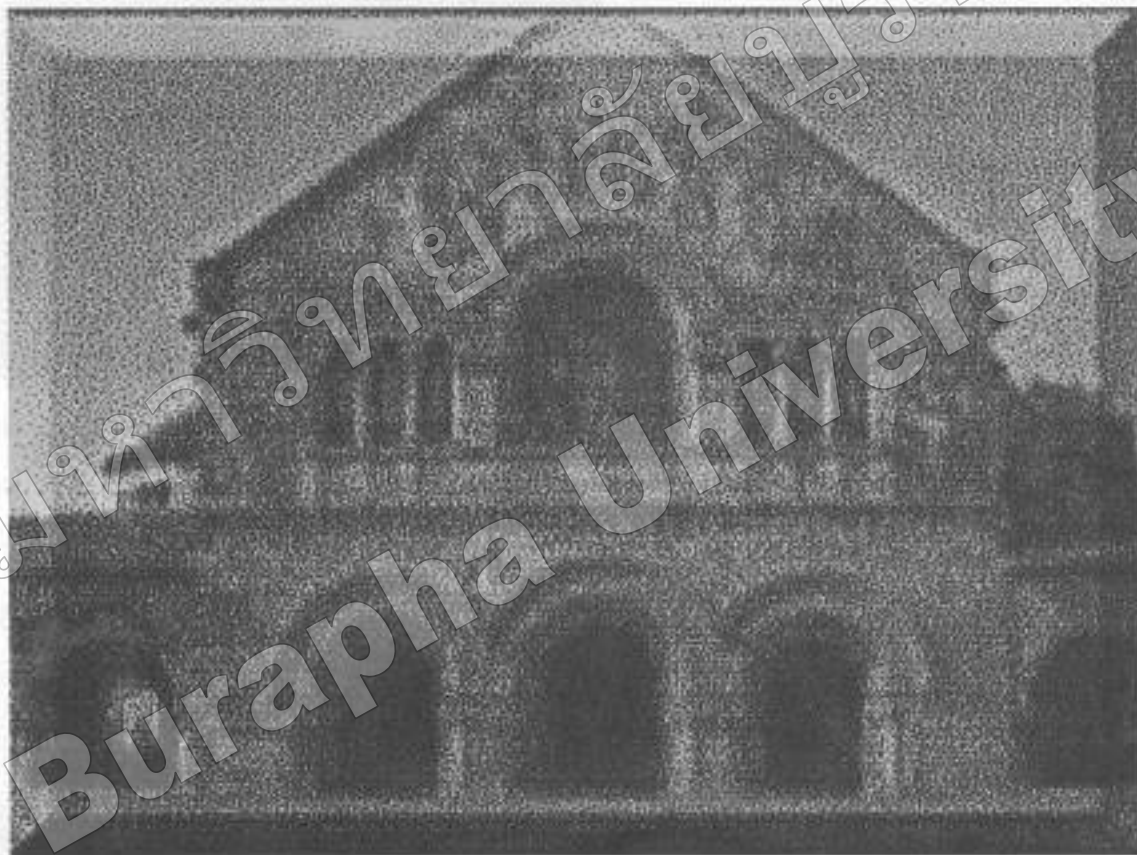


# STANFORD UNIVERSITY : LEADERSHIP THROUGH THE YEARS

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## INTRODUCTION

Stanford University is one of the best national universities in the United States. Most scholars and students around the world have recognized the name of this distinguished institution for decades. According to U.S. News & World Report (U.S. News. online., 2000, pp. ) published in October 2000,

Stanford University was the 6<sup>th</sup> ranked behind Princeton, Yale, Harvard, California, and M.I.T. It is more interesting to learn that, as a private, non-profit organization, Stanford University is one of the youngest institutions among the top ten most famous universities in America.



Figure 1 - Middle of Oval (Stanford University, 2001c)

U.S. News and World Report ranked top ten universities as follows: 1. Princeton University, founded in 1748; 2. Yale University, founded in 1701; 3. Harvard University, founded in 1636; 4. California Institute of Technology, founded in 1891; 5. M. I.T., founded in 1861; 6. Stanford University, founded in 1891; 7. University of Pennsylvania, founded in 1740; 8. Duke University, founded in 1838; 9. Dartmouth College, founded in 1769; 10. Columbia University, founded in 1754; 10. Cornell University, founded in 1865; 10. University of Chicago, founded in 1892.

The official name of Stanford University is Leland Stanford Junior University. The University is located in Palo Alto, San Francisco, California. The area of the campus covers 650 acres of plain and foothills. Instruction and research in this University are currently based in seven schools: Business, Earth Sciences, Education, Engineering, Humanities and Sciences, Law, and Medicine. Special facilities include Earthquake Engineering Center, Remote Sensing Laboratory, Environmental and Water Quality Laboratory, Linear Accelerator Center, Jasper Ridge Biological Preserve, and Hopkins Marine Station.

Student enrollment in 1999 totaled 14,219, of whom 6,594 were undergraduates.

and 7,625 were graduate students. Among the 1,640 faculty members, there were 15 Nobel laureates, 125 winners of the National Medal of Science, 4 Pulitzer Prize winners, and 24 MacArthur Prize winners.<sup>1</sup>

Those who have visited Stanford University might be impressed with its beautiful environment and have a chance to visit Hoover Tower. This prominent tower was completed in 1941 and dedicated to the memory of Herbert Hoover, an alumnus and benefactor of Stanford University, who was the 31<sup>st</sup> President of the United States of America between 1929 and 1933.

### The Founders of Stanford University<sup>2</sup>

The founders of the university were

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<sup>1</sup> The information "Stanford University: Facts" was available from Internet which will be referred to in the references.

<sup>2</sup> The content of this part was summarized from two sources. The Big Four, written by Oscar Lewis, pages 156 - 210, and "The Founding of the University" which was available from the Internet and will be referred to in the references.

Leland Stanford and his wife, Jane Lathrop Stanford. Leland Stanford was born in Watervliet Township, New York, on March 9, 1824, and Jane Lathrop was born in Albany, New York, on August 25, 1828. Stanford spent his early years in New York and Wisconsin as a lawyer. In 1850, he married Jane and took his bride out to Wisconsin where they formed a partnership with another attorney. When a fire destroyed their office in 1852, the Stanfords moved back to Albany. In that same year, Leland joined a firm with his five brothers to California to pursue their mercantile business in the gold fields; he left his wife behind with her parents. In a few years, Leland billed himself as the owner of the Stanford Brother's store in Sacramento, and went back to New York to bring his wife out

to California. With his aspiration for fame and prosperity, Leland became one of the "Big Four" railroad founders who developed the Central Pacific Railroad and helped to connect California with the other parts of the country. Leland served as the president of the Central Pacific Co. for 30 years, from 1861 until his death. In his political career, Leland was elected as Republican governor of California from 1861 to 1863; later in 1885 he was elected a United States Senator and served in that position until his death.

For nearly twenty years after their marriage, the Stanfords had remained childless. Leland Stanford Junior was born in Sacramento on May 14, 1868. With the huge profits from the railroad enterprises, the Stanfords moved from Sacramento to

San Francisco in 1874. Two years later in 1876, they purchased a large area at Palo Alto for a country home and began the development of his famous Palo Alto Stock Farm for racing horses. Undoubtedly, Leland and his wife had high expectations for young Leland to succeed in their family businesses.

The real beginning of Stanford University happened when the Stanfords traveled to Europe. The family was in Italy in 1884 when young Leland contracted typhoid fever. Leland's bright and promising young life came to an end on March 13, 1884. After their son died unexpectedly before his 16<sup>th</sup> birthday, Leland and his wife were determined to devote their wealth to the children of California.

Leland and Jane Stanford returned to America and visited Cornell, Yale, Harvard and Massachusetts Institute of Technology in order to see models of good

universities. Even though they were advised by President Charles Eliot of Harvard that building a university needed a large sum of money, the Stanfords were still determined to create a great university in San Francisco (Lewis, 1938, p.188).

Stanford publicly announced the Founding Grant in 1885. The document provided the endowment and defined the scope, responsibilities, and organization of the University. In order to build a great university at Palo Alto, Leland and his wife consulted Frederick Law Olmsted, the architect who created Central Park in New York, on the landscape of the campus. Olmsted developed general plans to form the landscape. However, the actual drawing of the plans was assigned to Charles Coolidge, the youngest partner of a prominent Boston firm. Coolidge met Stanford in San Francisco with preliminary plans which were later approved. The cornerstone was laid, but the job moved

slowly partly because of senate duties in Washington and a trip to Europe for his health. On October 1, 1891, Leland Stanford Junior University opened its doors after six years of planning and building. Two years later, Leland Stanford died in Palo Alto on June 21, 1893 in his 69<sup>th</sup> year.

Her husband's death thrust the full burden on Mrs. Stanford. The country was in severe financial panic and her husband's estate was tied up in probate. During this difficult time, several advisers urged her to close the University, but she insisted on supporting the University despite the financial constraints. After the economic situation eased, she sold her railroad holdings and turned a large sum of money over to the University trustees. Over the

next several years, Mrs. Stanford dedicated the magnificent Memorial Church to the memory of her loving husband in 1903 as a centerpiece of the Inner Quad, the central location of Stanford University. Mrs. Stanford died of a heart attack in February 1905, when she was in her 75<sup>th</sup> year.

### The Development of Stanford University<sup>1</sup>

Since its beginning in 1891, the development of Stanford University has been directed by 10 presidents. The first president was Dr. David Starr Jordan who was formerly the president of Indiana University. Under Jordan's presidency, the first student body consisted of 559 men and women, many more than had been expected. The original faculty of 17 was

expanded to 29 for the second year.

There were many challenges. More professors had to be recruited, housing was inadequate, and microscopes and books were late in arriving from the East. Dr. Jordan was president of Stanford University for 21 years through the period of rebuilding and re-establishment that followed the

earthquake of 1906. During this period, Stanford graduates were earning a reputation in their professions that reflected exceedingly well on their university.

John Casper Branner was the second president. He had been Jordan's vice president and spent only two and a half years, between 1913 and 1915, as the

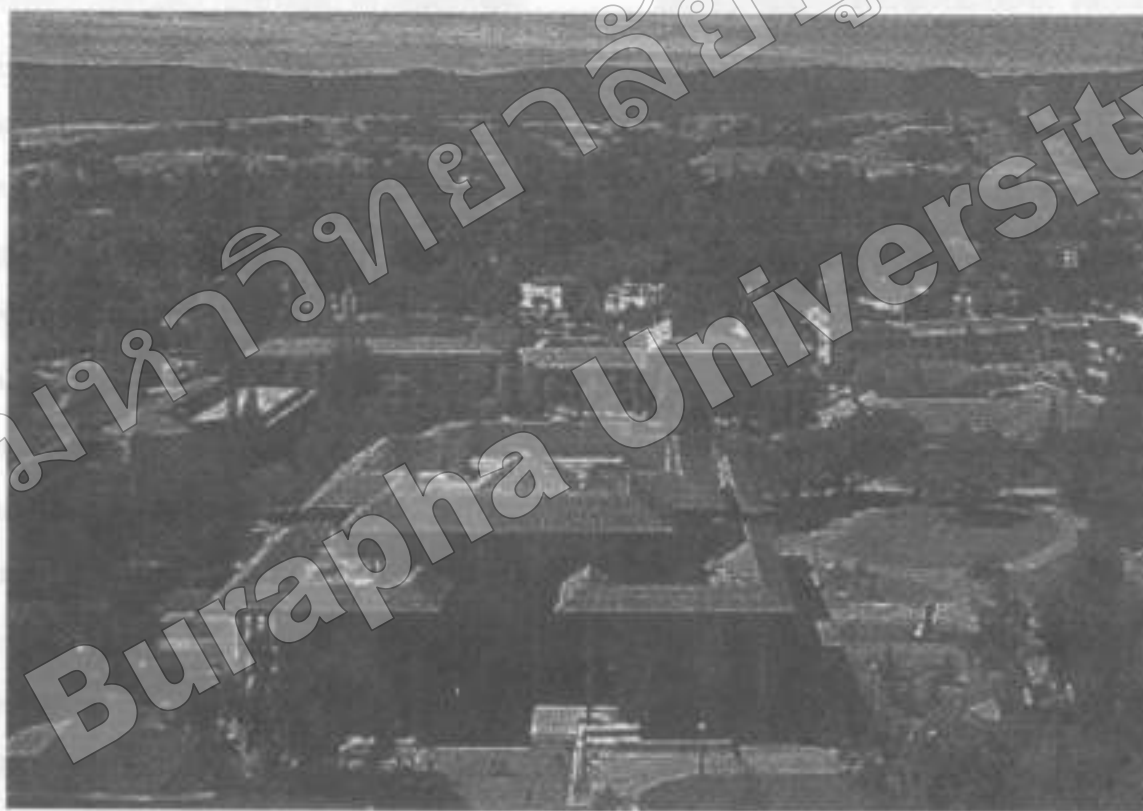


Figure 2 : Looking down at Meyer Library (Stanford University, 2001b)

president of Stanford. On January 1, 1916, Ray Lyman Wilbur became Stanford's third president. Wilbur's years went from 1916 to 1943. This period was one of change not only in character but also in size. In 1916, there were 2,199 students; in 1941, there were 5,179. The faculty members in the Academic Council increased from 118 to 295. In 1916, advanced degrees were awarded to 144; in 1941 to 530. As funds became available from various sources, a substantial number of new buildings were constructed. All this growth and development would have been impossible without the many gifts that were received. The University organized and put into operation highly effective fund raising programs (Mitchell, 1968, p.1-2).

The fourth Stanford president was Donald B. Tresidder. He resigned as president of the Board of Trustees to become the University president, from 1943 to 1948. Dr. Tresidder died in office, and

Dr. J. E. Wallace Sterling succeeded him as Stanford's fifth president. The Sterling Era ran from 1949 to 1968, almost 20 years. He began with high hopes, but little of the working capital necessary to see them realized. A recession was being felt across the land. Dr. Sterling raised the University to a new level of national and international reputation by opening the first overseas campus in Germany in 1958. During his term, Sterling completed moving the School of Medicine from San Francisco to the Stanford Campus. Dr. Sterling's departure was at a time when the anti-Vietnam War fever was at a dangerous high. His era ended with the burning of the President's office, a faculty that was split and argumentative, and a student body in social turmoil.

Dr. Kenneth S. Pitzer was appointed the sixth president with the charge to correct the situation. Dr. Pitzer tried in vain to bring order to the campus.



and restore respect for the University's fundamental values. He served the presidency between 1968 and 1970. Then, the time called for different kind of leadership and Dr. Richard W. Lyman was chosen to be the seventh president. Dr. Lyman regained and maintained campus order. He served as the president for a decade between 1970 and 1980. Dr. Lyman began to raise \$300 million for endowment and capital improvements in 1972, and the campaign for Stanford was completed with \$304.25 million raised in 1977.

The eighth president of Stanford was Dr. Donald Kennedy. Dr. Kennedy served as president for 12 years from 1980 to 1992. During his term, Stanford completed a \$1.25 billion Centennial Campaign, at the time the largest fund-

raising success in the history of higher education. Dr. Kennedy brought Stanford new student residences, allowing the university to guarantee four years of housing for undergraduates.

Dr. Gerhard Casper was the ninth president of Stanford. He assumed the presidency between 1992 and 2000. During his term, Dr. Casper encouraged innovations in the university. The first comprehensive examination of undergraduate education at Stanford in 25 years and other faculty initiatives had led to greater rigor and challenge in the college curriculum. His concerns were to restore the campus after the Loma Prieta Earthquake<sup>1</sup>; to preserve Stanford's greatest strengths, its faculty and students; to revise the curriculum and programs; and to rebuild the physical plant. Recently, in



September 2000, Dr. Casper was replaced by Dr. John Hennessy who has become the tenth and the newest president of Stanford.

### Herbert Hoover and Stanford University <sup>1</sup>

The prosperity and reputation of Stanford University was realized due to many factors. Many contributions have been made to Stanford University since its beginning in 1891. However, the history of Stanford University can not be completed without mentioning the contributions of its great alumnus, Herbert Hoover. As every Stanford graduate knows, among the 400

students who gathered in the California sunshine for the inaugural ceremony on October 1, 1891 was an Iowa-born orphan named Herbert Hoover who later became President of the United States. Every Stanford graduate also knows that Hoover subsequently did much for the institution. Hoover was for several decades the most influential alumnus in the shaping of Stanford's destiny. Over the years, Herbert Hoover brought to Stanford many of the buildings and institutions for which it is today so well known. It is no exaggeration to say that the growth of Stanford University

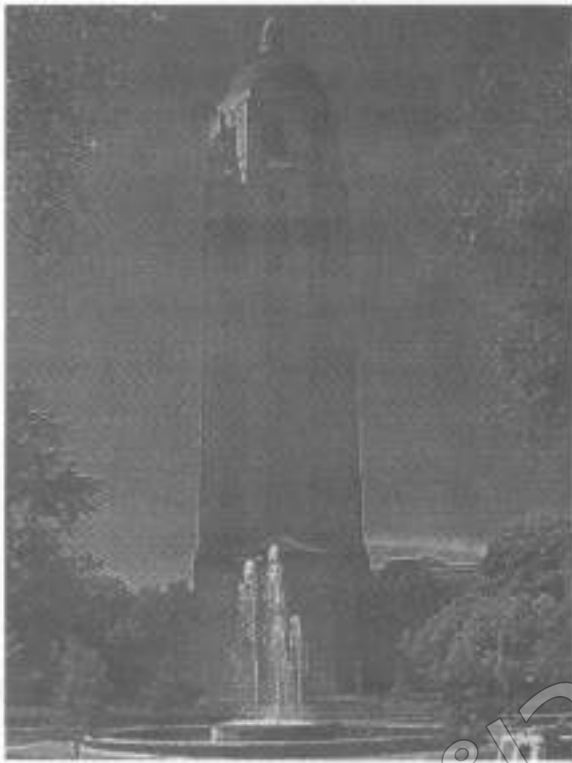


Figure 3 : Hoover Tower (Stanford University, 2001a)

in the size of faculty, the number of its students and alumni, the diversity of its scholarly disciplines, and the magnitude of its endowment, mainly resulted from Hoover's role in the development of the University during his life time. More than anyone except Leland and Jane Stanford themselves, Herbert Hoover helped shape Stanford University into the excellent institution it is today (Nash, 1988, p. ix).

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