a year or two, just like the department's faculty situation in the late 1990s.⁴¹

Creation of the Jon M. Huntsman School of Business

On December 5, 2007, some of the dramatic changes that lay ahead for the faculty of the USU Economics Department who would remain in the College of Business were revealed at a luncheon attended by 600 state leaders, community leaders, church leaders, university faculty and invited guests. On that day, USU Business College Dean Douglas Anderson announced the creation of the Jon M. Huntsman School of Business at Utah State University by a \$25 million gift from the Huntsman family.

Three months later, on March 7, 2008, Dean Douglas Anderson announced plans for a new \$40 million five-story USU Business Building to be located just south of the existing George S. Eccles Business Building on the site currently occupied by Lund Hall, which would be demolished. The new structure was to be attached to the Eccles business building on several levels, and the Eccles business building would undergo a \$2 million remodeling beginning in the summer of 2008. (In December 2009 these numbers for the new building and the remodeling of the Eccles business building were increased to \$58 and \$3 million respectively).⁴²

On the same day that the building plans were announced Dean Anderson also informed the business faculty about major changes that would take place in the organizational structure of the Huntsman School of Business. One of those changes would be the restructuring of the five existing departments--Accounting, Business Administration, Economics, Management and Human Resources, and Management Information Systems. At the end of the current semester they would become four departments--Accountancy, Economics and Finance, Management and Marketing, and Operations and Management Information Systems. According to Dean Anderson, the restructuring was motivated by "a desire to have more cross-department integration."⁴³

The politics and mechanics of splitting a department

In March 2008, a committee of faculty in the Economics Department directed by Tyler Bowles and Paul Jakus, drafted a document for the USU Faculty Senate committees to review when considering the request to dissolve the existing Department of Economics and create two new separate departments—a "Department of Business Economics and Finance" in the Huntsman School of Business, and a "Department of Applied Economics" in the College of

Agriculture. At 1:30 PM on Friday, March 21, 2008, Provost Raymond Coward circulated copies of the draft to the faculty for their input and comments. The faculty members were given just one day (until midnight Saturday) to respond to the draft, allowing “us the time on Sunday to pull all of your input together in the final draft to be delivered to the Senate committees on Monday,” March 24, 2008.⁴⁴

Professor Dwight Israelsen responded to that request on March 22, 2008, at 6:34PM. In response he addressed two issues in addition to agreeing with the reasoning of the document underlining the decision to dissolve the Economics Department and the principles governing the new allocation of faculty, majors, and curriculum. First, Israelsen addressed potential problems associated with department designations and administrative responsibility for courses. Second, he addressed the names selected for the two proposed new departments being created. His lengthy comment on the names selected for the new departments follows:

My second comment is on the proposed names of the two economics departments. It seems rational in this case, that the name of the department reflect the training and majors offered by that department. On that basis, using the modifier “business” in front of economics makes no sense. The economics department in the Huntsman School of Business offers no degrees—either undergraduate or graduate—in “business economics.” I could not find any U.S. university that housed a Department of Business Economics or a Department of Business Economics and Finance. The only university having a department with the designation “Business Economics” as part of the department name is the “Department of Business Economics and Public Policy” in The Kelley School of Business at the University of Indiana, Bloomington. This department offers only 2 concentrations: economic consulting and public policy, and does not offer a standard economics major.

I found only 2 departments in the U.S. that offer an undergraduate major in business economics as one of their options. Both of these departments are Economics departments, not Business Economics departments (UCSB and Wooster College). A relatively few graduate schools of business offer master’s or doctorate degrees in business economics. My point here is that the designation “Business Economics” in the name of the department puts us totally out of the mainstream and tradition of department designations in the United States (I did find a “Department of Business Economics” at Delhi University), and leaves the department without a recognizable identity—we do not offer a business economics degree, but we do offer a traditional economics degree and provide the social science training in economics so important in any reputable university. I fear that this modifier would place the department and university at a significant disadvantage in recruiting students and faculty, and would be the source of continual confusion to our peers, our constituents, and our customers. The term “Applied Economics” is a broader term than “Business Economics.” That designation refers to the application of economic theory and analytical and quantitative tools to a particular enterprise, industry, or sector of the economy. Hence, as Professor Bowles pointed out, Business Economics is properly classified as a sub-discipline of the sub-discipline of Applied Economics. There are very few departments with the designation “Applied Economics” as part of the department name. I found only these: University of Minnesota, Twin Cities has a Department of Applied Economics in the Ag school,

and offers an undergraduate degree in applied economics. University of Wyoming has a Department of Agricultural and Applied Economics, but does not offer an undergraduate degree in applied economics. Cornell University has a Department of Applied Economics and Management, which is the undergraduate business program at Cornell. There may be more, but these are the only ones I could find.

I think the designation “Applied Economics” for the economics department in the College of Agriculture has one problem in common with the designation “Business Economics” for the economics department in the Huntsman School of Business: namely, that neither department offers an undergraduate degree that coincides with the proposed name of the department (although the Department of Applied Economics offers a master’s degree with that name). There is one major difference, however. Whereas all of the degrees offered by the proposed Department of Applied Economics fit under the spacious umbrella of the department name, none of the degrees offered by the proposed Department of Business Economics fit under the small umbrella of that department name.

I appreciate the time that has gone into this difficult process, and the opportunity to provide input. I hope that you will seriously consider this latest input into the process.⁴⁵

Provost Coward accepted Dwight Israelsen’s reasoning, and the name of the new department in the Huntsman School of Business was changed to the “Department of Economics and Finance.” The department that would be in the College of Agriculture remained the “Department of Applied Economics.” This latter title probably reflected the desire of the Agricultural Economics faculty to have the prestige of being an “Applied” Economics Department rather than the more limiting title of Agricultural Economics Department. That title would provide more prestige to the Ph.D. diplomas and marketability to the recipients, as they would be receiving their degrees from a department in a College of Agriculture.

The Bowles-Jakus Report on Splitting the Economics Department

From a historical perspective it is important to present the document prepared by the Economics faculty, Deans and Provost, and that was submitted to the various bodies for approval. This is the full text of the document that was prepared, submitted and approved. It spells out the request, need and rationale for the proposed changes. It also provided a framework for accomplishing the dissolution of the existing department and creation of the two successor departments.

Sections I - IV of the final document drafted by the Bowles-Jakus committee and Provost Coward that went to the USU Faculty Senate EPC for their approval, spelled out the request and need for the proposed change follow:⁴⁶

Section I: The Request

Utah State University requests approval to dissolve the existing Department of Economics and create two new, separate departments. For many decades, the Department of Economics has been jointly-administered by the College of Agriculture and

the Huntsman School of Business. Under the proposed new structure, a Department of Applied Economics will be created in the College of Agriculture and a separate and distinct Department of Economics and Finance will be created in the Huntsman School of Business (see Figure 1). The two independent departments will better serve and fulfill the vision and strategic plans of their respective academic colleges.

This request involves the creation of no new degree programs and will require no additional faculty to implement the curriculum. Rather, the existing resources will be divided to form two viable academic units and administrative responsibility for the existing degree programs will be assigned to one or the other of the new departments (see Figure 2). In the short-term, the teaching assignments of individual faculty members will remain constant. Over time, if changes to the curriculum are necessary, both departments will follow established procedures identified in university policy for proposing such changes.

Section II: Need

While the jointly-administered department has been operationally functional, that unique configuration (reporting to two deans) has resulted in some challenges. Starting in April 2007, in a series of six meetings that included the Executive Vice President and Provost, the deans of the two colleges and the faculty of the Department of Economics, the group collectively explored and discussed the advantages and disadvantages of various administrative configurations.

Ultimately, the Executive Vice President and Provost and the Deans of the two colleges concluded that a new proposed structure (two independent departments each embedded in one of the colleges) would allow each college to fully develop and utilize the intellectual and academic resources which it is assigned. Indeed, both colleges are prepared and poised to invest in a more focused economics program which reflects their distinctive areas of academic interest and which can be synergistic with other programs in their college. While there is not unanimous agreement among the faculty of the current department that creating two new departments is the preferred solution for resolving these problems, the majority of the faculty are supportive of the decision to move this proposal forward.

The new proposed organizational structure is intended to achieve several goals:

- We expect the more focused academic units to achieve a greater alignment with the missions of the colleges in which they reside – becoming more of an intellectual force in their respective colleges. The respective deans will have the opportunity to shape the future of each department and to mold them to reflect the priorities of the colleges.
- Because of their greater relevancy to the other majors in their college, we also expect the more focused academic units to contribute more substantially to the growth and development of students in other majors located in their college.
- We expect the more focused academic units to be engaged more in the strategic future of their respective colleges.
- We expect the more focused academic units to gain greater national visibility for their expertise in more defined areas of academic inquiry.
- Finally, because the respective deans will have a vested interest in the success of the department in their college, we expect the more focused academic units to acquire greater financial support from their respective colleges because their efforts and actions will be perceived as more central to the future of their respective colleges.

Section III: Institutional Impact

Enrollments: The proposed restructuring will not have a significant impact on enrollments in the four undergraduate majors or three minors. At the graduate level, the greater focus of the two new departments may have a small positive impact on enrollments. Administrative responsibility for the specific degree programs will be distributed in the following manner (see Figure 2):

- The new department in the College of Agriculture will be assigned administrative responsibility for the undergraduate major in agribusiness (including both the business option and the agricultural systems option), the undergraduate major in agricultural economics and the undergraduate major in international agribusiness. The College of Agriculture will also be responsible for the minors in agribusiness management and agricultural economics. At the graduate level, the College of Agriculture will assume administrative responsibility for the doctorate in economics and the master's degree in applied economics (including the three specializations in agricultural economics, natural resource economics and regional economic development).
- The new department in the Huntsman School of Business will have administrative responsibility for the undergraduate economics major (including the emphasis areas of economic theory, managerial economics and prelaw economics) and the economics minor. At the graduate level, this department will be responsible for the M.S. and M.A. in economics.

Administrative Structure: The proposed restructuring will result in two new departments – one located administratively in the College of Agriculture (The Department of Applied Economics) and another located administratively in the Huntsman School of Business (the Department of Economics and Finance). Table 1 lists the names of the faculty and the number of open lines that will be assigned to each department.

Facilities: In the short-term, no new physical facilities will be required. All of the faculty will remain in their current offices. In the long-term (3 to 5 years), the faculty and staff of the Department of Applied Economics will be relocated to the new Agricultural Sciences building on the University Quad.

Faculty: In the Fall 2007, the Executive Vice President and Provost met individually with each member of the existing Department of Economics (in person with those faculty members in Logan and by telephone with two faculty members who were abroad on sabbatical). As part of these discussions, each faculty member was asked to designate their preferred departmental affiliation. All of the preferences of the existing faculty were accommodated. That is, each continuing faculty member was able to select with which of the two new departments they would be affiliated. The open positions (6 assistant professor positions) were divided to create two viable departmental structures. Between now and July 1, 2008, the staff will be similarly consulted and a disaggregation plan devised.

Section IV: Finances

Costs Anticipated: No cost savings are anticipated. Indeed, there will be some marginal additional costs associated with implementing this restructuring. For example, there is currently money in the budget for one department head. When we move to two departments, we will identify the resources necessary to pay an administrative stipend to a second department head. Similarly, as the disaggregation is implemented fully and the two departments are physically separated (when the Department of Applied Economics moves to the new Agricultural Sciences Building on the Quad in 3 to 5 years), there may

be a need for some additional staff. Monies for these additional expenditures will come from internal college and university reallocations or the use of new discretionary monies.

Both Tyler Bowles and Cris Lewis stated that up to the final decision on the proposed split the majority of the Agricultural Economics faculty did not want it to occur, as well as some of the younger Economics faculty. College of Agriculture Dean Noele Cockett also opposed the split. In the end, Provost Coward supported the position of Dean Douglas Anderson, probably based on Anderson's strong desire for the change, his forceful personality and the substantial grant he had helped obtain for the creation of the new Huntsman School of Business.

The document prepared by the Economics faculty committee and Provost was approved by the USU Educational Policies Committee and Faculty Senate, and machinery was put into motion to implement the changes approved, assuming the document would be approved by the USU Board of Trustees and State Board of Regents. Apparently, an organizational change proposed by Dean Anderson that would have dissolved the Business Administration Department and merged some of its faculty into several other departments ran into difficulties. Unlike the Economics and Finance faculty, who were very supportive of the changes, some of the remaining BA faculty who were scheduled to be placed in two of the surviving departments in the new configuration proposed by Dean Anderson (Management and Marketing, and Operations and Management Information Systems) were apparently not too happy about their situation, and some opposed the changes. Consequently, that proposed change did not go to the USU Educational Policies Committee and Faculty Senate on the same day they approved the Economics Department changes. The other proposed changes would have to be worked out over the summer of 2008, and, hopefully, approved before Fall Semester started.

On April 20, 2008, the Logan *Herald Journal* announced that DeeVon Bailey, Acting Head of the Department of Economics would be moving on May 1, 2008, to a new assignment as USU Associate Vice President for Research, taking the position held by Morris Whittaker, another agricultural economist and former member of the Economics faculty who was retiring. Agricultural Economist faculty member Paul Jakus was appointed to be acting Head of the Applied Economics Department in the College of Agriculture as of May 1st, and Economist Tyler Bowles was appointed acting Head of the Department of Economics and Finance in the Huntsman School on the same day. On July 1, 2008, both Bowles and Jakus became official "heads" of their respective departments.

On April 25, 2008, Tyler Bowles stated that the new Economics and Finance Department in the Huntsman School would have six vacancies to fill, four economist and 2 finance positions. They would also pick up two faculty members from the USU Dept. of Political Science as well, Randy Simmons and Shannon Petersen, who were "political economists."

Except for the Economics Department faculty displaced because of the extensive remodeling occurring in the Eccles Business Building during the summer of 2008, the Applied Economics Department faculty, would remain in their current offices in the Eccles Business Building. The Applied Economics Department office would be on the 8th floor, in the space formerly occupied by the old Business Administration Department, until space could be found for those moving to a facility housing the College of Agriculture faculty.⁴⁷

A May 30, 2008 article in the *Herald Journal* by reporter Kim Burgess, stated that on May 23, 2008, USU's Board of Trustees "unanimously approved the proposed division." According to the article, under the plan approved, "applied economics would be housed in the College of Agriculture, with economics and finance in the Jon M. Huntsman School of Business."⁴⁸

Provost Ray Coward said that the split will allow each department to develop its strengths.

Applied economics will focus on research in agriculture, natural resources and rural community development. The department will administer the undergraduate majors in agribusiness, international agribusiness and agricultural economics, the doctoral degree in economics and the master of science degree in applied economics.

Economics and finance will teach more traditional economic theory and manage the undergraduate economics major and master of arts and master of science degrees in economics.

No new degrees will be created. Costs for the change are expected to be low and will mainly involve hiring additional administrative staff.

Six open assistant economics professor positions will be divided between the two areas. Current faculty can choose which department they would like to join.

"None has been arm twisted into an area that they are not comfortable with," Coward continued. "I will not tell you (support) is unanimous. Are there individuals out there who would prefer that it stay the way it has been for the last 35 [39] years? Absolutely, But they are in the minority now. The vast majority of people are comfortable with this, and beyond comfortable, excited."

College of Agriculture Dean Noelle Cockett agreed, explaining that the reorganization was vetted with faculty for 18 months. When the proposal came before the Faculty Senate, there were no dissenting comments, she said.

"At the end, I think the faculty were becoming a little frustrated that it wasn't moving ahead faster," Cockett said. "The faculty are very aware of this, even to the point of encouraging the reorganization."

Officials at the Huntsman School of Business declined to comment, saying details of the split have not been worked out.

The Board of Regents must approve the proposal and will likely vote on it in July.

Future directions of the Department of Economics and Finance

The mission statement for the Department of Economics and Finance in the Jon M. Huntsman School of Business, states that it is primarily a teaching and service mission. An August 2008 position announcement on USU's Jon M. Huntsman School of Business website follows:

...This department serves approximately 600 economics and/or finance majors and provides service courses to students throughout the Huntsman School of Business and the broader university community. The department also supports a MS/MA program in economics and provides service courses to a MBA program. We want to attract candidates who are passionate about the vision of the Huntsman School of Business.

In addition to the domestic programs in Economics and Finance that will be emphasized in the new economics configuration in the Huntsman School of Business, the department has also initiated some international academic programs during the past year. The faculty has begun offering a B.S. degree in Economics with a managerial emphasis at two sites in China and one site in Hong Kong. The following description of this program is taken from the Huntsman School of Business website.

China Degree Program

Utah State University, in conjunction with the Jon M. Huntsman School of Business and the Department of Economics, currently offers a Bachelor of Science degree in economics with a managerial emphasis at two sites in China and one site in Hong Kong. Because of the targeted interest of our Chinese students and partner institutions, the programmatic structure of courses within the degree program focus on building managerial and leadership skills and enhancing student's competency in navigating the global economy through focused training in the areas of international economics and trade. Throughout the program of study, students are exposed to specialized training in various fields of business to provide a greater understanding of the free enterprise system in a global context. The program of study is outlined in the attached appendix.

Courses are primarily delivered using a "face-to-face" lead professor/local instructor model. USU faculty are assigned as lead professors and are responsible for course content and instructional pedagogy. Class format and content is organized and disseminated to students using local instructors who are affiliated with our partner institutions. Local instructors are responsible for learning facilitation through on-site face-to-face delivery of course content. This delivery model enhances the breadth of academic engagement between lead professors and local instructors and meets the Chinese Ministry of Education requirement that the primary model of instruction be through face-to-face contact between students and instructors. The language of instruction for all courses is English.

The Bachelor of Science degree program is currently available at the following partner institutions:

- Northeast Dianli University (previously Northeast China Institute of Electric Power Engineering) in Jilin City, Changchun Province.
- Beijing Institute of Technology, Beijing Campus.
- Institute for Advanced Learning, Hong Kong.

At this point in time (2008) the future of the Department of Economics and Finance looks bright. It will have a good home and be an important part of the dynamic new Jon M. Huntsman School of Business. Hopefully, the new department will also have access to sufficient resources and good leadership in order to successfully achieve its ambitions and promise. It is also hoped that the department's faculty will have many opportunities to develop a healthy and productive teaching, research and extension environment for both its students and constituents.

Future directions of the Department of Applied Economics

With the 2008 breakup of the USU Economics Department, the agricultural economics faculty and their colleagues in the College of Agriculture began dealing with the harsh realities facing colleges of agriculture at American land-grant universities in today's world. An article published by Sara Lin in the *Los Angeles Times* in 2007, "Agriculture schools sprucing up their image,"⁴⁹ reported on the plight of American agricultural colleges facing declining enrollments and struggling to find a new image and roles to justify their place in land-grant universities and the larger society.

This situation was reflected in two December 2007 articles in Logan's newspaper, *The Herald Journal*, that reported on how it was being addressed at USU. Two new College of Agriculture majors were created: a major in "residential landscaping," and a major in "equine science and management."⁵⁰ On May 23, 2008, the USU Board of Trustees approved the new program in residential landscaping in the College of Agriculture.⁵¹

The reality and cost of the above changes occurring in the USU College of Agriculture in its effort to find a new image and role to justify its place at USU was forcefully presented in a three column article published in the *Ogden Standard Examiner* on October 10, 2009. The article was entitled: "Gallop Ahead: USU Breaks ground on new equine education center." It announced that the USU College of Agriculture was building a \$2.9 million Equine Education Center of 75,000 square feet on a 26 acre site the Utah Agricultural Experiment Station Animal Science Farm in Wellsville, 7 miles south of Logan. Noele E. Cockett, Dean of the College of Agriculture stated that the facility "came in response to the increased demand for a world-class horse program." She added, "In keeping with Utah State University's role as the state land-grant institution, we are committed to providing educational opportunities to all people who are interested in horses."⁵²

Another new initiative that might provide some opportunity for the Department of Applied Economics is the recent development of a significant number of "small" urban farms along the Wasatch Front to grow organic vegetables for the urban farmer's markets and other outlets. Perhaps these farms could be studied and extension services provided to them.⁵³ These are the environments in which the Department of Applied Economics will be functioning.

The mission statement of the newly created Department of Applied Economics in the USU College of Agriculture, as presented on its website in August 2008, and in a position announcement on that site, is primarily applied research and agricultural and agribusiness extension as follows:

The Department of Applied Economics at Utah State University has four core missions: undergraduate training, graduate training, research, and extension and community service. As a Ph.D.-granting department at a university designated as a Carnegie Research University (High Research Activity) and a major land grant university, the department aims to achieve and maintain a strong local, regional, national, and international reputation for excellence in each of its mission areas. The organization and governance of the department is oriented toward achieving that goal.

The Department of Applied Economics supports Bachelor's, Master's, and Ph.D. programs in applied economics and agribusiness. The College of Agriculture, the

Utah Agricultural Experiment Station, and extramural grants and contracts support the department's research program. The department provides extension support throughout Utah and into adjacent states in the areas of agribusiness and agricultural economics, environmental and resource economics, and community economic development.

A recent example of how the Applied Economics Department (APEC) is trying to create a more positive image and justification for its existence and to increase the importance of USU's College of Agriculture was presented in a study of the role of agriculture in Utah's economy that was completed by three of the department's faculty members in February 2010.⁵⁴ The report rejected the reality that agriculture contributes less than 2 percent of GDP to Utah's economy, employs only 14,050 workers out of Utah's current labor force of 1,260,000, and generates only \$1.52 billion in GDP out of the \$90.7 billion of GDP generated by the state's economy.⁵⁵ Instead, the new USU Dept. of Applied Economics study asserted that agriculture employs 66,360 workers, and that 14 percent of the state's economy "is agriculturally driven" (by agriculture production, processing and "multipliers") and that it generates \$15.2 billion of Utah's GDP.⁵⁶

Ironically, this USU study on the size and importance of agriculture in Utah was issued at the same time that the University of Nevada-Reno, that state's land-grant university, announced that because of severe budget cuts by the state legislature, they were dissolving the College of Agriculture and associated departments, including their counterpart of USU's Department of Applied Economics.⁵⁷

One hopes that the APEC and the College of Agriculture at USU will find a significant and productive role in in the coming years, and that it will not suffer the apparent fate of its sister department and college at the University of Nevada-Reno. It is also hoped that the USU APEC department will be successful in achieving the goals, ambitions and potential of its faculty and students.

12. Epilogue

The First Two Years

There are five items of good news on which to end this history. First, according to Dwight Israelsen the divisive and discriminatory salary practices introduced during the early 1990s and continued for some years finally changed. It is hoped that such salary practices will not reoccur in the Huntsman School of Business or the USU College of Agriculture in the future—especially in light of the serious recession currently (2010) being experienced in America and the diminished revenue available to finance higher education in Utah.

The second item of good news is that on November 23, 2009, Tyler Bowles reported that the faculty members in the Department of Economics and Finance in the Huntsman School of Business are almost universally pleased and excited with the challenging opportunities and developments unfolding within their new department and school. He also said that the

department was recruiting a professor to fill the Huntsman Presidential Chair in Financial Economics, a newly endowed position in the department.⁵⁸ In May 2010, the department invited two highly regarded individuals, Miles S. Kimball, Professor of Economics and Research Professor of Survey Research at the University of Michigan, and Eytan Sheshinski, Sir Isaac Wolfson, Professor of Public Finance at Hebrew University and Adjunct Professor, Princeton University, to be the first two Visiting Presidential Scholars.⁵⁹

The third item of good news is that at this point, May 2010, it appears that the USU College of Agriculture and its faculty will fare somewhat better than their colleagues in Nevada, although not without a fight. During the recently completed 2010 legislative session USU administrators anticipated receiving final approval and the release of a \$42 million bond previously approved two years ago for the construction of a new agriculture building to be located on the site that had once housed the Merrill Library--on the east side of the Quad in the heart of the campus. This new facility will replace the nearby Elmer G. Peterson Agricultural Science building built in 1955 that was reaching the end of its lifespan. President Albrect said that “agriculture would continue to be an important part of this institution.”⁶⁰

The fourth item of good news is that the Department of Economics and Finance in the Huntsman School of Business is now generating sufficient revenue to make it possible to provide research assistance and financial support to graduate students and faculty in this department, something that was once only available to the agricultural economics faculty and graduate students through the UAES and Cooperative Extension Service. This new revenue is being generated from the Economics & Finance China Educational Program, the USU Regional Campuses and Distance Education Program, and the MBA Alliance courses taught around the state.⁶¹

The fifth item of good news is that both Economics Departments (E&F and APEC) appear to be growing at a healthy pace, at least during the first two years after they were created. In April 2010 the Economics & Finance Department had 21 faculty members and two adjunct faculty, and the Applied Economics Department now had 13 faculty members, both significant increases over what they had on July 1, 2008, when the Economics Department was split.

Department of Economics and Finance Faculty, April 2010

	<u>Name</u>	<u>Title:</u>
1	Blau, Ben	Assistant Professor
2	Bowles, Tyler	Professor
3	Caliendo, Frank	Associate Professor
4	Dahl, Drew	Professor
5	Fawson, Chris	Professor
6	Feigenbaum, James	Assistant Professor
7	Findley, Scott	Assistant Professor
8	Fjeldsted, Paul	Senior Lecturer
9	Gilbert, John	Associate Professor
10	Glover, Terrence	Professor
11	Israelsen, Dwight	Professor

12	Kwag, Austin	Associate Professor
13	Malko, Robert	Professor
14	Petersen, Craig	Professor
15	Peterson, Shannon	Clinical Assistant Professor
16	Romrell, Doug	Lecturer
17	Simmons, Randy	Professor
18	Stephens, Alan Thomas, Diana	Associate Professor
19	Weinert	Assistant Professor
20	Gwo, Nick	Assistant Professor
21	Brough, Tyler	Assistant Professor
22	Daines, George	Adjunct Faculty
23	Stowell, David	Adjunct Faculty

Department of Applied Economics Faculty, April 2010

	<u>Name</u>	<u>Title:</u>
1	Bailey, DeeVon	Full Professor
2	Bentley, Marion Caplan, Arthur, Graduate Advisor	Extension Education, Lead Associate Professor
3	Drollette, Sarah	Extension Educator
4	Feuz, Dillon	Full Professor
5	Garvie, Kimberly	Adjunct Faculty
6	Jakus, Paul, Dept. Head	Full Professor
7	Lee, Robert	Researcher II
8	Lyon, Kenneth	Full Professor
9	Oladi, Reza	Associate Professor
10	Sims, Charles	Assistant Professor
11	Snyder, Donald	Full Professor
12	Ward, Ruby	Associate Professor

13. *Deja vu*: Continuing differential salaries at USU

Some things never seem to change. It is rather ironic, and sad, to report that on April 6, 2008, more than 10 years after the salary inversion problems experienced by the Department of Economics faculty in the 1990s, a front-page article appeared in the Logan *Herald Journal* by Kim Burgess, “USU ‘Salary Inversion:’ Higher pay levels for newer hires at issue on campus.” It was *deja vu* all over again. Only this time the problem highlighted was not in the two Economics Departments, although such problems may still exist there.⁶²

The example cited in the front page article was the hiring of new assistant professors in the Chemistry Department at salaries at or above those of senior professors in the same

department. Charles Holz, a former USU chemistry professor who had moved to Loyola University in Chicago was quoted as saying:

“[I]t was probably a big factor in making the move...” “I basically doubled my salary when I moved here [two years ago]. ...We actually start our assistant professors at a higher salary than what I was making as a full professor in the chemistry department (at USU).”

But he explained that perhaps even more important than the salary “was what it represented...being appreciated.”

It's about administration making their employees feel valued. ... That was a culture that I don't think was in place at USU. ... When people are making more money than you are but your teaching evaluations are better and you're bringing in research dollars and writing papers and training graduate students, that does play a role I think. ⁶³

Holz had been at USU for 13 years when he left, and he said he probably would have stayed in Logan if the university had made a greater attempt to match Loyola's offer. Instead, USU came back with only a \$1,000 raise.

It is doubtful that Leonard Arrington or the senior faculty members in the USU Economics Department in 1997 could have said it any better than Prof. Holz.

Endnotes

¹ “Proposal for a Master of Social Science degree program in Community Economic Development,” USU Dept. of Economics, November 2, 1993.

² In the spring of 2008, just prior to the split in the Economics Department, Tyler Bowles reported that there were three students currently enrolled in the MS programs seeking a degree in Agricultural Economics or Community Economic Development.

³ The quotations in this section have been drawn from the slide presentation prepared by Emily Gurr Thompson, who has been instrumental in developing the USU digital exhibit about cooperation and co-operatives that has been developed by the USU Dept. of Special Collections and Archives. “Extension, Enterprise, and Education: the Legacy of Co-operatives and Cooperation in Utah,” digital exhibit prepared as part of her internship in the Dept. of Special Collections and Archives at Utah State University by Emily Gurr-Thompson, and presented at the USU Library on April 21, 2010. This presentation can be viewed at <http://digital.lib.usu.edu/>

⁴ There are basically two types of co-operatives, “client-owned” and “worker-owned”. Agricultural supply and marketing co-operatives, consumer co-operatives, credit unions and housing co-operatives are examples of client-owned co-operatives. Worker-owned cooperatives are owned by the individuals who work in the enterprise to produce goods or services for sale. A second type of worker-owned cooperative is called a “labor cooperative.” In this type of cooperative the worker-owners contract as a group with other organizations or businesses to sell the labor of their members to them.

⁵ In an 8 page document entitled “I remember the Utah Self-Help Cooperative Board,” that he wrote and sent to W.B. Robins on Oct. 20, 1977, Joseph A Geddes spelled out his version of what had happened in the organization and functioning of the cooperative movement in Utah from 1933 to 1976, when the UCA was merged into CENEX.

⁶ The title of the 14 page paper was “The Consumer Cooperative Movement”

⁷ Preface (pages viii-ix) in *Building the City of God: Community & Cooperation Among the Mormons*, 1976.

⁸ Email from Robert Parson to Gary B. Hansen, May 3, 2010.

⁹ *Adventures of a Million Miler: Four Decades of Professional Activity in and out of Academia*. The title of Chapter 4 is: “Promoting worker cooperatives and employee ownership to create and save jobs.”

¹⁰ The term co-operative in the name “Co-operative Extension Service” means the Extension Service is operated as partnership between the land grant university and the local county governments, with each providing a share of the financial and other resources used to finance and house the county extension agent and other extension personnel in the country.

¹¹ In 1973 Congress passed CETA as the successor legislation to the Manpower Development and Training Act (MDTA) of 1962.

¹² January 9, 1991 memo from Linda Smith and Marion Bentley to John R. Cragun,

¹³ May 22, 2007 telecon with Kathy McConkie

¹⁴ It has been designated as a Western Regional Graduate Program (WRGP), residents of Alaska, Arizona, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming can attend the MSHR program at Utah State University for resident tuition.

For more information on the WRGP please visit <http://wrgp.wiche.edu/>

¹⁵ Email from Lisa Leishman MS-HR Program Administrator to Gary B. Hansen, May 27, 2011, and Telecon with Steven Hanks on June 20, 2011.. The annual budget for these programs is now \$219,000.

¹⁶ An account of how and when the funding for Leonard Arrington’s research was terminated, and his thoughts at that time is contained in the Addendum to this history.

¹⁷ Jay Andersen, “Reflections on the Course of the Economics Department: 1969-1999.” P. 1.

¹⁸ Ibid, p. 1

¹⁹ Ibid, p. 7

²⁰ Interview with Reed Durtschi on July 12, 2007.

²¹ *Years of Achievement and Pleasure in Logan, 1958-1972: An Illustrated History*, 1996.

²² Ibid.

²³ Ibid, pp. 58-59

²⁴ As it turned out Leonard’s departure from USU was not to take a full-time faculty position at BYU, as originally discussed. Instead, by January 1972 the LDS Church leaders had decided to reorganize the Church Historian’s

Office and Leonard was called to become the “Church Historian” for the Church of Jesus Christ of Latter-day Saints beginning in July 1972. One-half of his salary would be paid through an endowed chair created at BYU and the other half by the Church. He held the Church Historian position for the next ten years, from 1972 to 1982. For a complete account of this period see Chapter 5 in Leonard’s account of his experiences while serving as Church Historian. It is entitled: *Adventures of a Church Historian*.

²⁵ Telecon with the author, June 16, 2008.

²⁶ It should be noted that Professor McDonald achieved a stellar publications and teaching record at BYU.

²⁷ Conversation held with Bartell Jensen on November 11, 2010.

²⁸ Craig Petersen was one of them. In 1993, Craig agonized about leaving USU and accepting an attractive offer of an endowed position at BYU. He eventually took a job as acting Associate Provost at USU, thus getting him out of the Economics Department. He later became Associate Provost for some years, and then became Director of Planning and Analysis at USU. Tyler Bowles reported in late November 2009 that Craig Petersen would be returning to teaching full time in the Department of Economics and Finance, effective January 1, 2010.

²⁹ This fascinating story was related to the author on June 22, 2007.

³⁰ It is not known whether or how the fact that Rodney Brown and David Stephens were first cousins whose mothers were sisters, had any significant impact on how they jointly managed the Economics Department during this period.

³¹ The three essential points about Don Snyder’s performance and rewards that were made in Reed Durtschi’s letter were: (1) Student evaluations rated Snyder as the worst teacher in the entire department. (2) In 1995, a report of faculty evaluations of USU department heads rated Snyder the worst administrator in the College of Business, and possibly the university. The average for all heads was 5.48 on 20 performance items rated. Economics Department faculty rated Snyder 3.54 on the 20 performance items, 35.4 percent below the average. (3) In 1989, the year prior to Snyder’s appointment as department head, an evaluation of his research and publication output was similar to that of his agricultural economist colleagues. During that period of time, most, if not all, of the applied research and extension activities carried out by him and the other agricultural economists were multi-authored and financed by internally allocated resources from the Utah Agricultural Experiment Station (UAES) and USU Cooperative Extension funds. These funds also financed presentations made and publications resulting therefrom and the Economics Research Institute published papers. According to the data in Reed Durtschi’s memorandum, in 1989 Snyder was a “run of the mill” faculty member who had received an average salary. But by 1995, after serving as department head for five years, his salary had ballooned to 147 percent of the average pay received by associate and full professors in the department.

³² Fullerton said that he was elected to take this position, and only reluctantly accepted it. The Dean of the College of Agriculture rewarded Don Snyder for his loyalty and service as department head by giving him an administrative job in the College of Agriculture and allowing him to keep his \$100,000 plus salary. Several years later a change in Provost and President at USU resulted in a number of long-serving deans like David Stephens and others being forced to step down from their administrative positions under the new administration. Dean David Stephens returned to teaching in the Department of Management and Human Resources. Dean Rodney Brown left USU before it happened by taking a position with the USDA in Washington, D.C. Several years later he was hired as Dean of the College of Life Sciences at BYU.

³³ It did not happen until after a major change in the leadership of the College of Business had occurred in the summer of 2006.

³⁴ Every one of the younger faculty, i.e., Quinn Weninger, Dawn Thilmany, Amit Batabyal and Chris Barrett, soon left USU for greener pastures, leaving those loyal (to USU), the “2 percenters,” remaining less well off and demoralized. Unlike the four above-named young faculty members another one, Les Reinhorn, only received a 1 percent salary increase and was denied tenure. He soon left USU to take a job at the University of Birmingham, England... Don Snyder, now working in a position created for him in the College of Agriculture, was rewarded with an above average salary increase of 3%. He continued to receive an inflated salary long after he had been forced to resign as department head.

³⁵ Dickinson left USU to go to the Walker Business School at Appalachian State University. At about the same time Chris Fawson, who also had some training in labor economics, became USU’s Vice Provost for International and Academic Affairs. Dwight Israelsen said that he took over the teaching of the labor courses for a few years in addition to his other teaching assignments. However, when the Dept of Economics and Finance was created in 2008, with fewer faculty and more courses, Prof. Israelsen said that both the labor economics and his Russian Economics courses were cut from the curriculum.

³⁶ Email from Dwight Israelsen to Gary B. Hansen, January 19, 2009.

³⁷ Telecon by the author with Chris Fawson, October 29, 2007.

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- ³⁸ Conversation with G. Bruce Godfrey, June 22, 2007.
- ³⁹ Telecon by the author with Marion T. Bentley, April 28, 2008.
- ⁴⁰ Information supplied by Tyler Bowles to the author, June 26, 2008
- ⁴¹ Information supplied by Tyler Bowles, June 26, 2008
- ⁴² Brian Maffly, "USU's business school angling for the top," *Salt Lake Tribune*, December 4, 2009.
- ⁴³ Kim Burgess, "USU's business school getting restructured," *The Herald Journal*, March 9, 2008, p. A3; Kim Burgess, "'Iconic' new USU building planned," *The Herald Journal*, March 9, 2008, p. A1
- ⁴⁴ Email from Provost Raymond Coward to Economics Faculty, March 21, 1008
- ⁴⁵ Email from Dwight Israelson to Provost Raymond Coward, March 22, 2008
- ⁴⁶ "Request to Restructure the Department of Economics: Creating Two New Departments," COA, Huntsman School of Business, USU, March 2008
- ⁴⁷ The College of Agriculture was anticipating the construction of a new \$40 million building on the site of the old Merrill Library, which had been demolished after the construction of the Merrill-Cazier Library to make way for a new building.. Given the state of the Utah economy in 2008, money for this construction project may be a long way off.
- ⁴⁸ "Utah State could split Department of Economics," article by Kim Burgess, published in *The Herald Journal*, May 30, 2008
- ⁴⁹ *Los Angeles Times*, Sept. 29, 2007,
- ⁵⁰ Kim Burgess, "Hold your Horses: Students, animals cramped thanks to popularity of new Equine major at USU," *The Herald Journal*, December 5, 2007; Kim Burgess, "USU to offer residential landscaping," *The Herald Journal*, December 6, 2007.
- ⁵¹ Kim Burgess, "Trustees at USU OK new program in landscaping," *The Herald Journal*, May 29, 2008.
- ⁵² Trent Toone, "Galloping Ahead: USU Breaks ground on new equine education center." *Ogden Standard Examiner*, October 10, 2009. It is rather ironic that some years ago USU abandoned a similar program and terminated the employment of J'Wayne MaCarther, a faculty member who managed the program.
- ⁵³ Dawn House, "Big or small acres pay off," *Salt Lake Tribune*, January 21, 2010. Ironically, the first study of these farms was conducted by the Bureau of Economic and Business Research at the University of Utah.
- ⁵⁴ Janae Francis, "State benefits well from agricultural community," *Standard Examiner*, February 22, 2010, p.1 The study was completed by Paul Jakus, Ruby Ward and Dillon Feuz.
- ⁵⁵ Information provided in the state and federal government websites of economic data from the Bureau of Economic Analysis, an article by Paul Beebe, "Utah economy sputters to life, but pain remains," *SLTribune*, March 13, 2010, and Statemaster.com. The GDP figures for Utah for 2005-to 2008 range from \$80 billion to \$110 billion.
- ⁵⁶ Notwithstanding the contradiction between the statistics on the importance of agriculture to the Utah economy, an frontpage article in the May 2, 2010, *Ogden Standard Examiner* by Charles Trentelman, "Smaller Farms," states that the Report by the Bureau of Economic and Business Research on urban farming in has an entirely different take on the importance of farming in Utah. "The study says that in 2008, farming accounted for \$218 million of personal income in Utah and \$511 million of the gross state product." This is much lower than either the APEC study or the data obtained on the Internet sites.
- ⁵⁷ Email from Marion T. Bentley to Gary B. Hansen, March 9, 2010. In an email to the faculty at the University of Nevada-Reno that was sent on March 1, 2010 to the faculty, University President Milt Glick announced the impending cuts and provided an explanation and timeline of how these events would take place. A news release was provided on the same day. Email from President Milt Glick to UN-R faculty, March 1, 2010. Several of the faculty members from the University of Nevada-Reno Agricultural Economics Department have already approached the USU Applied Economics Department to enquire about the possibility of being hired at this institution.
- ⁵⁸ Position Announcement, Jon M. Huntsman School of Business, Department of Economics and Finance.
- ⁵⁹ Letters from Dean Douglas D. Anderson, May 5 and May 10, 2010 to the first two visiting presidential Scholars. Tyler Bowles also indicated that the E&F Department is now seeking funds from the Eccles Foundation to restart the Visiting Economics Lecture Series that once brought leading national economists to USU to address the faculty and students in the College of Business. Unfortunately, this program was later folded into the Business Partners Program and was subsequently ended.
- ⁶⁰ According to Marion Bentley, the negotiations with the legislature to release the bonds and start construction at this time of recession and straightened finances, were so intense that USU President Stan Albrect had threatened to resign if this approval was not forthcoming. Apparently, his lobbying efforts (or threat) were rewarded, as he announced during an interview with a KUSU FM reporter on March 19, 2010, that the bonds would be released and

the groundbreaking for the new building would be held in May 2010. This means that the Applied Economics Department (APEC) and other departments in the College of Agriculture will eventually have a new home to move into. President Albrecht also indicated that the building would not be just an “ag” building, but that it would be a multipurpose building with classrooms for use by other departments at USU as well. On May 4, 2010, the groundbreaking ceremony was held on the east side of the Quad for the new (now) \$43 million Agriculture building

⁶¹ Telecon with Tyler Bowles, June 8, 2010, and Annual Report of the E&F Department. *Department of Economics and Finance, 2009-2010 Annual Progress Report, April 2010.*

⁶² Kim Burgess, “USU ‘Salary Inversion’ Higher pay levels for newer hires at issue on campus,” *The Herald Journal*, April 6, 2008.

⁶³ Ibid.

Sources

Note: We are particularly grateful for the help of Herbert Fullerton, Reed Durtschi, Bartell C. Jensen, Dwight Israelsen, Glenn Marston, Robert Parson, Marion Bentley, Chris Fawson, DeeVon Bailey, Cris Lewis, Ross Robson, Tyler Bowles, Emily Gurr-Thompson, and Ruby Vázquez.

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 18. Department of Economics and Finance, 2009-2010. *Annual Progress Report. Jon M. Huntsman School of Business*. Tyler Bowles, Professor and Department Head. April 2010.

Addendum

Two unique contributions of Leonard J. Arrington to the Economics Department and USU

Gary B. Hansen

Upon completing a draft history of the USU Economics Department that I had written in the fall of 2008, my wife and I moved from our home in North Logan to a HOA community in Harrisville, Utah. After moving into our new home, we made the acquaintance of Gerald E. Jones, a retired former director of the LDS Institutes at U.C. Berkeley, Stanford University and Yale University for the LDS Church Education System. Jones, a serious scholar and book collector, learned about my long acquaintance with Leonard J. Arrington as a student, employee, graduate assistant, colleague and friend, and graciously allowed me to read his copies of two unpublished biographies of Leonard J. Arrington (LJA), one by Rebecca Cornwall and another by Lavina Fielding Anderson, that were written in the late 1970s and early 1980s.¹ In December 2008 Jones told me that the first published biography of Leonard J. Arrington had become available a few weeks before, and that he had purchased a copy. The newly published biography is entitled: *Leonard J. Arrington: A Historian's Life*, by Gary Topping.² Jones loaned me his copy to read.

The three Arrington biographies that Jones loaned me plus Leonard's memoir provide a much fuller picture of how he became the most prolific scholar with, arguably, the greatest national reputation, in the history of the USU Economics Department. In my judgment no other USU Economics Department member has come close to Leonard's scholarly productivity, accomplishments and prominence. Thus, the untold story of two of Leonard's unique contributions to USU, the Economics Department and to me personally, and his decision to leave USU in 1972 needed to be told, and included in the history of the Economics Department.

Leonard J. Arrington obtains a grant to conduct research in economic history

Leonard J. Arrington's first unique contribution to the department was his achievement in obtaining a grant from the University Research Council and Vice President for Research D. Wynne Thorne for scholarly research in economic history. In January 1956, Leonard applied for and received his first grant of \$500 from the College (later University) Research Council. It was used to fund Project No. C-4 (later U-4)—provide for personal services, travel, current expenses and capital outlays for a six months period,³ That grant was used to carry out research on "Economic Development in Utah after 1890" for two purposes: "(1) To prepare monographs for reference and other purposes on the development of Utah agriculture and industry after 1890; and (2) To discover patterns of organization and development which may suggest programs and

policies applicable in planning the future development of Utah, the west, and other semi-arid regions.”⁴

The written products from his research were to be completed by June 1, 1956. They were:

1. a fifty page historical treatment of Utah’s sugar industry;
2. a fifty-page historical treatment of the development of hydroelectric power in Utah; and
3. a fifty-page manuscript dealing in a general way with the decade of the 1890s. This would include a treatment of the problems of the era, the major economic events, the institutions of major influence, and some analysis of the programs advanced to solve such problems as the shortage of irrigable land, unemployment, etc.

These studies are intended for publication in such outlets as *The Business History Review*, *The Journal of Economic History*, the U.S.A.C. Monograph Series, U.S.A.C. Experiment Station Bulletins; or, they may become chapters in a volume on the economic history of Utah.⁵

According to his list of publications sent to D. Wynne Thorne shortly after he left USU in June 1972, Leonard was able to have seven articles published in professional journals in 1956, and two more in 1957. This list indicated that he was partly successful in accomplishing what he had set out to do, but the sugar industry and hydroelectric power topics were not among those completed or published during these two years.

During the 1956-57 academic year, Leonard took a sabbatical to The Huntington Library in San Marino, California to work on converting and expanding his doctoral dissertation to a publishable manuscript for his magnum opus, *Great Basin Kingdom: An Economic History of the Latter-day Saints, 1830-1900*. The manuscript was completed and sent to Harvard University Press on May 1, 1957, and subsequently accepted for publication. It was published in late 1958. During the summer of 1957, Leonard worked on several other projects at the Huntington Library and received his summer salary from USU. Leonard and his family then returned to Logan, Utah.

While at the Huntington Library, Leonard met a professor from nearby Occidental College who told him about the possibility of obtaining a Fulbright award to teach abroad in Italy. He decided to “have a go” and applied for a Fulbright to lecture at the University of Genoa. In the spring of 1958, he was awarded a Fulbright lectureship. On September 26, 1958, the family sailed from New York to Genoa, Italy, where Leonard had a delightful and productive year lecturing and writing several books and articles that were published in Italy. In the fall of 1959, Leonard and his family returned to Logan, Utah.

After returning to USU, Leonard applied for and received a continuing grant from the University Research Council to pay his salary during the summer, allowing him to work full time on his U-4 project on Utah and western economic history. He later said that “each summer for 13 years, according to the terms of the grant” he was “able to employ a [USU] senior or graduate student to collaborate in researching and writing articles and monographs.”⁶ This arrangement

was continued from that time until its termination and his subsequent departure from the university in 1972.

Research support for Leonard J. Arrington expands land-grant mission of USU

The decision by the University Research Council under the leadership and direction of USU Research Vice President D. Wynne Thorne to provide Leonard with substantial funds for his economic history research on a continuing basis was unique. The funds for his U-4 research project were provided from Mineral Lease and several other sources, including federal and state Utah Agricultural Experiment Station (UAES) funds as well, since all of these research funds were controlled by Dr. Thorne. This decision had the effect of expanding the land-grant mission at USU to include, for the first time, support and funding for social science and economic history research, and not be limited to just agricultural, biological and physical sciences research as had been the case previously. Thorne's critical role in helping promote and finance this broader research objective was noted in the Biennial Report of USU's Division of Research for the period from July 1, 1972 to June 30, 1974.

Ever since 1955, when he semi-abandoned a personally productive scientific career, Dr. Thorne had worked to promote research at USU. His creation and leadership of the Division of Research was an especially significant part of that effort. Through the Division he was able to implement his belief that *research encompasses all scholarly creative activities.*⁷ [italics added]

Thorne retired as Vice President of Research on June 30, 1973, and retired as Director of the UAES and USU in 1975.

In his 1996 memoir Leonard also recognized the critical role played by Dr. Thorne and the University Research Council in establishing the financing arrangement and support for his research:

The acclaim that had followed the publication of *Great Basin Kingdom* induced the University Research Council at USU to grant me an annual appropriation to support research that I might do. This would pay for secretarial help, supplies, research assistants, research travel, and conventions I might need to attend. This was somewhat precedent-shattering as the university in addition to its federally-supported agricultural research had previously supported research in physical and biological sciences but not in economics or history. My U-4 project was one of the very first created after the Research Council was formally instituted.⁸

Leonard J. Arrington uses an “entrepreneurial” approach to research

Leonard's second unique contribution to the USU Economics Department was his use of an “entrepreneurial” approach to scholarly research and publication activity much like that used so effectively in the agricultural, biological and physical sciences at USU and elsewhere.⁹ (An example of how the entrepreneurial approach was successfully used in the physical sciences can

be found in the recent biography of renowned chemist Henry Eyring, who used it during his years as a Professor of Chemistry at Princeton and later as Graduate Dean at the University of Utah.)¹⁰

Using the continuing stream of funds provided by the University Research Council to his U-4 project, and the help of students that it financed, Leonard began a series of major research projects over the next decade and one-half that were carried out by a highly motivated group of seniors and graduate assistants working under his direction. There were seven projects:

1. Studies in Utah economic history: mining, railroads, banks, colonization, and irrigation.
2. Studies of Utah's defense industry: missiles, and Air Force, Naval Supply, and Defense Department installations.
3. Studies of Utah reclamation projects.
4. Studies of World War II defense-related industries: Geneva Steel, Small Arms Ammunition Plant in Salt Lake City, and other enterprises.
5. Studies of the beet sugar industry.
6. Studies of the changing economic structure of the Mountain West based on census and other data.
7. Studies of the Japanese-American Relocation Center at Topaz during World War II.¹¹

Leonard was also appointed to the USU Graduate Council and was asked to be in charge of fellowships. This enabled him to augment his research team by selecting a few outstanding economics and history graduate students to be awarded grants to conduct research on social science and economic history projects in addition to those that were usually awarded to the agricultural, biological and physical sciences. At first, the Graduate Council granted three fellowships each year and later they granted seven.

With these two unique developments—obtaining annual appropriations from USU's University Research Council and V.P. for Research and using an entrepreneurial approach to conduct his research—Leonard and his team of students produced an impressive stream of theses, papers, studies and articles for more than a decade. According to Leonard:

All of these [seven projects] resulted in published studies—perhaps as many as thirty or forty books, monographs, pamphlets, and articles in professional journals. When I made heavy use of materials researched by a graduate assistant, I listed his or her name as co-author, many of the publications thus bear other names besides my own.¹²

Leonard Arrington's account of the productivity of he and his research team of students during this period is much too modest. In a letter to Dr. Thorne, written shortly after he left USU in the summer of 1972, he appended a list of scholarly output during the years he worked on the U-4 project. It is over 10 pages in length and includes 153 items.¹³

The end of an era—and rejection of Leonard J. Arrington and his contributions

Leonard J. Arrington's highly successful entrepreneurial research, publication and educational program financed by the University Research Council with funds obtained from Mineral Lease, UAES and other sources, lasted only briefly after the decision was made in 1969 to merge the Economics and Agricultural Economics Departments. That merger took place after the arrival of President Glen L. Taggart and Provost R. Gaurth Hansen in 1968, and the new Taggart Administration began making significant changes at USU. Vearl R. Smith and Robert P. Collier, the deans of the Colleges of Agriculture and Business, with the blessing of the new Taggart Administration, decided to merge the Economics and Agricultural Economics Departments to achieve "critical mass" and provide more direction and support for the modest Ph.D. program that the two departments had created in 1965. They believed this was "the thing to do" since other land-grant universities around the country were doing that. The formal merger of the Economics and Agricultural Economics Departments occurred in 1969.¹⁴

Unfortunately, soon after the 1969 merger of the Economics and Agricultural Economics Departments, the backing for Leonard and the broader definition of USU's land-grant mission supported by Dr. Thorne came to an end or was greatly reduced in scope. There would no longer be any ongoing financial support for and encouragement of scholarly research and publication beyond the sphere of agricultural, physical and biological sciences—at least not in the Economics Department and for Leonard Arrington.

By 1971, the new leaders of USU, the University Research Council, and the merged Economics Department Head and two Deans who controlled it appear to have decided to terminate Leonard's U-4 project—despite his highly successful research and scholarly publication program. For whatever reasons, they decided to redirect these resources to others, and into the more traditional areas of agricultural and natural resource economics research and the Ph.D. program that were now being emphasized. In a handwritten note on the original copy of Leonard's request for the renewal of his U-4 research project, dated January 15, 1971, that was found in the USU Archives, it states that Leonard "has funds this year...have supported him 10 years...max \$1,000." On the last page of the request a second handwritten note by the same person says "Supported many years. He now has two grants to work on & we have many others who need a chance." The end of financial support for Leonard J. Arrington had come.

The termination of funding for Leonard ended the outstanding and unprecedented era of scholarly productivity and academic entrepreneurship in USU's Economics Department that had helped employ and educate dozens of seniors and graduate students and provided Leonard and USU with an even greater reputation and visibility. The departmental environment became less hospitable to Leonard and the kind of scholarly research and writing that he and his students were doing, and communicated to him that both he and his work were no longer perceived as an important part of the direction and mission of the merged Economics Department.

In his 1996 memoir, Leonard described his thinking and state of mind in 1972, shortly before he left USU:

I don't see a useful future as a Professor of Economics at USU. My specialties are Western Economic History and the History of Economic Thought, and I continue to give courses in both areas. The number of students in these courses continues to decline, and most of those who take them do so only because their advisors require it, and the advisors require it only to make me feel useful. There is a declining interest nationally in the history of economic thought. ... The same is true of economic history—there is little interest on the part of the economic profession generally in economic historians and what they do. ... The best indication of the feelings of the department and college is the fact that, should I leave, they will not replace me with a professor in economic history or the history of economic thought. They would continue both courses temporarily, but assign them to...untrained staff members. I feel certain that the number of persons who sign up for the courses will drop so that they will discontinue both courses within a year. The Department of Economics, along with the Dean of the College of Business and other university officials, will attempt to develop a strong resource economics specialty...

... Another indication of my worth here is the failure of USU to make any concrete attempt to encourage me to stay here. So far as I can judge, all of the administrators concerned feel that they can replace me with a new mathematically-oriented Ph.D. for not much more than two-thirds of my salary. My opportunities for research in economic history are now located in external sources. The University Research Council, which has given me generous grants for many years, has indicated that they will not be able to give more than token support in the years ahead...¹⁵

In a letter Leonard wrote to D. Wynne Thorne after he left USU Leonard thanked him for his support and encouragement over the years:

I should like to take this opportunity of thanking you for the encouragement which you gave me during the 26 years I was at USU. Your encouragement was more than vocal. Beginning in 1956 you appropriated university research funds on a regular and generous basis to help me with my research. Your interest was more than "official"—it was personal, and I want you to know that I appreciate it and am grateful for it. In a very real sense you made possible my professional advancement.

The basic vehicle for most of my research was through university research project U-4 which began in 1956 and continued until June 1972. To complete your files on that project let me send to you a copy of my bibliography covering the years 1956 through 1972. Almost every one of these publications was made possible by grants made to U-4...¹⁶

A personal note

It is fascinating now to read Leonard's various accounts of how he introduced the entrepreneurial approach of using seniors and graduate students to conduct research that had been used so successfully by the Colleges of Agriculture and Science at USU and elsewhere, and how he and his students became such a powerhouse of productivity, publication and graduate training during the years from 1959 to 1972. Dozens of seniors and graduate students worked for and benefited from Leonard's support, guidance and mentoring. Many of them went on to

obtain additional graduate training and lead successful careers after leaving USU. A few of them returned to USU and continued to use some of Leonard's entrepreneurial approaches in the 1970s and beyond—unfortunately without much, if any, internal financial support like Leonard had received.

It is sad to read Leonard's account of how he felt about being abandoned and rejected by the Economics Department, Colleges of Agriculture and Business, and USU, after 26 years of service and more than a decade and one-half of great success and achievement by any standard. It is also heartening to know that, if somewhat belatedly, 15 years later on April 13, 1987, USU did recognize the important contribution that Leonard Arrington had made to USU. During the institution's centennial celebration Leonard was one of 12 former students and faculty members who were honored at a Centennial Recognition Dinner held on April 13, 1987. My wife Helen and I were honored by Leonard's invitation to participate in that event. In his remarks at the Dinner, President Stan Cazier stated that: "A University honors itself by the people it chooses to honor. That truism aptly describes tonight."¹⁷

It is ironic that some years after Leonard left USU the Department of History, not the Department of Economics, honored him by creating the Leonard J. Arrington Chair in the department. It is also noteworthy that in the mid-1990s Leonard donated his extensive personal, professional and historical collection to USU's Department of Special Collections and Archives. He also requested that "the university's historical collection become the focus for an annual lecture on an aspect of Mormon history." USU agreed to his request and in the fall of 1995 inaugurated the annual "Arrington Lecture Series."¹⁸

I can speak with personal knowledge about the unique and productive period of Leonard's career at USU since I was one of the students who directly benefited from working with him at the high point of his innovative and entrepreneurial approach to research, teaching and publishing. I worked with him, both as a research assistant in late 1961 to mid-1962 and as a graduate student recipient of a University Research Fellowship in 1962-63. My wife Helen also worked for him as a part-time secretary. He was my mentor and directed my thesis project on the copper industry in Utah that was completed in the spring of 1963; an article from which was published under my name in October 1963 in the *Utah Historical Quarterly*.¹⁹ Furthermore, I co-authored with him: *The Richest Hole on Earth: A History of the Bingham Copper Mine*, the first research monograph published at USU that was co-authored by a professor and graduate student.²⁰ It was also published in 1963 and reprinted in 1969.

Equally important, after leaving USU in September 1963, I benefited from Leonard's ongoing friendship and support, including letters of recommendation on applications for further graduate training and fellowships. I continued to receive his encouragement and support while in Graduate School at Cornell University and as a Fulbright Scholar at the London School of Economics. Furthermore, I was actively recruited by Leonard to return to USU as a faculty member in September 1967, and served as a colleague with him for five years before he left in June 1972. Our friendship continued until he died in February 1999.

Another assessment of Leonard J. Arrington's accomplishments

After Leonard's 1972 departure from USU he became the official Historian of the LDS Church and continued the same entrepreneurial approach using research associates to carry out historical research and publications in the LDS Church's Historical Division. During his ten years in that position he and his team of research associates produced a flood of publications, just as he had done while teaching at USU.

In his December 2008 biography of Leonard J. Arrington, historian Gary Topping wrote the following assessment of Leonard's scholarly accomplishments and entrepreneurial skills:

To most people, Leonard Arrington was *sui generis*—a one-of-a-kind literary phenomenon who emerged from a most unpromising background to forge a most amazing publication record. *Great Basin Kingdom* alone would have been enough to establish his reputation as one of the great scholars of U.S. history. ... That such a book could have been produced by an Idaho farm boy, even one with a degree in economics but still mostly self-trained in historical methods, was cause for amazement. ...

Still more amazing was the fact that he could follow it up with an ever-increasing torrent of books and articles not only on economic subjects but on a wide variety of Mormon-related topics from autobiography and biography to literature, social history, women's history, historiography, the history of technology, and almost anything else one could find in the world of Mormonism. Beyond that, as director of the History Division of the Church Historical Department, he presided over the greatest historical assembly line since Hubert Howe Bancroft's "literary industries" in nineteenth-century San Francisco. He and his associates produced hundreds of publications over the ten-year period and that activity continues even to this day. Bancroft may have equaled Arrington in ambition and achievement as a historical entrepreneur, but not in sophistication of the output. Finally, the fact that Arrington could produce so much himself and direct so much production from others without, for the most part, being affiliated with a major academic research department is, once again with the notable exception of Bancroft, unique in American historical writing.²¹ .

Without question, the Economics Department and USU benefited hugely from having Leonard J. Arrington as a faculty member for 26 years. His performance as an extraordinary teacher, scholar and historical entrepreneur strengthened the department immensely and enriched the lives of all those who came in contact with him. It is unfortunate that the situation existing prior to his departure in 1972 did not reflect well on the department and university officials, nor did it allow him at that time to be more adequately rewarded and honored for his outstanding contributions. Fortunately, he was able to continue his scholarly work and make even greater contributions in his subsequent professional career.

I am grateful to Gerald E. Jones, Susan A. Madsen and Robert Parson, USU Archivist, for providing me with information that I could use in writing this Addendum.

Endnotes

¹ Rebecca Cornwall, *From Chicken Farm to History*, 1978; Lavina Fielding Andersen, *Doves and Serpents: The Activities of Leonard Arrington As Church Historian, 1972-1982*, 1982.

² University of Oklahoma Press, December 2008

³ "Project Outline," Utah State Agricultural College, September 25, 1955, proposal to College Research Council.

⁴ *Ibid*, p. 1.

⁵ *Ibid*, pp. 2-3.

⁶ Leonard J. Arrington, "Historian as Entrepreneur: A Personal Essay." *BYU Studies* Vol. 17 No. 2, 1977, p. 7.

⁷ USU Division of Research, Biennial Report, 1972-1974, P.2

⁸ Leonard J. Arrington, *Years of Achievement and Pleasure In Logan, 1958-72: An Illustrated History*. Historian's Press, Hyde Park, Utah, 1996 p. 24

⁹ Leonard called himself "an historical entrepreneur"

¹⁰ A good account of how Henry Eyring used this approach can be found in *Mormon Scientist: The Life and Faith of Henry Eyring*. Deseret Book, 2007. Leonard Arrington provided several accounts of how he developed his entrepreneurial approach to research. One of these accounts appeared in an article published on in the *BYU Studies* Vol. 17 No. 2, 1977. It was entitled "Historian as Entrepreneur: A Personal Essay." In this article he said that in the course of his work on the U-4 project at USU that he "was not only an individual scholar, but 'an historical entrepreneur,' organizing large projects and team efforts, and often working in collaboration with graduate students and colleagues."

¹¹ Leonard J. Arrington, *Years of Achievement and Pleasure In Logan, 1958-72*, p. 25.

¹² *Ibid*

¹³ "Bibliography of Leonard J. Arrington, 1956-1972: During the period when Professor Arrington was a Professor of Economics at Utah State University."

¹⁴ Unpublished draft of Leonard J. Arrington, *Economics Teaching at Utah State University, 1888-1996*, p. 26.

¹⁵ Leonard J. Arrington, *Years of Achievement and Pleasure in Logan, 1958-72*, pp. 57-60.

¹⁶ Letter from Leonard J. Arrington to D. Wynne Thorne, October 24, 1972.

¹⁷ Remarks by Stanford Cazier at the Centennial Recognition Dinner, April 13, 1987.

¹⁸ Ross F. Peterson, "Introduction" to the Leonard J. Arrington Lecture Series, No. 1, Nov. 7, 1995, p. iii

¹⁹ "Industry of Destiny: Copper in Utah." *Utah Historical Quarterly*, Volume 31, Summer 1963. pp. 262-278

²⁰ *The Richest Hole on Earth: A History of the Bingham Copper Mine* (Logan: USU Monograph Series, Vol. X, No. 3, June 1963). As far as I know, there were only two USU published research monographs co-authored by LJA and a student. The second was co-authored by LJA and Anthony T. Cluff. It was entitled *Federally-Financed Industrial Plants Constructed in Utah During World War II* (USU Monograph Series, Vol. XVI, No. 1, March 1969.

²¹ Gary Topping, *Leonard J. Arrington, A Historian's Life*, (December 2008, pp. 195-196. Reading this passage comparing Arrington with Bancroft brought back some memories. When working as a graduate assistant to Leonard I remember doing some research in a history by Hubert Howe Bancroft. After reading a number of items I remember going in to Leonard's office and telling him that the footnotes in Bancroft's publication were much more interesting to read than the text. Leonard responded with a chuckle (and agreement) after hearing my comments. It should also be noted that research work on a second biography of Leonard J. Arrington is currently (2010) being undertaken by Gregory A. Prince.