

CORNELL ALUMNI NEWS

VOL. XVII., No. 25

ITHACA, N. Y., MARCH 18, 1915

SUPPLEMENT

BULLETIN 6

SECRETARY'S OFFICE, A. A. C. U.

- I. Names and Addresses of Officers.
- II. Minutes 43rd Annual Meeting.
- III. Minutes of Adjourned Meeting.
- IV. Report of Retiring Alumni Trustee Beahan.
- V. Report of Retiring Alumni Trustee Place.
- VI. Special Committee on Trustees Reports.
- VII. Certificate of Incorporation and Amendment of Nov. 6, 1914.

I. NAMES AND ADDRESSES OF OFFICERS OF THE ASSOCIATE ALUMNI CORNELL UNIVERSITY, 1914-15.

President—Roger Lewis, 32 Liberty St., New York City.

Vice-President—Warren G. Ogden, 53 State St., Boston, Mass.

Vice-President—Mrs. Clarence A. Martin, Ithaca, N. Y.

Secretary—Willard W. Rowlee, Ithaca, N. Y.

Treasurer—Alfred D. Warner, jr., 1503 14th St. W., Wilmington, Del.

Alumni Recorder—H. Wallace Peters, Ithaca, N. Y.

Board of Directors.

W. W. Rowlee, Ithaca, N. Y.

Bert Houghton, 360 Pearl St., Brooklyn, N. Y.

Roger Lewis, 32 Liberty St., New York City.

F. S. Porter, 600 W. Jackson Blvd., Chicago, Ill.

W. C. Geer, 50 Hawthorne Ave., Akron, O.

C. M. Thorp, 326 Maple Ave., Edgewood Park, Pittsburg, Pa.

J. H. Edwards, 30 Church St., New York City.

S. L. Adler, 811 Wilder Bldg., Rochester, N. Y.

A. D. Warner, jr., 1503 14th St., W. Wilmington, Del.

W. J. Crawford, jr., Cuyahoga Bldg., Cleveland, O.

W. M. Irish, 3144 Passyunk Ave., Philadelphia, Pa.

L. L. Tatum, Care Cutler-Hammer Co., Milwaukee, Wis.

C. G. Wagner, Care State Hospital, Binghamton, N. Y.

W. W. Macon, 711 Ave. J., Brooklyn, N. Y.

W. J. Dugan, 87 Erie Co. Bank Bldg., Buffalo, N. Y.

Nominating Committee.

C. H. Hull, Ithaca, N. Y.

J. C. Nellegar, 39th St., and Stewart Ave., Chicago, Ill.

E. J. Savage, 24 Bowdoin St., Newton Highlands, Mass.

J. P. Harris, 513 Cuyahoga Bldg., Cleveland, O.

D. F. Hoy, Ithaca, N. Y.

H. R. Cox, Y. M. C. A. Bldg., Washington, D. C.

E. C. Zeller, 4320 Washington Ave., St. Louis, Mo.

F. C. Robinson, 3303 Hamilton St., Philadelphia, Pa.

R. C. Edlund, 130 E. 32nd St., New York City.

II. MINUTES OF FORTY-THIRD ANNUAL MEETING OF THE ASSOCIATE ALUMNI OF CORNELL UNIVERSITY IN GOLDWIN SMITH HALL, JUNE 13TH, 1914, AT 10 A. M.

The forty-third annual meeting of the Associate Alumni was called to order by the President, Roger Lewis, '95.

It was moved and carried that the enrollment of alumni attending the various reunions be taken as the roll for this meeting.

Mr. Agate moved and it was carried that the minutes of the last meeting as published in the *Alumni News* be approved and the reading of same be dispensed with.

The roll of clubs and local associations with delegates duly accredited was called by the committee on credentials, and they answered present as follows:

Clubs and Associations Represented by Delegates at the Annual Meeting, June 13, 1914.

Cornell Association of Brooklyn.

Cornell University Association of Chicago.

Cornell University Women's Club of Chicago.

The Cornell Society of Civil Engineers.

Cornell Women's Club of Cleveland.

Cornell Association of Connecticut.

Cornell University Association of Delaware.

Cornell Women's Club of Ithaca.

Cornell Association of Maryland.

Cornell University Association of Michigan.

Cornell University Alumni Association of Milwaukee.

Cornell University Club of New York.

Cornell Women's Club of New York.

Cornell University Alumni Association of Eastern New York.

Northeastern Ohio Cornell Association.

Cornell Club of Western Pennsylvania.

Cornell Alumnae Association of Philadelphia.

Cornell Club of Philadelphia.

Cornell Club of Rochester.

Cornell Club of St. Louis.

Cornell Women of Washington.

Cornell Club of Washington.

Cornell Club of New England.

The Secretary gave an abstract of the Annual Report of the Board of Directors. (For full report see President Schurman's Annual Report 1913-14, App. XVI.)

It was moved and carried that the report of the Board of Directors as given by the Secretary be accepted.

Willard Beahan, '78, made the following report as Retiring Alumni Trustee: (See Part IV of this Bulletin.)

It was moved and carried by a rising vote that the thanks of the meeting be extended to Mr. Beahan, and that his report be accepted and placed on file.

Mr. Place presented the following report as Retiring Alumni Trustee: (See Part V of this Bulletin.)

It was moved and carried by a rising vote that the report of Mr. Place be accepted and placed on file, and that a vote of thanks be extended to him.

The Secretary submitted the Treasurer's report as follows:

47 EQUITABLE BUILDING, BOSTON, MASS.,
JUNE 12th, 1914.

ANNUAL REPORT OF THE TREASURER OF THE ASSOCIATE
ALUMNI OF CORNELL UNIVERSITY FOR THE YEAR END-
ING JUNE 13TH, 1914.

Balance on hand June 14, 1913,		
In Life Membership Fund.....	\$540 00	
In Checking Account	26 15	
	<hr/>	
	\$566 15	
Receipts—August 1st, 1913,		
Interest on Life Membership Fund trans-		
ferred to the checking account.....	\$ 9 45	
	<hr/>	
	\$575 60	\$575 60
Disbursements—From funds held in the		
name of the Associate Alumni.....	\$540 00	
	<hr/>	
	\$ 35 60	
June 12, 1913—Balance held in the name of		
the Associate Alumni.....	\$ 35 60	

The expenses of the year have been paid by the Treasurer of Cornell University from the funds of the Cornellian Council, in accordance with the approval of the Council and authorization for such expenditure given June 13th, 1913. The following bills of the Associate Alumni have been paid:

Stationery, Postage and necessary printing

Dec. 1, 1913—Andrus & Church, Letterheads	\$ 4 25	
Prof. W. W. Rowlee, secretary, stationery		
and stamps.....	10 00	
March 2, 1914—Cornell Co-op Society, Sta-		
tionery.....	1 70	
Cornell Co-op Postage and stamps	11 00	
April 9, 1914—Andrus & Church, Postage		
and stationery.....	10 50	
Professor W. W. Rowlee, Postage and		
express and miscellaneous items.....	5 51	
	<hr/>	
Total.....	\$42 96	\$42 96

Clerical Assistance to the Secretary

Dec. 1, 1913—Miss Anna J. Hancy	\$50 00	
March 2, 1914—Miss Anna J. Hancy.....	21 60	
	<hr/>	
Total.....	\$71 60	

*Expenses Connected with the Arrangements for the Three
Regular Meetings.*

April 2, 1914—Stenographer's services for the		
meeting of the Board of Directors at		
Pittsburg, March 14, 1914.....	\$ 7 00	
W. B. Carhart manifolding report of Pitts-		
burg meeting.....	12 15	
April 24, 1913—Andrus & Church, printing		
1,000 copies of the report of the meeting		
of the Board of Directors at Pittsburg,		
Mar. 14, 1914.....	48 60	
Cornell University Alumni Service De-		
partment, Stationery and Postage on ac-		
count of meeting at Pittsburg, March		
14, 1914	6 60	

May 12, 1914—Alumni Service Department		
supplies, postage and labor in connec-		
tion with Bulletins.....	6 09	
Prof. W. W. Rowlee postage in connec-		
tion with Bulletins.....	5 00	
	<hr/>	
Total.....	\$85 44	\$85 44
Total bills approved to date		\$200 00

Other bills for expenses in connection with recent Bulletins, within the budget approved for the year, have not yet been presented.

On account of the special gift from an alumnus of (\$500) five hundred dollars for the expenses of the Associate Alumni, no budget has been presented to the Cornellian Council, and no request made for an appropriation for the year 1914-15.

Respectfully submitted,
(Signed) RICHARD O. WALTER,

It was moved and carried that the Treasurer's Report be accepted and placed on file.

Mrs. F. V. Coville, '89, for the Committee on Audit reported that the report of the treasurer had been audited by the committee and found correct.

It was moved and carried that the report of the Auditing Committee as submitted by Mrs. Coville be accepted and placed on file.

Ira A. Place, '81, submitted the following report on behalf of the Cornellian Council:—

The Executive Committee begs to submit the following report:

The total number of subscribers, exclusive of 1914 is,....	3,568
The class of 1914	451

Total	4,019
The total amount of annual payments pledged by	
these subscribers, not including 1914, is.....	\$35,685 50
Total 1914 subscriptions	5,775 00

Total	\$41,450 50
Total receipts from June 1, 1913, to June 11, 1914....	\$20,877 28
Total expenses	6,826 51

Balance in the hands of the Treasurer, June 11, 1914 \$14,050 77

The Class of 1904 started a fund at the time of its graduation, which it was expected would equal \$10,000 at the Tenth Reunion. Upon the organization of the Council, soliciting by the class ceased. A report from its Treasurer shows that they have a balance on hand at the present time of \$2,200, and it is the intention to turn this amount into the Alumni Fund at the present Commencement.

The Class of '97, voted its memorial fund, now amounting to \$1,763.05 into the Alumni Fund two years ago, but owing to the death of two of the Trustees, the amount has not yet been turned over. The latest report from the Secretary of the Class, Professor Lauman, and Mr. E. L. Williams, one of the Trustees, states that it is expected to complete the formalities necessary to make the transfer this June.

With these two items and such as may be collected up to June 16th, our total balance should not fall far short of \$20,000, the amount which was appropriated by the Trustees last June.

The total amount of past due subscriptions on June 1st, was about \$25,000.

In view of these facts, the Executive Committee is of the opinion that it would be wise and safe for the Council to recommend to the Board of Trustees that as soon as the net balance amounts to \$20,000, that amount be appropriated to University purposes by adding the whole thereof to the Permanent Alumni Fund, and suggest the following form of resolution for adoption by the Council:

Resolved, That this Council recommends to the Board of Trustees of Cornell University that as soon as the net cash balance to the credit of the Alumni Fund is \$20,000, that amount be added to the permanent endowment of the University, to be kept in the separate fund known as "The Permanent Alumni Fund" and to be invested and kept invested and the net income only received therefrom to be used for University purposes.

At the November meeting of the Board of Trustees of the University a Committee on Business Reorganization was appointed and this Committee engaged the Secretary of the Council as Secretary of the Committee. The Secretary has served the Committee since February, attending its meetings up to and including the meeting in New York City on May 31, 1914. The Committee has allowed to the Secretary for his services \$250, which has been credited to the Alumni Fund and has been charged against his salary and reduces our expenses by that amount.

The total compensation of the Secretary for the year has been \$3,500, the same amount as last year. This has been accomplished by crediting on his salary of \$6,000 income or earnings derived from his engineering work.

The Executive Committee has constantly kept in mind the purposes of the Council as the process of organizing and establishing its work and the desirability and the necessity of reducing the expenses of carrying on the work. It is in pursuance of that policy that the arrangement above indicated with the Secretary with his full co-operation and approval, has been carried out. Under that arrangement, the Secretary has in addition to carrying on the work of the Council, performed professional services, the income of which has been credited in whole or in part, on account of his salary. This arrangement under which the time of the Secretary has to some extent been divided, was an experiment in the beginning. We feel on the whole that it has been justified by the results in reducing expenses. During all this time nominally the salary has remained at \$6,000, notwithstanding the fact above stated that during the last two years it has been actually \$3,600.

The Executive Committee is of the opinion, in which the Secretary concurs, that the time has now come when a more definite step in the direction of placing the work of the Council, so far as expenses are concerned, upon a basis corresponding to its more advanced stage. In the beginning, and practically up to the present time, the work has largely been that of establishing a solid foundation, and a large part of

that work has now been done. Neither the same kind of work, nor the same kind of effort which was necessary in the beginning, will be required in the future.

After a full consideration and an exchange of views between the members of the Executive Committee and the Secretary, it is thought wise that for the coming year a definite lower salary be fixed, and that the present Secretary, giving such time and attention as may be necessary to properly carry on the work of the Council, shall at the same time be at liberty to follow his profession, retaining his earnings therefrom. This will give the Secretary an opportunity to re-establish himself in his professional work, and at the same time during the year, the Council will have the benefit of the Secretary's experience and knowledge in our work. It has not been contemplated either by the Secretary or by the Executive Committee that the work of the Council would require or justify his entire service beyond a period when the work of the Council was placed in a sound condition.

In conformity with these views, the Secretary has suggested that for the coming year his salary be fixed at \$3,000. The Executive Committee recommends an arrangement with the Secretary on this basis for one year.

Your Executive committee feels that in view of the present well organized condition of the work of the Council, the time has come when it is desirable to place increasing dependence upon class and local organizations in soliciting subscriptions for the Alumni Fund. During the organization period it was the mature judgment of your Executive Committee and of the Council that a paid secretary of high ability was essential to the successful establishment of the work. We therefore suggest as a proper subject for discussion at this meeting the general problem of a proper correlation between the work of the office of the Cornellian Council and the various class representatives and local organizations in future solicitation of subscriptions to the Alumni Fund.

All of which is respectfully submitted.

IRA A. PLACE
E. VAIL STEBBINS
EDWARD L. STEVENS
R. E. COULSON.

It was moved and carried that the report of the Cornellian Council be accepted and placed on file.

H. P. DeForest, '84, made the following report for the Association of Class Secretaries:

"The Association of Class Secretaries has just finished their Annual Meeting. Certain matters have been accomplished in the last year which are of interest. One is the publication of a booklet on Class Secretaries and their Duties. This has been prepared and distributed. An Executive Committee has been requested to report on the efficiency of Class Secretaries at the next meeting of this Association. They will go into detail as to what each Secretary is doing and what each Class is doing.

Another matter is that the Association is about to collate and publish an official booklet of Cornell Songs.

The fact is that Cornell Songs are being expurgated, verses are being dropped and there has been no large and complete list of Cornell Songs printed. We want to have available a little booklet of songs which can be sent prepaid to any person who wished them at a nominal price of about \$2 per hundred.

These matters are the only ones that are of special value except the creation of a new committee to be known as the Reunion Committee, to consist of the Vice-Presidents of the Association of Class Secretaries. This will give them something to do and will provide for reunions in a more efficient manner."

It was moved and carried that the report of the President of the Association of Class Secretaries be accepted and placed on file.

Mrs. F. V. Coville, '89, Vice-President, here took the chair by request.

Dr. H. D. Schenck, '82, read the report of the Nominating Committee. (This Report was printed in Bulletin 4, A.A.C.U., part VI.)

It was moved and carried that the report of this committee be accepted and placed on file and that the Secretary be requested to cast one ballot in favor of these nominations.

The Secretary reported having cast a ballot in favor of the nominees for officers, directors and members of the nominating committee, and the nominees were declared duly elected.

H. H. Wing, '81, read the report of the Committee on the Election of Alumni Trustees as follows:

REPORT OF COMMITTEE ON ELECTIONS.

Number of Ballots presented.....	2795
Number of illegal and defective Ballots.....	40
Number of Ballots counted.....	2755
Number of Ballots for two candidates.....	2532
Number for one candidate.....	223
Ira A. Place, Class of 1881 received.....	2691
George J. Tansey, Class of 1888, received.....	2573
Scattering.....	21
Blank.....	2
Total votes.....	5287

C. L. CRANDALL
H. H. WING
B. S. MONROE
FRED A. BARNES.

ITHACA, JUNE 8, 1814.

The chair declared Geo. J. Tansey, '88, and Ira A. Place, '81, duly elected as Alumni Trustees.

Upon motion duly made and carried, it was *resolved* that the By-Laws, Article IV, Section 19, be and hereby is amended to read as follows:

"Section 19. Officers to be ex-officio Directors. All of the officers of the Association enumerated in Section 12, supra, if they are not regularly elected directors, and also the president of the Association of Class Secretaries and the President of the Cornellian Council shall be and become upon their election and acceptance of office, ex-officio members of the Board of Directors, and shall have all the powers and perform all of the duties of directors during their respective terms of office. The presence, vote or other action of the ex-officio directors shall be taken, counted and re-

garded for all purposes as though they were regularly elected members of the Board."

Remarks were made concerning the proposed amendments to the By-Laws and proposed changes in the certificate of incorporation by Messrs. Agate, Thorp, Tuck, DeForest, Tatum and others. Several motions were made and upon motion duly seconded it was voted to lay all pending motions on the table.

It was moved and carried that the proposed amendments should be referred to a committee consisting of Mrs. Beahan, Messrs. Lewis, Agate, Schenck, Whitman and Scheidenhelm to report at a forum or adjourned annual meeting of the Associate Alumni to be held at some date prior to the middle of November, 1914; and that all clubs and associations be invited to propose further amendments.

It was moved and carried that the Board of Directors should be authorized to prepare an amended certificate of incorporation in accordance with the action to be taken at the forum or adjourned annual meeting, and to take such other steps as may be necessary to carry out and effectuate the purposes of the Association.*

On motion the meeting adjourned until some time before the middle of November, 1914, the date to be fixed by the president and secretary.

*NOTE: At the adjourned annual meeting of the Associate Alumni, held November 6th, 1914, this resolution was corrected to read as follows:

Resolved, That the number of directors of this corporation be increased from the number as designated in the Certificate of Incorporation to fifteen and in addition to include its vice-presidents, the president of the Cornellian Council, and the president of the Association of Class Secretaries, and that the directors be and are hereby authorized and directed to sign, acknowledge and file proper amended certificates, pursuant to Section 14 of the Membership Corporations Law, providing that the number of directors shall be such number as the by-laws may provide, and to take any other steps that may be necessary to carry out and effectuate such increase in the number of directors of this corporation.

III. MINUTES OF ADJOURNED MEETING IN GOLDWIN SMITH HALL, NOV. 6, 1914, AT 2 P. M.

This Meeting Being Adjourned from the 43rd Annual Meeting Held in the same Place, June 13, 1914, at 10 A. M.

President Lewis called the meeting to order and explained that it was an adjourned annual meeting, and that the call therefor had been duly published in the Alumni News, and that notices had also been sent out to local clubs and associations qualified to send delegates to the meeting. The roll of individuals present showed that there were forty-one members of the association in attendance.

The roll of local clubs and associations represented by delegates was called, and showed delegates representing twenty-four associations in attendance.

The minutes of the 43rd Annual Meeting were read and approval deferred until later in the meeting.

President Lewis explained that the unfinished business of the meeting was the consideration of amendments to the By-Laws.

F. W. Scheidenhelm, '05, Secretary of the Com-

mittee on Amendments to the By-Laws, submitted the report of the committee.

It was moved by W. W. Rowlee, '88, and duly seconded, to consider the proposed amendments submitted by the committee, section by section.

It was moved by Geo. W. Harris, '73, and duly seconded, to amend Mr. Rowlee's motion to the effect that the meeting proceed to vote on the proposed amendments as a whole. Upon vote, the amendment was carried and was substituted for Mr. Rowlee's original motion.

Mrs. Willard Beahan, '78, acting chairman of the Committee on Amendments to By-Laws in place of President Lewis who was presiding at the meeting of the Board of Directors, and also at this meeting, explained that there was lack of unanimity in the committee, and that the report was agreed upon as a compromise between members of the committee holding different views.

After debate the report of the committee was adopted. (The By-Laws as amended were printed and distributed Nov. 30, 1914.)

N. J. Weldgen, '05, moved to reconsider the vote on Section IV, Article 3 of the By-Laws as amended. This motion was duly seconded and carried.

Mr. Weldgen then moved the substitution of Section IV, as worded in the proposals of the Rochester Club presented at the Annual Meeting in June, and printed in Bulletin No. 4 of the Associate Alumni, for Section IV as adopted at the present meeting. After extended debate, the motion was put and lost. The result of the vote was, by individuals—19 yes, 22 no; by delegates—80 yes, 160 no.

The minutes of the meeting of June 13, 1914, were upon motion of F. W. Scheidenhelm, '05, corrected, and as thus corrected were approved as follows:

Resolved, That the number of directors of this corporation be increased from the number as designated in the Certificate of Incorporation, to fifteen, and in addition to include its vice-presidents, the president of the Cornellian Council, and the president of the Association of Class Secretaries, and that the directors be, and are hereby authorized and directed to sign, acknowledge and file, proper amended certificate, pursuant to Section XIV of the Membership Corporation Law, Providing that the number of directors shall be such number as the By-Laws may provide, and to take any other step as may be necessary to carry out and effectuate such increase in the numbers of directors of this corporation.

Upon motion the meeting adjourned.

W. W. ROWLEE, Secy.

IV. REPORT AS A RETIRING ALUMNI TRUSTEE TO THE ASSOCIATE ALUMNI OF CORNELL UNIVERSITY AT THEIR ANNUAL MEETING IN ITHACA, JUNE 13, 1914.

WILLARD BEAHAN, '78.

In my judgment, Cornell University has outgrown everything in its administration except the vision of its Founder and the spirit of its first President. When Ezra Cornell said,—“I would found an institution

where any person can find instruction in any study,” he had a rare vision for that time of what Cornell is very nearly doing today. Can we ever outgrow such a vision? I was recently told by Hon. Andrew D. White that shortly before Mr. Cornell's death they two were walking over the Campus when Mr. Cornell said to him, “We shall yet see 5,000 students on this hill”. Said Dr. White, “His words really meant, ‘There shall yet be seen 5,000 students here.’” Said he, “I smiled indulgently at the optimism of Mr. Cornell, but it has not only proven true but I have actually seen it in my life-time.”

My ten years of experience on the Board of Trustees as your representative commencing fourteen years ago have taught me more and more respect for the judgment and the broad manhood of our Founder. I believe that our children's children will marvel at his foresight and his wisdom even more than do we.

In our honored first President we have the greatest man of all living educators in America. We older alumni who studied under him and under his direction love him as our intellectual father, and teach to our children and to the foreigners coming here our native language through the matchless English diction of his writings.

The students of some later years revere him no less than do their elders. To see some thousands of students standing sturdily out in the rain to hear him address them on his 80th birthday was a sight I shall never forget. When I later learned that not half of those students could hear a word he said, I felt prouder of Cornellians and felt that to be so revered and respected by a student body was more priceless than rubies or fine gold. Andrew D. White's life and spirit are a benediction upon the life of every boy or girl who ever entered Cornell University. Let us count our blessings each day, and thank God for endowing us with this example of scholarly life today and vouchsafed to us in memory forever in our first President.

I have said that Cornell has outgrown its administration. As this is a Trustee report, I refer of course to the business administration. When I entered Cornell in '74 we had some 500 students. Soon the number dropped to 420—the minimum of our history. We now have 5,000 students. Naturally a larger administrative force is needed. But, in '74 we had Mr. Cornell as President of the Trustees, Dr. White as President of the University, William C. Russell as Vice-President, and Mr. Williams as Treasurer,—four men. Forty years have passed and we have ten times as many students as in '74, and what have we as administrative officers? Mr. Cornell died in the Fall of '74. In a few years Mr. Henry W. Sage succeeded him as President of the Board of Trustees. He took up Mr. Cornell's work and carried his burdens in a way that only the full financial history of the University can disclose. He was our strong, generous friend in time of great need. Since his death there has been no successor in the work or the position. As President of the University Andrew D. White was followed by Charles Kendall Adams, and he by President Schurman who has now served us twenty years. No one succeeded Vice-President Russell, and we have no such officer whatever. Treasurer Williams was suc-

ceeded at his death by his assistant, Mr. E. L. Williams—the present incumbent.

But we have now seen that we had *four* men in administrative positions forty years ago while we have now but *two*. We are undermanned and need more employed men of high grade reporting to the President, and in a proper way responsible to the various committees of the Board of Trustees. And these added men should be each a leader in his line and not leaners on other employed officials or members of Trustee Committees. It is the duty of Trustees broadly familiar with college and business matters to show the President and Treasurer how their duties are to be rearranged. This will be necessary.

The Board of Trustees of Cornell University had from the beginning certain officials of New York State as *ex-officio* members. But the majority of the Board were the men who gave largely to the University at its inception and the men who were the personal friends of Mr. Cornell and his neighbors in Ithaca. The Executive Committee of the Board was constituted by resolution of the Board and was made up of those Trustees living in Ithaca. As the University buildings were put up and the grounds arranged at Mr. Cornell's expense and under his experienced personal supervision, this Executive Committee was then all right and proper. When Mr. Sage followed Mr. Cornell as President of the Board of Trustees the same conditions held. He was as a second Founder, and he, too, was a practical constructor. Since their death we have had no salaried Administrative officer of wide construction knowledge and the responsibility has had no strong, competent support. At the death of Mr. Sage we should have had a Superintendent of Buildings and Grounds. We should have secured a man who had made good in that capacity at some smaller university. He would have been a University technical graduate who had taught classes in a university. He should report to the President and be one of his cabinet. He should also take direct, detailed instructions as to policy and contracts from the chairman of the Building Committee and Grounds Committee. We could not hope to take him from private business in Ithaca, nor train him from our instructing force. He should have charge of the physical property just as the Treasurer should have charge of the financial property of the University.

We have had for some years about \$1,000,000 worth of Buildings constantly under construction. We have three or four times as many buildings to maintain, heat, light, and care for. We have a Campus of eleven hundred acres which includes a magnificent water power lately acquired up Fall Creek and to be developed. No other University can be found in America so badly needing a Superintendent of Buildings and Grounds, but has such a man and considers him absolutely indispensable. The delays to contractors and holding back of building work, together with lack of all reasonable safeguards to one's character, compelled me to resign from the Committee on Buildings and Grounds of the College of Agriculture. To expect the Treasurer and the Building Committee to

get along at all without a competent Superintendent of Buildings and Grounds is unreasonable, causes delays and invites suspicion and criticism.

At a certain time, fixed, as I recall, by the total number of the then graduates, the alumni began to elect trustees. We were all young. We neglected our duties. It repeatedly happened that as the time for filing alumni nominations for Trustees grew short no names were sent in. Through a loyal concern, alumni in Ithaca would secure some one to run. Naturally these candidates for Trustees would live in or near Ithaca, and without opposition, were elected. This was not by design but through our neglect. After a time we had a good many Ithaca trustees. As comment arose the resolution was changed and instead of only Ithaca resident trustees being members of the Executive Committee, anyone who could get to Ithaca for meetings was an Executive Committee member. Now, as a trustee's term expires he, being human, desires re-election.

What we have all called Ithaca domination of the Board of Trustees has arisen then through the indifferent neglect of the Alumni and not through the design of any one. For some years, at trustees' meetings practically a majority at a board meeting live in or were born in Ithaca. It gives a chance for unfortunate criticism which we now hear. Mr. Jay Gould never had over 40% of Western Union Stock to control it; Mr. Harriman placed this controlling ratio at 30%. It has brought about abuses. Having no President of the Board of Trustees, the President of the University leans heavily on the Executive Committee. Having no Superintendent of Buildings and Grounds many building details and contract matters must go to this Committee. Having no cabinet, the President goes to the Executive Committee, and calls them together very often and they give infinite hours to University matters out of their busy lives which Cornell has no right to ask and which reasonable common sense would make unnecessary. In the last two meetings of our Executive Committee preceding our last Board meeting there was just one item out of a total of fifteen items which needed to go beyond any University President's cabinet. Were I an Ithaca Trustee I would rebel.

Again, when the President feels that any policy or any nomination may meet opposition in the Board of Trustees what is more natural than that he bring it up before the Executive Committee in advance of the Board meeting and by gaining their consent get a practical majority of the votes of the Board pledged in advance. Cornell University should not have an administration which would make it harder for me to vote as a Trustee against the President when I live in Ithaca than when I live in Cleveland. I say this is an abuse. The climax of this was reached in the case of a Dean for the College of Civil Engineering nine years ago when the President did not even call the Executive Committee together, but called upon them singly and on that authority employed the man as a Dean, giving out the fact to the Associated Press and the man leased a home here. Of this I was reliably advised by an Alumnus and Trustee living in Ithaca.

An alumni Trustee termed the act indefensible. It could happen again.

Such, and other abuses more flagrant creep in. When the President is on his summer vacation, no employed officer is here but the Treasurer. A few years ago some students from their survey camp protested against drunkenness in their camp of the Professor in charge, sending the protest to the President instead of to the Dean as they should have done. In the President's absence the letter was handed by the Treasurer to the Executive Committee. As they could properly not discipline a member of the instructing staff they held the letter all summer and when in the Fall two Alumni Trustees of the offending college asked the President about it with the request that the paper be sent to the Dean to discipline his subordinate, the President said he had not seen the paper and did not have it. That Professor was kept in full standing for about a year and a half longer, and was finally dismissed after a less grave offense against society, as I was then told. No committee of a Board should have votes enough to rule that Board. When it has it must expect to be found in anomalous positions, do work beyond what is fair and be condemned, in the end, for its pains and labor.

While trustees of Cornell have, through force of circumstances performed too many duties for the University there are other Trustees that do not do enough. We have had Alumni Trustees who, in their five years service, have done nothing save the mere attendance at meetings and thought about University business on that day. Our Board is so large that this is possible. We have in all 41 members of our Board of Trustees. At the University of Wisconsin they have fifteen members and pronounce our Board impossible on account of its size. We should have a Board so small that a drone is impossible upon it.

The spirit of the times is vitally opposed to drones or dummies on Boards of Trustees,—an evil induced by too many men on that Board. The Boston News Bureau the other day said, "The New Haven (Railroad) directorate of 27 or 28 was too large for action of the whole Board with the result that a finance committee or an executive committee which in effect meant one or two directors had to run the corporation.

Now comes the demand for smaller boards of directors and for boards of directors who direct." The Board of Trustees of Cornell is too large. A smaller Board would kill off the drones by putting them at work. The Alumni are most responsible for these drones and dummies, most of whom today are Alumni.

A few years ago we took from the Treasurer much of his initiative in the matter of investments and reinvestments. It is now in the hands of a Trustee Committee of seven. This committee is far too large. It should not retain so much of the executive detail. Our finances have always been handled well by the Treasurer's office. In Mr. E. L. Williams we have a high grade investment man and I know of no one on our Finance Committee, nor, indeed, on our Board of Trustees, whose judgment is better. I am reliably informed that it has taken over a month for our Finance

Committee to get together and pass on a question of such nature that more than a day could not be allowed and retain to that question any pertinence.

We have recently heard not a little of faculty representation on the Board of Trustees. Personally I can see no more reason for this than in Trustee representation on the Faculty. As a Trustee I should object to sitting as a member of the Faculty. Were I a member of the Faculty I think I can see reasons why I should object to sitting in the Board of Trustees as a member. I can see, as we have seen, that at times a Dean may well be called in by the President to a Trustee meeting. I think were I the President that when a Dean felt that if he could present the needs of his college to the Trustees they would take action, I would ask that Dean to come in and plead his own cause. The dictum of an honored and wise Trustee that,—“My word, you will regret this but once”, should end this suggestion.

In the past five years the women graduates of the University have complained about the administration by the Trustees of the University of matters pertaining to Sage College and the question of a Dean of Women. In the ten years that I have served you on the Board not once has Sage College or women student's questions been brought before the Board of Trustees. I do not think, so far as my knowledge goes, that the income from women students in Sage College is rightfully applied. My best information is that the income from Sage College dormitories is covered into the general funds of the University and for that reason the board at Sage College had to be raised in order to operate and repair that building. The income from the Sage College Endowment Fund of \$109,300 is (see Page 16 of the Treasurer's Report of Cornell for fiscal year ending Aug. 1st, 1913) \$5,549.16. The income from the Dormitories of Sage College and Cottage is \$16,095.15 (see Page 20 same report) or a total of \$21,644.31 as the income from Sage College and Cottage. The expenditures for Sage College (see Page 34 same report) were \$11,918.12,—showing a surplus of receipts over expenditures of \$9,726.19. Please notice that apparently no notice is taken of receipts from the dining-room as is done in the report of the Cafeteria of the Agricultural College. It is my distinct understanding that Sage College and Cottage, taking into account both dormitories and dining-room would pay all expenses of material, maintenance and just salaries and leave a surplus without ever raising the rate of board as recently done. I do not understand that the income from Sage College Endowment has ever been used at or for Sage College. These matters have never been spoken of before me as Trustee but my information has been competent. I should like to be corrected if in error. I know that the attitude of the President and the Board of Trustees toward women students has not been in that spirit it would have been had Mr. Cornell or Mr. Sage lived. The Alumnae have a right to complain. Mr. Cornell nor Mr. Sage never meant the education of women here to be a subject for light consideration.

I favor a woman as a full Professor, and I favor a

Dean of Women. The claim that a woman of such high scholastic attainments required as a Professor at Cornell cannot be readily found is insincere. The President of Bryn Mawr—an Alumna of Cornell—tells us she can name to us fifty women of as high a grade as our Cornell Professors. To say to Cornell women graduates of the University, as the President said last winter in New York City, that we will employ a woman as full Professor if the women will pay the salary is childish.

Under date of May 25th, 1914, I received a letter from Hon. Simon L. Adler, of Rochester, N. Y., chairman of a committee of this Association asking that in this report I answer the following six questions. I now quote these questions here in their order, placing the answer after each question.

Ques. 1. "It is asserted that where special bequests or endowments have been received for a particular purpose or department, the appropriation from the General Fund for that department or purpose, and in some cases such special bequests and endowments, have been diverted to purposes other than those for which given and intended. Is there any foundation for such assertions, or for either of them? If there is, have the amounts so withheld or diverted been made up to those departments?"

I submitted this question by letter to Treasurer Williams of the University. His general reply is this:—"There has never, to my knowledge, been one dollar of any special bequest or endowment made to Cornell University or any income from same diverted to purposes other than those for which given and intended." He explains that Mr. Sage gave \$300,000, the income from which must be used only for the purchase of books. At that time and later Professor Fiske was the librarian. He knew that more money given for the buying of books only was unnecessary at the time so he stipulated that the endowment he (Prof. Fiske) left us was, as stated in his Will,—“to be used and expended for the uses and purposes of the Library.” This permits this money to be used for shelving, maintenance, and care of books. All of this fund will soon be needed for this latter purpose. Relative to funds from the Goldwin Smith endowment, I append to this report a printed copy of the final report of the Committee of Trustees furnished by Mr. Williams. The phrase in the Will is “to be used - - - for the promotion *especially* of (naming studies) for which provision has been made in the Hall which bears my name.” The work in Goldwin Smith Hall had been liberally provided for before this bequest. The President seemed to wish that no funds of the University at large be released for general purposes. Some of the Trustees felt that such interpretation made Goldwin Smith not a benefactor at all. I think the Committee acted fairly. I believe no liberal arts man has any just ground for complaint. Those courses have always been favored by the President particularly.

Ques. 2. "Information is desired as to the reasons which lead the Trustees annually to make appropriations in excess of the income of the University."

To this question Treasurer Williams replies:—"At the close of the year 1902-3 the expenses exceeded the income \$72,000. In August, 1913, this deficit was \$164,499." My distinct recollection is that this deficit was started by the expenses incurred through the typhoid fever epidemic. The University has steadily grown faster than its income. In trying to satisfy both the Agricultural College and the Athletic Association we took back lands the latter had graded at a cost of \$40,000 and gave the site to the College of Agriculture. We paid the bill.

Ques. 3. "Information is desired as to how the annual deficit is met. Is the principal of the University's funds being decreased by such deficit?"

To this question Treasurer Williams replies that:—"This deficit has been advanced from investment funds." We need funds for our general endowment. Our friends, notably the alumni, should show greater love for Cornell than for any one of its Colleges.

Ques. 4. "Has the Committee of the Board of which J. H. Edwards is Chairman made its report, and if so what action has been taken? If not, are you able to state what progress has been made?"

No report from the Committee has yet been made to the Board. On referring this question to Mr. Edwards by letter he writes me:—"At a meeting about a week ago we were able to determine some important features. The final work of the Committee will not be concluded until the morning of June 16th when we hope to present to the Board the Committee's recommendation." This Committee succeeded to the duties of the former Committee on Superintendent of Buildings and Grounds and also the Committee on changed Executive Committee. All three were instituted by my motions in the Board of Trustees, and I have been assured by individual members of Mr. Edwards' Committee that results of a constructive character may be expected to follow from the deliberations of this Committee.

Ques. 5. "Request has been made by Civil Engineers among the Alumni for information concerning the probability of receiving a new building and adequate equipment for the College of Civil Engineering."

Some seven or eight years ago it was proposed to use the money then available for buildings in the treasury and the fund then accumulating each year, to build Goldwin Smith Hall. This was to be done to attract students and not so much to provide for students. I objected to this because at that time the College of Civil Engineering was cramped for room. Other Trustees said to me, waive your claim and we shall next have Lincoln Hall enlarged. I waived and still wait. The growing needs of the University in general have swallowed up that then recurring surplus for buildings. We are now expected to go out and get the money for enlarged facilities in the College of Civil Engineering. I may say that my understanding is that Dean Haskell is of the opinion that this is not especially urgent at the present time.

Ques. 6. "The alumni would like to have the sentiment of their Trustees as to the manner in which the alumni can best help the University aside from con-

tributing money, or perhaps in addition to contributions of money."

My personal opinion as Trustee is that at this time the alumni can best help the University by taking a deeper interest in their Alma Mater. Ignorance must be dispelled. Designing men and women of our own number trade upon that ignorance of the alumni and get themselves elected to office by us for their own political, financial, or social advancement. Too many of us seek prominence in Cornell affairs for what we can get out of it. We are not sons and daughters, but barnacles. Any proposed reform at Cornell is promptly damned by these barnacles. Money we must have and it must come largely from the alumni. But *more than money* we now need service, and this service must be forthcoming before the money can be raised. We need to pray earnestly for our Alma Mater and we need to fight as we pray. Ask yourselves this question,—“Would Ezra Cornell feel proud of this Alumni Association and its past work were he here today?”

In conclusion I would respectfully recommend :—

1st. More salaried officials of high grade, reporting to the President and forming a Cabinet to meet subject to his call—weekly, *e. g.* Among these a Superintendent of Buildings and Grounds, a Secretary of the University, such as Yale has now, a Dean of Men and a Dean of Women.

2nd. Committees of the Trustees to fix the policy for their special work which policy shall be carried out by the President or the members of his Cabinet. Each committee to do its own work and delegate details and emergency matters to salaried men.

3rd. No committee shall have so many members that it is given a practical majority, say 30 % of the votes in a Trustee Board meeting. No one but the chairman shall call a meeting of a committee.

4th. An Executive Committee of three members elected by written ballot by the Trustees at a regular Board meeting. It shall not be regional. Not more than one shall reside in Tompkins County, N. Y., and not more than one in the City of Greater New York. It shall be subject to the call of its chairman, only, for either regular or special meetings.

5th. A Superintendent of Buildings and Grounds, reporting to the President but subject to the instructions of the Committees on Buildings and Grounds. He shall be a technical University graduate experienced in his duties and who has been a member of a college faculty so as to insure his being in sympathy with the work of the instructing force.

6th. Restore to the Treasurer that responsibility and initiative he once had in the matter of changes in investments. Make the Finance Committee to consist of three instead of seven members as at present.

7th. Co-education at Cornell is not for discussion, but was established by Mr. Cornell and seconded by Mr. Sage. Whenever it is true that the best person for any certain Cornell professorship shall be a woman that woman is the person for that professorship, and when so elected is therefore a member of the University Faculty regardless of any preference of that Faculty. No other ground is tenable, in my judgment.

8th. I recommend that the office of Dean of Women and the office of Dean of Men be created at once, and that each of these Deans be members of the Faculty and also members of the President's Cabinet to be yet created and all as this exists at other Universities of our country.

In closing this ten years of stewardship to you as a Trustee of our Alma Mater, I do so regretting that I have not done more. I believe that I have put forth an unusual effort in the work, I have done my best. I have shirked no duty and never dodged an issue. I have said what I believed and have voted as I thought. My words have fallen upon dull ears in the Board, and my vote has usually been in a minority or alone. It has been most sad to me to have alumni members of the Board tell me they thought as I did and see them vote as I did not, sadder yet to hear one say,—“I am glad you have the courage,” and see him avoid an issue. Let me quote a current stanza entitled :

THE SUIT THAT'S BUILT FOR YOU.

When the world shall take your measure
Will it be that of a man
Who has helped the world grow better,
Doing just the best he can :
Fearing naught but what dishonors ;
Striving hard to live aright :
Reaching out a hand to others
Who are losing in the fight ?
When the golden rule of action
Measures lives both great and small,
Many pigmies will be giants—
Giants won't be half so tall—
Will a giant or a pigmy
Wear a suit that's built for you?
Cut from cloth that you must furnish
Dyed with every act you do,
Made exactly to your measure,
Guaranteed to be your style,
Showing each defect and wrinkle—
You must wear it, frown or smile.

I want the alumni of Cornell to be more particular whom they put on the Board of Trustees. I want them to select men who will give of themselves and not expect to get for themselves. I know you will do this. I wish I knew *when* you would do it. I had hoped you would have begun ere this. I have been maligned for starting some of these reforms and for furthering others. Conscious that I am right I can wait and work. I believe in the ultimate future of Cornell. I wish I felt that belief in its present and immediate future. That Moses who shall lead us out of bondage and through the wilderness to the promised land will surely have to wait for my generation of Cornell Alumni Trustees to die off. We have been weighed in the balance of our Alma Mater's needs and have been found wanting.

But, “There's a divinity which shapes our ends, rough-hew them as we may.” Some day a body of Cornell Alumni, moved by the vision of its Founder and inspired by this grandest view from any College Campus on this continent will at last rise to heroic stature and be sons worthy of Ezra. Then, in God's good time, song and story shall become history, and :—

“Far above Cayuga's waters with its waves of blue
“Stands our noble Alma Mater, glorious to view.
“Reared against the arch of heaven, looks she proudly down.”

V. REPORT AS A RETIRING ALUMNI TRUSTEE TO THE ASSOCIATE ALUMNI OF CORNELL UNIVERSITY AT THEIR ANNUAL MEETING IN ITHACA, JUNE 13, 1914.

IRA A. PLACE.

To the Associate Alumni of Cornell University :

At the end of my term as Trustee of the University elected by the Alumni, in accordance with custom, I beg to make my report :

I was elected Trustee at the Commencement of 1910 to fill a vacancy for an unexpired term. My stewardship, therefore, covers a period of four years.

I wish in the first place to express my appreciation of the honor conferred upon me by the election for the term during which I have served and by the nomination of a succeeding term. I have not only appreciated the honor and dignity of the position, but the duties of the office have been of the greatest interest to me. The opportunity to do for our *Alma Mater* the little I have been able to do has been a very great pleasure. My only regret is that I have not been able to do still more in her interest.

In making this report I am indebted to your Committee on the Presentation of Alumni Reports by Alumni Trustees. That Committee compiled from the various replies which it received to its inquiries a series of questions which were submitted to me by its Chairman, Mr. Simon L. Adler, in a letter dated May 25, 1914, a copy of which is appended hereto. So far as I am able to do so, I take pleasure in the course of this report in answering these questions either specifically or generally.

It may not be inopportune to call the attention of the Alumni to the Board of Trustees itself ; how the Board is constituted, and the method in which vacancies are filled. The total number of Trustees is forty. Of these, nine, the President of the University, the Governor of New York, the Lieutenant-Governor, the Speaker of the Assembly, the Commissioner of Education, the Commissioner of Agriculture, the President of the State Agricultural Society, the Librarian of Cornell Library and the eldest lineal male descendant of Ezra Cornell, are Trustees ex-officio ; five are appointed by the Governor, subject to confirmation by the Senate ; fifteen are elected by the Board of Trustees ; ten by the Alumni of the University and one is elected by the Executive Committee of the New York State Grange. The term of the Trustees ex-officio, of course, is during their term of office by virtue of which they are Trustees. The term of those appointed by the Governor and of the elective Trustees, except the Trustee elected by the New York State Grange (which is one year) is five years. Four meetings of the full Board are regularly held each year. If necessary, special meetings are held. At these meetings, with the exception of two or three of the Trustees ex-officio, almost the entire Board is present. For such absences as there are there is usually some very good reason. At least one meeting for several years has been held in New York City ; and whether the meetings are held in New York City or in Ithaca

the record of attendance and of the interest shown by the entire Board in the affairs of the University will, I think, compare favorably with that of any similar Board. As to the personnel of this Board : it may be interesting to the Alumni to know that while only ten Trustees of the entire forty are elected directly by the Alumni, at this time twenty-one of the forty are Cornellians, all of whom, save two, are Alumni.

During the four years under discussion some perplexing questions have been presented for the determination of the Board and at all times there are difficulties to be met. Not all of these questions have been solved and not all of these difficulties have been fully met. On the whole, however, it has been a period of encouraging progress.

Among the questions which have originated in regard to general matters may be mentioned the following :

1. *Closer relations between the Board and the Faculty :*

This subject was discussed in the President's report for 1911-12, with certain recommendations favoring the establishment for the various Colleges, with certain exceptions, of councils similar to the Council of the Medical College in New York City ; and also recommending the selection of the Deans of the Faculties by those Faculties. The Medical Council consists of the President of the University, three Trustees elected by the Board, the Dean of the Faculty and two professors elected by that Faculty. This Council meets in New York City monthly, and all the business of the Medical College is considered and acted upon by it. Its action in important matters is subject to the approval of the full Board. The Agricultural College Council in a similar way transacts the business of that College, as to some matters disposing of them finally, and as to others subject to the approval or action of the full Board. The Veterinary College Committee consists of the President and Treasurer of the University, the Director of the College, five State Trustees, the Commissioner of Agriculture and the Grange Trustee. On two of these bodies, therefore, there is Faculty representation. While no general action has been taken by the Board on the recommendations of the President, the underlying idea is being to some extent realized ; and it may be that through these and perhaps similar councils for other Colleges the teaching body and the administrative or business body of the University will be brought closer together. Likewise, while no general change has been made in the manner of selecting Deans of the Colleges, upon the recent vacancy in the College of Arts and Sciences, by special resolution the choice of the Dean of that College was referred to the Faculty of that College with power.

2. *Development and growth of the Agricultural and Veterinary Colleges.*

The development and growth of the Agricultural and Veterinary Colleges and additional buildings and the completion of the plans to meet the requirements of these colleges has gone steadily on. One important matter in connection with this development occurred

when it seemed practically necessary to encroach upon the lands which had theretofore been set aside for athletic purposes and constituting the Alumni Field. This difficulty was happily solved by the allotment of other lands to the west in place of those required for the State buildings, and the assumption by the University of substantially the amount of additional cost of laying out, grading and developing the Alumni Field. We say that the solution was a happy one because while it seemed to meet fully the needs of the State Colleges, the new area devoted to the Alumni Field is much more desirable for athletic purposes.

3. *Living Accommodations.*

Living accommodations for students has been the subject of much consideration by the Board. The buildings required for this purpose have come to be designated as Residential Halls, rather than dormitories, by reason of the desire to get away from the old idea of the barn-like buildings which have been erected for this purpose at various colleges in the past. The idea is that they should be erected in smaller units, accommodating a smaller number of men, each unit having its own dining room and each group being served from a central kitchen. Under authority of the Board, a committee of five Trustees, of which Trustee George C. Boldt was Chairman, has had various plans made and considered in order that whenever the University should have the funds with which to erect these halls, or any of them, the work might be commenced and carried out on a well defined general plan. The location chosen is that west of the Library between West and Stewart Avenues. Since the last meeting of the Board Mr. Boldt has announced the gift from a donor whose name is not given of \$100,000 with which to commence the erection of these halls. It is hoped that other gifts will come to the University for this purpose.

For the women students the erection of Prudence Risley Hall, the gift of Mrs. Russell Sage, has very largely, if not wholly, supplemented the accommodations at Sage College.

4. *Business Administration of the University.*

The general business administration of the University has been the subject of discussion in the Board. It has also been the subject of inquiry by the Alumni, or some of them. A committee, of which Trustee Edwards is Chairman, was appointed on this entire subject last fall. It is understood that that Committee will be prepared to make its report at the meeting of the Trustees next Tuesday. If such report is made and adopted, I suggest that it will be of great interest to all Alumni and that in some way it be sent to the Alumni in general.

5. *Tuition.*

This most important matter was the subject of report made by a Committee, of which Trustee Edwards was Chairman, appointed to make a digest of the income and expenses of student instruction, to report their recommendation as to tuition required to make the income equal running expenses, and to recom-

mend an equitable rate of tuition in the different colleges based on the cost of the different departments. This Committee made a very painstaking investigation and submitted its original report at the meeting of the full Board November 7, 1912. After discussion it was referred back to the Committee for the ascertainment of certain facts other than cost and further report, which was presented at the meeting of the Board held in New York City, January 18, 1913. The important conclusions of the Committee on the whole matter were that the existing rates of tuition in the Colleges of Arts and Law were too low and should be increased from \$100 to \$125; that there should be an additional fee of \$25 in Civil Engineering; that the fee for Mechanical Engineering should be increased from \$20 to \$25—the tuition in each of these courses remaining as they were at \$150—and that the tuition for the Summer Session should be increased from \$30 to \$40.

These recommendations of the Committee were adopted to take effect July 1, 1914, and to include the 1914 Summer session. It is thought that by reason of these adjustments the rates of tuition in the various Colleges are placed on a more nearly equitable basis, and, assuming that there will be the same number of paying students, the income to the University will be quite materially increased.

6. *Benefactions.*

Under this head, while the additions to the endowment and facilities of the University have not been either so numerous or great as could be desired or as are needed, a consideration of what has been received is cause for much satisfaction:

(1) The additions to the State Colleges have already been referred to. One act of the Legislature at its last session should be noted as it is of interest to the entire University; that is, authority to the University to contract for the construction of a drill hall at a cost of not to exceed \$350,000, of which \$50,000 is available at the present time.

(2) The University was enabled to erect Prudence Risley Hall, already referred to, through the gift of \$300,000 from Mrs. Russell Sage and by an additional gift of \$20,000 from former Trustee Emerson McMillin with which to purchase the site for the hall.

(3) The construction of Rand Hall to be used as shops for Sibley, was erected through the gift of \$60,000 by Mrs. Florence O. R. Lang.

(4) An addition to Morse Hall was made through a gift amounting to \$60,300 from Trustee Andrew Carnegie.

(5) A gift was received from Mr. Jacob H. Schiff of New York of \$100,000 for "The Jacob H. Schiff Endowment for Promotion of Studies of German Culture."

(6) The amount received under the will of Goldwin Smith amounted on July 31, 1913 to \$674,789.92.

(7) The University has received during the past year from Col. Oliver H. Payne the sum of \$4,300,000 as an endowment of the Medical College. Inasmuch as Col. Payne has heretofore made up annually the amount required to maintain the Medical College,

substantially the income on that sum, this does not materially increase, but it makes permanent, the income of the University to be devoted to the Medical College. The Medical College was also recently enabled to make a desirable connection with the New York Hospital by a gift to the Hospital made by Mr. George F. Baker. Mr. James Douglass has recently made gifts of nearly \$400,000 to the General Memorial Hospital in New York City, the income of which is to be used for cancer research under the direction and jurisdiction of the Dean and Faculty of the Medical College.

(8) At the meeting of the Trustees at the last Commencement \$20,000 received from Cornellians through the Cornellian Council was added to the permanent endowment of the University, the income only of which is to be used. It is hoped that an equal or greater amount from this source may be added each year. There was also secured through the Cornellian Council a pledge of \$100,000, for the Schoellkopf Memorial on the Athletic Field, the construction of which is now nearing completion.

In addition to the foregoing, numerous other smaller gifts were received, all or most of which were for specific purposes.

Having now given this general resume of what has taken place, I will attempt to answer a little more specifically the questions submitted to me in the letter from Chairman Adler of your Committee :

Question 1. It is asserted that where special bequests or endowments have been received for a particular purpose or department, the trustees have withheld in whole or in part the usual appropriation from the general fund for that department or purpose, and, in some cases, such special bequests and endowments have been diverted to purposes other than those for which given and intended. Is there any foundation for such assertions, or either of them? If there is, have the amounts so withheld or diverted been made up, or will they be made up to those departments and purposes?

Precisely what was in the mind of the framer of these questions is left to conjecture. There are a large number of special funds the amount of which, with any additions during the year and the amount of income received during the year, are fully set forth in the Treasurer's report each year. I understand and am advised that the income of these funds so far as used and so far as they are devoted to a specific purpose, are used strictly for the purpose for which the particular fund was created. I have, therefore, no hesitation in answering in the negative the question as to the second assertion above quoted.

I do not think the question asked as to the first assertion can be answered by either yes or no. A donor or testator may make a gift or a bequest and so strictly limit it to a single specific purpose that the income could not be used for any other purpose even though it might be more than sufficient to fully meet all the requirements of the specific purpose. It would not be reasonable to say that the same appropriations made

from the general funds prior to such gift or bequest should be continued undiminished when they are no longer needed. The income of the \$300,000 donated by Henry W. Sage to endow the library is to be used solely for the purchase of books, and I do not understand that it has been or could be used for any other library purpose. On the other hand, under the will of Willard Fiske while there were several specific bequests ranging from \$5,000 to \$30,000 the income of which was to be used for specific purposes, the income of the residuary estate under his will was "to be used and expended for the uses and purposes of the library of the said University." Professor Fiske was a librarian; he knew that libraries must be cared for and administered as well as added to and increased. It is perfectly clear, however, that he did intend that the library as a whole should be the gainer by his bequest. It would seem that the principle which might properly be applied is, that under this provision the free income from the residuary estate should be devoted to the purchase of books, periodicals and for binding to the extent that may be necessary or required to provide for the reasonable growth of the library in a degree which will correspond to the growth and needs of the University; that being done the balance may be appropriated for other uses and purposes of the library. As a matter of fact, the total budget for the library was \$34,637.50 for the year 1907-08 and has been increased from time to time until it was \$47,814 in 1913-14.

Another illustration is that of the will of Goldwin Smith which contains the following: "All the rest and residue of my estate I give, devise and bequeath to Cornell University in the State of New York, United States of America, to be used by the Board of Trustees for the promotion especially of liberal studies, languages, Ancient and Modern Literature, Philosophy, History and Political Science, for which provision has been made in the New Hall, which bears my name, and to the building of which my wife has contributed." The matter of the use of this income was the subject of careful consideration by the Board after receiving the report of the Committee which went into the matter in detail. Five Goldwin Smith professorships were established, one each in Latin, English Literature, American History, Political Science and English History. The salary attached to these professorships was fixed at \$4,000, substantially an advance of \$500 over those theretofore in force. In addition to this, various other needed increases in salaries were made. A considerable sum was set aside for other purposes in aid of the departments housed in Goldwin Smith Hall. The particular departments specified not only received all the income of the bequest but received special benefit to such extent as seemed to be reasonably required.

Question 2. Information is desired as to the reasons which lead the Trustees annually to make appropriations in excess of the income of the University.

It would not be far from the truth to say that the reasons have been the absolute necessities arising from the conditions in which the University has been placed.

There are many students who have scholarships and pay no tuition. Moreover, tuition when paid does not cover the actual cost of instruction. The result has been not only larger demands on the University, but a larger proportion of expenditure which must be met from the resources of the University itself. This necessity of meeting required and apparently imperative demands for an expenditure which is larger than the income at hand is one of the most heart-breaking difficulties which has to be met by the Board. You have on one hand a department which represents that certain expenditures either for salaries or facilities is absolutely essential to maintain the integrity and usefulness of the department. To meet this and all the other necessary expenditures there is simply not enough to go around. The income has, therefore, been to some extent exceeded in the hope that better days will come, through the loyalty and generosity of the Alumni and other friends.

Question 3. Information is desired as to how the annual deficit is met. Is the principal of the University's funds being decreased by such annual deficits?

The annual deficit has not been met. It is expected to meet it gradually as and when the present relation between income and expenditure shall be reversed. The principal of the University funds has to some extent been decreased by these annual deficits. In 1902-03 the expenses and liabilities incurred exceeded available income of the University by about \$72,000. With two or three exceptions this total deficit has increased each year until on August 1, 1913 it amounted to \$164,499.57.

Considering this deficit in connection with the endowment or capital of the University, the annual income and the expenditures, it is submitted that while any deficit is much to be regretted, it is no cause for alarm. The total investments of the University on May 1, 1914, amounted to \$12,599,706.02. The estimated income for 1914-15 was \$1,086,060. Appropriations recommended amount to \$1,083,747.25, leaving unappropriated a balance of \$2,312.75, so that if expectations are realized there will be no deficit for the coming year.

Question 4. Has the Committee of the Board of which J. H. Edwards is Chairman made its report, and if so what action was taken? If not, are you able to state what progress has been made?

I have already answered this question so far as I am able to do so.

Question 5. Request has been made by civil engineers among the Alumni for information concerning the probability of securing a new building and adequate equipment for the College of Civil Engineering.

I regret that I cannot satisfactorily answer this question. I do not think that the University is able at this time to devote its funds to any new buildings. The hope is that the funds for such a building will be forth-coming from the large army of civil engineers which our *Alma Mater* has sent out to large and gratifying success.

Question 6. The Alumni would like to have the sentiment of their Trustees as to the manner in which

the Alumni can best help the University aside from contributing money, or perhaps in addition to contributions of money.

Aside from the contribution of money, the first great way in which the Alumni can help the University is by giving to it their absolute loyalty. I do not mean by this the loyalty which has been called "offensive college loyalty." The virtue of loving one's *Alma Mater*, "if it be a virtue at all belongs to the negative class; to display it is no merit, though to be without it would be a disgrace." I mean the loyalty at heart; that love of the institution which not only believes in her, what she stands for, her traditions and policies, but the love which leads him generally to feel and always to act upon the presumption that her constituted authorities are true to her traditions and to her policies; that they are doing the best they can and perhaps as well as anyone could do under exacting and difficult circumstances. If in any case that presumption shall in his mind be overcome, that kind of loyalty will not lead him to state as fact in public that which is only rumor and which may not be true; it will lead him to the proper officers of the University, to the President, to the Treasurer, to the Trustees, to ascertain what the precise fact is. Criticize if you must, but, if you must, criticize as one member of a great family. In all things lend a hand to the University.

All of which is respectfully submitted,

IRA A. PLACE,
Alumni Trustee.

June 13, 1914.

VI. REPORT OF SPECIAL COMMITTEE ON TRUSTEES' REPORTS.

The Board of Directors of the Associate Alumni at a meeting held Nov. 6, 1914, took the following action:

Upon motion by Mr. Edwards, it was *Resolved*, that the Alumni Trustees' reports, presented at the June, 1915, meeting, be referred to a committee of three of the board of directors for consideration and that such committee investigate the statements therein, and that the trustees' reports together with the committee's report thereon be published and transmitted to the alumni, if possible before April 1st, 1915, and if satisfactory arrangements can be made covering the expense.

This motion was carried unanimously.

Mr. Place expressed a wish to be recorded as not voting.

Chairman Lewis inquired how such committee was to be selected and on motion it was unanimously voted to have the committee appointed by the chairman.

The Chairman appointed as such Committee:

W. M. Irish, '90, Chairman; C. M. Thorp, '84; Simon L. Adler, '89.

Their report was submitted to the March 5, 1915, meeting and was approved.

To the Board of Directors of the Associate Alumni of Cornell University.

The Committee to whom were referred the two reports of Alumni trustees, submitted to the annual meeting in June, 1914, respectfully report as follows:

It has not been the uniform custom to print alumni trustee reports. To print such reports as the two under consideration, which are of considerable length, and to distribute the same among all the alumni, would involve a large expense, which would not in our opinion be justified. We believe, however, that a limited number should be printed and distributed among the various Cornell organizations and such individuals as called for them, and we would recommend such printing and distribution. We would suggest in this connection that the minutes of the annual meeting be printed along with these reports.

In connection with this recommendation to print these reports, we beg leave to say that we have investigated the statement contained in Mr. Beahan's report from which the inference might be drawn that the income from the fund usually designated as the Sage College fund has been misapplied, and find that Mr. Beahan appears to be mistaken as to the nature of this fund. We find that Henry W. Sage, in 1872, gave to the University \$250,000 upon condition that "*instruction shall be afforded to young women as broad and thorough as that now afforded to young men.*" These quoted and italicized words were his own words and they constitute the sole and only restriction on the use of the fund. There was never any requirement imposed by him to build or maintain a dormitory for women.

If, therefore, Sage College had never been built, or if, being built, it had been insufficiently maintained, and all the income derived from the fund had been used for the purpose of affording instruction, such instruction being afforded to young women as well as young men, the condition of the gift would have been complied with, and no question of the misapplication of the fund could be justly raised. What has been done by the Trustees of the University makes any such criticism even more unjust. They invested a part of the fund in Sage College in order to provide a place of residence for women, evidently feeling that to properly carry out the wishes of the donor such accommodations should be furnished, although the condition of the gift did not require it, and thereby furnishing to young women, in addition to equal facilities for instruction, better accommodations than were furnished to young men.

But because a part of this fund was invested in Sage College it seems to have been inferred that such part of the fund should be unproductive. There would seem to be absolutely no warrant for such an inference,—no reason why Sage College should not produce an income which, along with the income from the portion of the fund not invested in Sage College, may be used for the general or other expenses of the University.

After Sage College was erected an announcement was made setting forth that it was the gift of Henry

W. Sage, that the only condition attached to the gift was that the University should provide and maintain facilities for the education of women as broadly as for men, and that in accordance with this condition the Trustees had thrown open to women all the departments and courses of instruction in the University on the same terms as to men. In thus opening its departments to young women the University fully complied with the condition of the gift. But the furnishing of educational facilities to young women added to the expenses of the University, and there can be no fair criticism of the Trustees for making the whole of the fund of \$250,000 produce an income and using such income towards paying such expenses. If, indeed, they are subject to criticism, it would be that they have not until very recently made Sage College produce as much income as it would have produced.

While your committee is fully aware that a unanimous vote of thanks was extended to both of the Trustees who presented reports last June and that such action expressed the heartfelt appreciation of the individuals who participated in the action, we feel it entirely proper to again remind the alumni of their debt of gratitude to those of their number who give so freely of their time and energy in discharging their arduous duties as Trustees.

Respectfully submitted,

W. M. IRISH
C. M. THORP
S. L. ADLER

VII. CERTIFICATE OF INCORPORATION OF THE ASSOCIATE ALUMNI OF CORNELL UNIVERSITY, 1903.

IN THE MATTER OF THE INCORPORATION
OF
THE ASSOCIATE ALUMNI OF CORNELL
UNIVERSITY.

WHEREAS, The Associate Alumni of Cornell University, being an unincorporated association, organized to promote in every proper way the interests of the University and to foster among the graduates a sentiment of regard for each other and attachment to their alma mater, desires to become incorporated for the same purposes, pursuant to the provisions of Section Five, Article One, of Chapter Forty-three of the General Laws of the State of New York; and

WHEREAS, The members of said association whose residences or post office addresses were known, were duly notified, personally or by mail at least thirty days prior to June 18th, 1902, that at a regular meeting of said association to be held upon June 18th, 1902, at Barnes Hall, on the Campus of Cornell University, in the City of Ithaca, N. Y., a resolution would be presented authorizing its directors to incorporate said Alumni Association for the purpose for which it was organized as aforesaid; and

WHEREAS, At said regular meeting held upon June 18th, 1902, at Barnes Hall, on the Campus of Cornell University in the City of Ithaca, N. Y., by the unanimous vote of all of the members of said association who were present and voting, a resolution was duly passed authorizing the directors of said association, viz: C. F. Wheelock, G. W. Harris, G. S. Tarbell, Mynderse Van Cleef, J. T. Newman, E. W. Huffcut and C. D. Bostwick to incorporate said association under the name of "The Associate Alumni of Cornell University" and for the same purposes for which it was originally organized.

Now, THEREFORE, to fulfill the desire of said association expressed as aforesaid, we, its authorized directors, empowered as aforesaid, do certify as follows, viz:

1. That the subscribers are all members of said association, of full age and are all citizens of the United States and of the State of New York.

2. That the purpose for which said association was organized and the particular object for which the corporation is to be formed was and is to promote in every proper way the interest and to foster among the graduates a sentiment of regard for each other and attachment to their alma mater.

3. That the name of the proposed corporation is "The Associate Alumni of Cornell University."

4. That the territory in which its operations are to be principally conducted is the City of Ithaca, N. Y.

5. That its principal office is to be located in the City of Ithaca, County of Tompkins, New York.

6. That the number of its directors shall be seven.

7. That the names and places of residence of the persons to be its directors until the first annual meeting are:—

C. F. Wheelock, residing at Albany, N. Y.
G. S. Tarbell, residing at Ithaca, N. Y.
G. W. Harris, residing at Ithaca, N. Y.
M. Van Cleef, residing at Ithaca, N. Y.
Jared T. Newman, residing at Ithaca, N. Y.
E. W. Huffcut, residing at Ithaca, N. Y.
C. D. Bostwick, residing at Ithaca, N. Y.

IN WITNESS WHEREOF we have executed this certificate in duplicate this 19th day of May, 1903.

CHAS. F. WHEELOCK,
GEO. S. TARBELL,
GEO. WM. HARRIS,
MYNDERSE VAN CLEEF,
JARED T. NEWMAN,
E. W. HUFFCUT,
CHAS. D. BOSTWICK.

AMENDED CERTIFICATE.

CHANGING NUMBER OF DIRECTORS.

WE, the undersigned, being a majority of the directors of the Associate Alumni of Cornell University, do hereby make, sign and acknowledge this amended certificate, pursuant to the Membership Corporations Law, Section 14, as follows to wit:

That said The Associate Alumni of Cornell University is incorporated by certificate of incorporation made and filed in the office of the Secretary of State on the 15th day of June, 1903, and in the office of the clerk of Tompkins County on the 16th day of June, 1903, under and pursuant to the provisions of Section 5, Article 1, of Chapter 43, of the General Laws of the State of New York, for the following: "to promote in every proper way the interest and to foster among the graduates a sentiment of regard for each other and attachment to their Alma Mater."

That an annual meeting of said corporation was held at Goldwin Smith Hall in the City of Ithaca, County of Tompkins, New York, on the 13th day of June, 1914, and adjourned to some time before the middle of November, 1914, the date to be fixed by the president and secretary; that the president and secretary duly fixed the 6th day of November, 1914, as such date; that accordingly the adjourned annual meeting was held at Goldwin Smith Hall, in the City of Ithaca, County of Tompkins, New York, on the 6th day of November, 1914.

That at said meeting the members of said corporation, by a majority vote of those present, determined to increase the number of its directors from the number as designated in the Certificate of Incorporation to fifteen, and in addition to include its vice-presidents, the president of the Cornellian Council, and the president of the Association of Class Secretaries.

That a certificate of the proceedings of said meeting relative to changing the number of directors, signed and verified by the chairman and secretary thereof, is annexed hereto and is hereby made a part of this certificate.

In witness whereof, we have made, signed and acknowledged this certificate in duplicate.

ROGER LEWIS, residing at New York, N. Y.
IRA A. PLACE, residing at New York, N. Y.
W. W. ROWLEE, residing at Ithaca, N. Y.
W. M. IRISH, residing at Philadelphia, Pa.
J. H. EDWARDS, residing at New York, N. Y.
W. W. MACON, residing at Brooklyn, N. Y.
ALFRED D. WARNER, JR., residing at Wilmington, Del.
BERT HOUGHTON, residing at Brooklyn, N. Y.
CLARK S. NORTHUP, residing at Ithaca, N. Y.
SIMON L. ADLER, residing at Rochester, N. Y.

Dated this 6th day of November, 1914.

