

for its own support but has on the other hand contributed to supplement the state appropriations in a number of important ways. Our deficits have been made up fully.

Our policy with reference to entrance requirements has been the most progressive of any of the state institutions in Virginia. No normal school other than this has yet reached the point of requiring three years of high school work for entrance to its lowest class group. The very large proportion of professional students here and the unusually large proportion of graduates indicates the wisdom of our policy.

This was the first of the higher institutions (so-called) to place especial emphasis on rural life and the training of teachers for rural school work. Few institutions in the U. S. had tried to use the rural public schools for observation and practise-teaching when we initiated the plan here. We had the first supervisor of rural school work connected with any Virginia normal school, and tho all of the schools have since taken up similar work very little progress has been made by any of them beyond our first efforts, ~~and~~ their announcements to the contrary notwithstanding. We have given our students the right rural attitude as largely as any school has done.

This was the first ~~normal school~~ school to turn attention to the importance of teaching the industrial branches to those preparing to teach. Of course there had been courses in drawing and handwork & domestic science, but no school went into this line to anything like so great an extent as this one for several years after we opened and indeed we have kept safely ahead, certainly in home economics work ever since we started. Our school is now recognized thruout the state as the chief school for preparation of teachers in this field.

I shall not bore you with further items of this sort, for you know about these matters as well as I do. Even what I have recited is sufficient to show the policy of this school, and to explain our conception of our duty to the state. We have tried in every way to make ourselves a vital part of the life of our state; and when we have felt at times that our efforts were not properly recognized we have not been discouraged into turning aside from our aim but have pushed steadily ahead until we have achieved a sufficient measure of success to guarantee the permanency of our endeavor.

In ten years we have lived to see many of our dreams come true; we have lived to see many of the things for which we toiled, against adverse opinion on the outside, recognized and appreciated and adopted by the very critics who ^{had} discredited them. In ten years we have seen between five and six hundred of as fine young women as may be found anywhere go out from our walls equipped to render a high type of service to the state ~~which~~ to which they owe allegiance. We have established for ourselves an enviable reputation thruout the length and breadth of our state. A tree is known by its fruits, and our influence has extended from the mountains to the sea, penetrating the loneliest sections of the open country and the congested city districts as well. The splendid classes we are now sending out and their recent farewell programs should make us enthusiastic about our work, it seems to me.

We have lived to see within the past five years an attitude of doubt on the part of a board of trustees completely transformed into an attitude of unstinted ~~and unceasing~~ praise and unceasing confidence. Indications which have but recently come to us cannot fail to confirm this feeling beyond all doubt. No school ranks ahead of ours in the estimation of our Board and they try very hard to be impartial.

We should be very, very proud of what our school has accomplished in its comparatively short life. We should ~~be~~ rejoice in what it has done this past year despite the fearful odds against which we fought. We should be enthusiastic for the future, and we should face our future problems with the courage of hope in every direction.

For ~~all~~ all that we have accomplished you, our faculty, deserve the

I am conscious of the fact that you have found many flaws in me and my conduct of the affairs of the school; but I have always hoped that you would be charitable enough to take for granted that I have acted conscientiously and in good faith as I saw the light. It possibly would not sound just right for me to go on and say that I have tried to do this, and if I have failed it has not been my heart's desire so to do.

Now, no more of this. What I want to do is to ask you if you will not put aside in future those little petty prejudices and misunderstandings that exist between a few of you at times. We cannot do our best work unless all will work together with one spirit. We have had as a rule harmony in our faculty. I have at times noticed some disposition ~~in~~ on the part of some to be at cross-purposes with each other. I think we must remember that ~~among~~ among a number of ~~people~~ people there are always natures that differ considerably from one another. We must both give and take. We must be tolerant. We must put up with things that ~~are~~ ~~always~~ are disagreeable; we must tolerate our co-workers even if perchance they are not congenial. We all have our faults, a proper recognition of which will make us more tolerant of ~~another's~~ other's shortcomings.

~~What~~ The greatest burdens of an administrator's life and work are not those that come from hard work, many and diverse duties, limited funds, and such things. They are those that come from disagreements among members of his faculty--not usually between him and them, but ~~rather~~ usually between one member and another member, or members, or perhaps the joining together of certain members in cliques. These are the little foxes that destroy the fruitful vine in any institution, and these are cares that wear out the administrator and make him sigh for a release from administrative work.

In all my experience I can truthfully say that my own disagreements with members of my working corps have never given me one-tenth of the concern that their disagreements among themselves have caused me. Let me then, in all ~~earnestness~~ earnestness and sincerity, and in a spirit which is purely in your own interest and for the sake of our school, which I know all of us love, put aside ~~it~~ even the appearance of lack of harmony and cooperation among yourselves. The success which our school has attained has been almost entirely due to cooperation, surely cooperation will bless us still, and ~~xxxx~~ if we have this priceless boon in our midst we shall go forth to greater and greater things in the future. We are all good people. We all mean well. We all want to do the right thing. We all want to render the very best service of which we are capable.

Let us then cast aside pettiness. Let us have faith in one another. Let us be loyal to the best that is in us and to one another. Do this for the institution to whose welfare we have consecrated our lives while we are connected with it. I don't ask you to believe me faultless, far from it, but I do ask you to believe in me, to have faith that I am sincerely trying to do the best I can for you and for our school--and this I ask also for you as regards each other. I have heard individuals say "I cannot get along with so-and-so, therefore I am going to ~~quit~~ leave", but that is not courage, that is cowardice, that is not wisdom, it is a confession of weakness. The institution is much greater and more important than any one individual connected with it, remember that. Be big enough to take ~~that~~ the position that you are working for a great

There may be some other school somewhere where there has been on the whole and more continuously greater harmony in the official force, but I have yet to find it, and I do not believe any school is at all times free from discord, or that any school has been more fortunate than ours in this respect.

institution, that its interests are above personal comforts, the great service which we are called to perform is more important than our personal likes and dislikes. And if someone among our fellow-workers appears lacking in courtesy or cooperativeness, if someone is unpleasant to us, even if someone talks about us in a damaging way, let us try to think of the larger factor in our life here, and let us try to overlook ~~these~~ these things and put ourselves out to be pleasant and agreeable, and to cooperate with that individual, and we shall be rewarded. Remember it is for the sake of our school.

For the last eleven years I have had but one aim, namely, to help make this institution the best normal school in Virginia and one of the best in the country. As to how well this has been accomplished, is for others to say. I think at least I may say that we have been richly blessed here. So long as I am connected with the institution this shall continue to be my aim. I have no complaint to make, no fault to find. On the other hand I am so deeply grateful to trustees, faculty members, students, and all who have been and are connected with this school, for all that they have done to support me and cooperate with me, that I cannot find adequate words to express myself.

My purpose now is not to call to attention any unpleasant circumstances, to arouse any curiosity, to start any speculation as to specific cases to which I might be supposed to refer. My sole purpose is to ~~pledge you to the~~ bring this year, ~~to the~~ with this end of a decade of useful service of this school, to a close by leaving with you this admonition to "work together" in accord and harmony, in tolerance and ~~faith~~ mutual faith in one another. I do this now rather than at the beginning of next year, because I want you to take stock now at the end, and open a new account next fall.

I want to ~~pledge you to the~~ tell you how grateful I am to you, how encouraged I think we should be as to the service we have rendered, and how enthusiastic we ought to be for the possibilities of the future; and I want to pledge you each one to a greater, a more genuine, a deeper, and a more efficient cooperation in all things in future. We must have this if we are going to accomplish that whereunto we have set ourselves, that which we all desire so much for our beloved school. Surely whatever comes you will not fail in this, and I have faith in you to believe that you will not take what I have said in anything but the right spirit, that you will not misunderstand my motive, and that you will know that I speak from my heart.