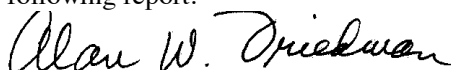


## DOCUMENTS OF THE GENERAL FACULTY

**REPORT OF THE MEMORIAL RESOLUTION COMMITTEE FOR REUBEN R. MCDANIEL JR.**

The special committee of the General Faculty to prepare a memorial resolution for Reuben R. McDaniel Jr., Professor Emeritus, Department of Management, has filed with the secretary of the General Faculty the following report.



Alan W. Friedman, Secretary General Faculty and Faculty Council The University of Texas at Austin  
Arthur J. Thaman and Wilhelmina Doré Thaman Professor of English and Comparative Literature

**IN MEMORIAM  
REUBEN R. MCDANIEL JR.**

Reuben R. McDaniel passed away on February 7, 2016, after an academic career at The University of Texas at Austin that spanned more than forty-five years. He was a big man who touched the University in a variety of ways and significantly impacted students, colleagues, administrators, and friends of the University. We feel honored to have been his colleagues and fortunate to have been his friends.

Reuben received his Ed.D. degree in 1971 from Indiana University with a major in higher education, and came to the University in 1972 during a transition in the College of Business to an emphasis on scholarly research. Feeling unprepared for this environment by his graduate education, Reuben recruited two exceptional Ph.D. students and encouraged them to take courses from the newly hired research active faculty members. They shared with him the materials from these classes, and worked together as a team to become scholars. The students graduated and enjoyed outstanding careers, with both becoming deans of major business schools.

Reuben became a self-taught scholar who understood the importance of thinking like a free person, of asking questions without a societal filter, and the importance of passing his intellectual curiosity on to his students. Scholarship has always advanced by asking questions, and Reuben knew how to ask the surprising question— the one that would make you re-think your most cherished assumptions. He was never content to accept what others thought obvious. He would draw his colleagues into discussions of his own research, but he could also enter into another scholar's project and renovate it from the inside out.

In this dialectic of thought, he found an intellectual friend in chaos theory, which does not deal in things that are predictable, but rather with non-linear things that are complicated. He applied this to organizations with a special emphasis on health care issues. Like the theory that he loved, he himself could be as unpredictable and chaotic. His ability to question everything enabled Reuben to seek wisdom and wisdom always survives.

In his research, as in everything he did, Reuben kept the human factor foremost in his mind. He understood how important it is to the success of a team that the members be free to talk—to connect with each other on any topic. And the aim of his latest research was a health care system that would meet our human needs better. When he was in the hospital, he would remind the caregivers that no one had asked him his preferences before bringing him a meal.

Reuben's intellectual curiosity contributed to his publication of several books and over one hundred research articles. In recognition of his achievements, he held the Charles and Elizabeth Prothro Regents Chair in Health Care Management at the McCombs School of Business.

Drawing on the same intellectual qualities that inspired his research questions, Reuben became one of the best teachers at the University as well. "Do I like students? Hell no, I don't like students." That's what he would say, but the truth is that he cherished his students' humanity and independence. He made no attempt to teach from on high because he wanted his students to learn for themselves. And they did. As a result, he was awarded virtually every distinguished teaching award offered by The McCombs School and by the University, culminating with his recognition as one of the Texas Ten, the Ex Student's Association Most

Influential Professors in 2013.

Reuben's commitment to the students also continued outside of the classroom where he served as an advisor to several student groups. And, he was an enthusiastic fan of Longhorn athletics, particularly the women's basketball and volleyball teams, where his loud voice and thunderous laugh could be heard distinctly among the other cheers. In recognition of this support, the Women's Intercollegiate Athletics Council established the Reuben McDaniel Award given to a deserving non-scholarship student-athlete.

Reuben was also a leader of the faculty and served on numerous committees at the University, the college, and the departmental levels. He chaired the Faculty Council, lightening our spirits with his infectious laugh even on the most solemn occasions. He understood, better than most of us, how silly academic people often look to the outside world, and so he gave us frequent reality checks. He was courageous and would say anything to anybody, but he also knew when to stop wasting words on projects that would go nowhere. At the end of his life he was still engaged in the life of his University—volunteering to advise even the new president of the University, who listened and took his advice.

Reuben knew better than anyone how to be a good friend. We who were lucky enough to have him as a friend found him to be our wisest and funniest friend, and the one who taught us the most about what it is to be a friend. He was also the biggest, and, in his own real body, the best looking, the best athlete. He was the best listener, the best talker, and he had the best laugh.

This memorial resolution was prepared by a special committee consisting of Professors James Dyer (chair), John Butler, and Paul Woodruff.

Distributed to the dean of McCombs School of Business on January 11, 2017, and posted under "Memorial Resolutions" at <https://wikis.utexas.edu/display/facultycouncil/Wiki+Home>.