



6-2018

MS – 229: Gordon Haaland Personal Papers

G. Ronald Couchman
Gettysburg College

Follow this and additional works at: <https://cupola.gettysburg.edu/findingaidsall>

 Part of the [Higher Education Administration Commons](#), [Psychiatry and Psychology Commons](#), and the [Public History Commons](#)

Share feedback about the accessibility of this item.

Couchman, G. Ronald. "MS – 229: Gordon Haaland Personal Papers" (June 2018). Special Collections and College Archives Finding Aids. Special Collections and College Archives, Musselman Library, Gettysburg College.

This finding aid appears in Gettysburg College's institutional repository by permission of the copyright owner for personal use, not for redistribution. Cupola permanent link: <https://cupola.gettysburg.edu/findingaidsall/189>

This open access finding aid is brought to you by The Cupola: Scholarship at Gettysburg College. It has been accepted for inclusion by an authorized administrator of The Cupola. For more information, please contact cupola@gettysburg.edu.

MS – 229: Gordon Haaland Personal Papers

Description

This collection contains the personal papers of Gordon A. Haaland, produced and acquired during his many years as a college professor and as an administrator at the University of New Hampshire, at the University of Maine at Orono, and at Gettysburg College. What is striking about the material is how Haaland remained true to his academic background in social psychology, remaining current in the field and applying the theories of that discipline to the tasks and challenges that he faced as a college administrator and educational leader. The collection is organized into four series: Series I: Pre-Gettysburg College; Series II: Gettysburg College; Series III: A President's Library; and Series IV: Personal and Family

Special Collections and College Archives Finding Aids are discovery tools used to describe and provide access to our holdings. Finding aids include historical and biographical information about each collection in addition to inventories of their content. More information about our collections can be found on our website

http://www.gettysburg.edu/special_collections/collections/.

Keywords

Gordon Haaland, Gettysburg College, University of New Hampshire, College Administration, Psychology

Disciplines

Educational Administration and Supervision | Higher Education Administration | History | Psychiatry and Psychology | Public History

**Guide to
MS – 229: Gordon Haaland Personal Papers**



**Ronald Couchman
June 2018**

MS – 229: Gordon Haaland Personal Papers

(6 boxes, 5.3 cubic feet)

Inclusive Dates: 1966 – 2007

Bulk Dates: 1975-2004

Processed by: Ronald Couchman

Provenance:

Gift by Gordon Haaland, twelve years after his retirement from the presidency of Gettysburg College

Additional material given to the Office of the President by Suzanne Haaland, Gordon Haaland's second wife, and later included in this collection (October 2018)

Biography

A graduate of Wheaton College, Haaland received his Ph.D. from the State University of New York at Buffalo. He began his academic career in 1965 teaching psychology at the University of New Hampshire, was a visiting professor at the University of Bergen in Norway, and served as Dean of the College of Arts & Sciences at the University of Maine, Orono (1975-79). In 1979, he began his administrative career at the University of New Hampshire as Vice President for Academic Affairs (1979-1983), and later as Interim President (1983) and President (1983-1990). While in New Hampshire, Haaland served on the boards of major state organizations, governmental commissions, national higher education organizations and the largest bank in the state.

During his fourteen years at Gettysburg College, Haaland worked closely with the faculty and the Board of Trustees in a continuous planning process to chart the future of the College by articulating a vision for its future, ensuring its academic and financial integrity, and enhancing the quality of student life. This process included a commission of more than 300 alumni and friends who helped identify a strategic niche for Gettysburg. Haaland spearheaded the effort to build a new residence facility and science complex on campus and lead the combined community/college effort to provide a Performing Arts Center in town. Throughout his career, he remained an active researcher, publishing numerous articles on social psychology, leadership, teamwork, and higher education policy.

Scope and Content Notes:

This collection contains the personal papers of Gordon A. Haaland, produced and acquired during his many years as a college professor and as an administrator at the University of New Hampshire, at the University of Maine at Orono, and at Gettysburg College. What is striking about the material is how Haaland remained true to his academic background in social psychology, remaining current in the field and applying the theories of that discipline to the tasks and challenges that he faced as a college

administrator and educational leader. The collection is organized into four series: Series I: Pre-Gettysburg College; Series II: Gettysburg College; Series III: A President's Library; and Series IV: Personal and Family

Subjects:

Gordon Haaland
Gettysburg College
University of New Hampshire
College Administration
Psychology

Series Description

Series I covers Haaland's professional and administrative activities as Dean of Arts & Sciences at the University of Maine, Orono and as Professor, Vice President for Academic Affairs and later President at the University of New Hampshire (1965 – 1990.) The collection includes copies of some of his formal addresses and notes from other talks and presentation, copies of his publications and research notes recorded during this period, and material revealing Haaland's approach for dealing with controversial issues at both institutions. Of special note is an extensive collection of correspondence of both a formal and personal nature received upon assuming his duties as President at UNH and upon his departure from that institution.

Series II covers the years of Haaland's presidency at Gettysburg College (1990-2004.) The materials describe the administrative initiatives that he undertook, revealing much about his strategic thinking and leadership style. Also, they document Haaland's continued involvement as an educator and researcher.

Series III contains books and published articles that Haaland retained in his professional library through which he gleaned useful and instructive ideas in support of his administrative activities. Topics include strategic thinking, team management, group and organizational theory, and qualities of effective leadership.

Series IV contains personal and family items including photographs with some people of note, poetry, including a poem from his son Paul, family genealogy notations, items specific to his wife Carol, and a collection of music for recorder from beginner's to more advanced.

Box List

Series I: Pre-Gettysburg College

Box 1

- 1-1 Excerpts from the minutes of the Board of Trustees of the University of New Hampshire electing him as President of the university
- 1-2 Recommendations for Haaland to the UNH Presidential Search Committee
- 1-3 News clippings regarding Haaland's selection and inauguration as UNH President
Letters and personal note of congratulation on his selection as president of UNH, (two folders) 150+
- 1-4 Letters, May 1984
- 1-5 Letters, June-November 1984
- 1-6 90 Official messages of congratulations and greetings from other colleges and universities received at his inauguration, some in institutional cases.
- 1-7 Messages of thanks and best wishes received at his departure from the UNH to accept the presidency of Gettysburg College (Three folders) – 70+ notes and letters some very warm and person

Box 2

- 2-1 Binder – Ph.D. Dissertation, State University of New York at Buffalo (Mold now in plastic cover)
- 2-2 Binder - Publications and Papers (Appear to be from the 1960s to early 1970s)
- 2-3 Early Vitas
- 2-4 University of Maine, Orono – news clippings regarding some controversial decisions made as Dean and a few letters of evaluation and support.
- 2-5 Faculty retention or promotion controversies at U of Maine, Orono
- 2-6 Personal papers in connect with his appointment as VP for Academic Affairs at UNH
- 2-7 Material of a more personal nature while serving as the VP for Academic Affairs at UNH, includes a vita, his reflections on the challenges of the position, some statements of salary, other administrative positions considered.
- 2-8 Notes in support of his selection as the Interim president at UNH 1983
- 2-9 Personal, mostly handwritten, notes during his tenure as President of UNH
- 2-10 Compensation
- 2-11 Some controversial issues as president
- 2-12 "In the Space of a Year: A Report from your State University", 1983
- 2-13 "Gordon Haaland Named 16th President of UNH", The New Hampshire Alumnus, Summer 1984
- 2-14 "The Strategic Edge: A Vision for the University of New Hampshire", September 1986
- 2-15 "University of New Hampshire In the Year 2000: A Working Paper", Spring 1988
- 2-16 "The Means to an Education: University of New Hampshire on the Move," New Hampshire Profiles, September 1988

- 2-17 100th Anniversary of the University of New Hampshire; A Century in Durham 1993, "Presidents of the University", news clipping "Surviving UNH presidents to gather"
- 2-18 Two post cards of the UNH President's House
- 2-19 Talks, programs, and Presentations
- 2-20 Research and Publications
- 2-21 Commissioners of Education Conference, October 1980
- 2-22 Alumni News 1983
- 2-23 UNH Annual Reports, 1981-1982
- 2-24 Notes – Talk to Class of 1932
- 2-25 Notes for talks given as VP for Academic Affairs
- 2-26 Meeting with the Concord Alumni, April 1979
- 2-27 Notes for Talk to Alumni Conclave, 1979
- 2-28 Notes for a talk "Organizations and Networking: Systems for the 21st Century"
- 2-29 Notes for a talk Faculty Forum Series "The Role of Scientific Research at UNH" September 27, 1979
- 2-30 Faculty Development Proposal to the Lilly Endowment
- 2-31 Abstract "A Conceptual Model of the Network as Strategy and Structure", Haaland, Irwin, Merenda
- 2-32 Organizational Change as a Function of Budget Cuts
- 2-33 "Organized Consulting in a Comprehensive University" Asset or Liability
- 2- 34 Notes and Draft "Thoughts on the Presidency" 1988
- 2-35 Fun citations at the time of his departure from UNH
- 2-36 Early correspondence regarding the Ole E. Haaland Endowment Fund in Education 1989
- 2-37 "University of the Future: Building Blocks Rearranged", Faculty Lecture April 6, 1984
- 2-38 Miscellaneous Research Ideas
- 2-39 Miscellaneous Material
- 2-40 Publications 1983-1990
- 2-41 Speeches/Addresses 1983-1984
- 2-42 Speeches/Addresses 1985-1986

Box 3

- 3-1 Speeches/Addresses 1987
- 3-2 Speeches/Addresses 1988
- 3-3 Speeches/Addresses 1989-1990

Series II: Gettysburg College

3-4 Presidential search from Haaland's perspective

3-5 Gordon Haaland 12th President of Gettysburg College

3-6 Notes of congratulations and best wishes for new position as President of Gettysburg College

3-7 Transition notes and activity

3-8 Gettysburg Photographs

3-9 Haaland – Administrator/Leader

- Gettysburg Hotel dedication
- 2000/01 Divisional Accomplishments and 2001/02 Divisional Goals
- Enrollment -- Executive Summary for class of 2005
- Fraternity issues – Tau Kappa Epsilon, Sigma Alpha Epsilon
- Some Thoughts on Life in College
- Sabbatical
- “The National Liberal Arts College in the 21st Century: Thoughts for Trustees a Working Paper for AGB”; Gordon Haaland, President Emeritus, Gettysburg College

3-10 Haaland Confidential

FIRO-B – INTERPRETIVE Report for Organizations, prepared for Gordon Haaland, January 3, 2000

KIA – Kirton Adaption-Innovation Inventory, Gordon Haaland, July 2000

3-11 2003 Performance Review

3-12 A,B,C Personal Administrative Notes, Haaland organized himself through the use of lists, unfortunately most of these are undated and not clearly identified with particular projects or activities (three folders)

3-13 Haaland Strategic Thinking

- An Introduction to the Charter and Bylaws
- Interim Reports of Faculty Task Forces, December 31, 1990
- Strategic Thinking at Gettysburg College, February 1995
- Preparing Students for a Changing World: Strategic Thinking at Gettysburg College, undated
- Notes 10 Years Down the Road, undated
- Project Distribution: Phase I&II: 1995-2005
- Celebrating the Future, October 1999 (preparing for a campaign)
- Strategic Action Plan, January 1999
- Strategic Action Plan of Gettysburg College January 1999-December 2003: Assessment of Progress and Accomplishments
- Summary of Faculty Task Force Reports (1990-1991) (Assessment of Progress as of March 2002)

- Commission on the Future – Recommendations of the Task Forces 1998 (Assessment of Progress as of March 2002)
- AGB Roundtable Discussion Presentation on Strategic Planning, April 2002
- Strategic Learning Lunch May 5, 2004 “The Changing Face of Higher Education”
- Strategic Thinking Resources

3-14 Psych 400

Haaland Professional Development/Research

3-15 Easier Than You Think: A Group Work Manual for Students

Ideas for a possible publication?

3-16 “Working With and Through Others”

3-17 Working Together: The Group in American Life”

3-18 “Leadership Without the Baloney: A Sailor’s Guide to Working with and Through Others”

3-19 “Engaging the New Philanthropy”

3-20 Other Group References

3-21 “The Psychologist as College/University President” a presentation and notes for a session at the Conference on Psychologist Managers

3-22 Recognitions

- Outstanding Citizen – Gettysburg-Adams County Area Chamber of Commerce
- Appointment to Pennsylvania Historical and Museum Commission
- Exhibition of Paintings
- Appointed to board of directors Hanover Bancorp Inc.

3-23 Recognitions at Retirement

- A Resolution of the Board of Trustees
- Borough of Gettysburg
- Governor of Pennsylvania – Edward G. Rendell
- Lieutenant Governor – Catherine Baker Knoll
- Commonwealth of Pennsylvania – The House of Representatives
- Lincoln’s Gettysburg Address – a gift from the CPC Presidents

3-24 Personal Correspondence

3-25 Miscellaneous

Box 4

Series III: The President’s Library

4-1 Strategic Thinking Source Material

4-2 Eisenhower’s Leadership qualities

4-3 Group Behavior

4-4 Reserve Readings for his seminar course

“The tactics of strategic opportunism”; Daniel J. Isenberg

“Power and Politics in Organizational Life”; Abraham Zaleznik

“University Governance: Seven Principles to Ensure Reliable Performance”; H. Rosovsky

“Think Informal Networks”; J. P. Kotter

“Heredity and Childhood”; J. P. Kotter

“Power Failure in Management Circuits”; Rosabeth Moss Kanter

“What Manner of Men?”; F. Greenstein

“The Tasks of Leadership”; J. Gardner

“The Antileadership Vaccine”; John W. Gardner

“The Heart of the Matter: Leader-Constituent Interaction”; J. Gardner

“Power”; J. Gardner

“Plato: The Philosopher-Manager; John K. Clemens & Douglas F. Mayer

Leadership: Good, Better, Best”; Bernard M. Bass

“Good Managers Don’t Make Policy Decisions”; H. Edward Wrapp

“The Effective Decision”; Peter F. Drucker

4-5 Teamwork: The New Imperative

4-6 Team Management

4-7 Small Group Resources # 1

4-8 Small Group Resources # 2

4-9 Leadership Resources #1

4-10 Leadership Resources # 2

4-11 Influence, Leadership & Change

4-12 Pluralistic Society

4-13 Social Influence in Group and Organizations

4-14 Behavioral Decision Theory I the College President

4-15 Academics and Athletics

4-16 American Colleges

4-17 Readings in Psychology

4-18 Miscellaneous Readings

4-19 College & University Foundations: Serving America’s Public Higher Education; a

publication of the Association of Governing Boards of Universities and Colleges

containing a dedication to Haaland and others

4-20 Published volumes

- Academically Adrift: Limited Learning on College Campuses; Arum, Richard and Roksa, Josipa; Chicago, 2011

- Bio 2010: Transforming Undergraduate Education for Future Research Biologists; National Research Council, Washington D.C., 2003
- Deep Economy: The Wealth of Communities and the Durable Future; McKibben, Bill; New York, 2008
- Essentials of Myers-Briggs Type Indicator Assessment; Quenk, Naomi L.; New York, 2000
- Good Start: A Guidebook for New Faculty in Liberal Arts Colleges; Gibson, Gerald W.; Bolton, MA, 1992
- The Twilight of Corporate Strategy: A Comparative Ethical Critique; Gilbert, Daniel R. Jr.; New York, 1992

Box 5

Series IV: Personal and Family

5-1 Photographs

- From George and Laura Bush
- With Bill Clinton (2)
- With his mother and David Eisenhower
- With Casper Weinberger
- On the University of New Hampshire campus

5-2 Poetry including a poem by Paul Haaland, "To My Father", July 1988

5-3 Personal/Family items

- Chesapeake Bay Yacht Racing Association Membership card
- Note from Robert Jones with \$10.00 attached as a payoff of a bet
- Father's Day card from son Paul
- Very personal letter from Paul dated 2-8-91
- Notice from Gettysburg Times introducing Paul as a Times reporter
- Father's Day card from Lynn and Paul
- Photograph of Carol at a pool
- Carol and Gordon wedding announcement
- Family composite wedding photos
- Interpretation of high school guidance testing for Gordon 3-25-57
- A memoir from Gordon's grandfather, Godfred M. Hansen
- Genealogy – Godfred Marenus Hansen and Hedvig Jacobine Johansen
- Memorial Service for Bill Hansen, March 27, 1993
- Copies of Haaland's passport
- Naturalization papers for Theodore Johnson

- Two 'Julesange' book (Christmas Songs)
- Note from Karl Rove thanking President Haaland for his hospitality
- Note to Gordon and Carol from David Cowen
- Hand written letter from David Cowan to Gordon and Carol, July 30, 1997

5-4 Carol Haaland

- Diary notes from a friend of Carol regarding wedding plans
- Note to Carol from her mother – September 13, 1972
- News clippings Oyster River High School Girls Tennis Team as state champs 1984 – Coach Carol Haaland
- Introducing Carol Haaland, Gettysburg College Gateway, April 1991
- Article from Gettysburg Times reporting her death, July 27, 2007
- "Remembering Carol Haaland from Gettysburgian, September 6, 2007

Music

- "Recorder for Beginners" Book one; Nash, Grace C.
- "Recorder Ensembles" Book Two; Nash, Grace and Ralph
- "Enjoy Your Recorder"; The Trapp Family Singers (two copies)
- Three file boxes of recorder music stamped 'Personal Music Library, Richard M. Jacobs
- Program Order for Seventh Grade "Medley of Melodies"
- Mimeographed music instruction items
- Small folder of flute music

Book

- Pathfinders of the West: Radisson, La Verendrye, Lewis and Clark; Laut, A. C.; New York, 1904. Inscription-E.J. Purnell

Box 6 (additional material added to the collection, October 2018)

Series II: Gettysburg College (continuation from box 3)

6-1 Documents from and photographs with people of note during the Haaland presidency

6-2 President Gordon A. Haaland at Gettysburg College (scrapbook #1)

6-3 President Gordon A. Haaland at Gettysburg College (scrapbook #2)

6-4 Photograph – Kansai Gaidai New Era Improvement Project, March 12, 1994

6-5 Lincoln Prize scrapbook presented by the Board of Trustees of the Lincoln and Soldier Institute, April 14, 2004

6-6 Leading the Leaders scrapbook

6-7 Appreciation and Good Wishes scrapbook at Haaland's retirement 2004

Removed from the collection

- Life of Andrew Hull Foote: Rear-Admiral United States Navy; Hoppin, James Mason; New York, 1874 – Bookplate Library of Gettysburg College, Accession 48664, gift to Phrena by M. Valentine. Inscribed with his signature

For more information about on subjects covered in this collection:

RG 2.0.13 Office of the President: Gordon A. Haaland (1990-2004)