As we are just about to close the first decade of our existence as a school, I hope it will not be inappropriate if I address a few remarks to those who have been associated with me in this work, some for the full ten years, others for almost as long periods, and others for shorter periods.

There is not the shadow of doubt in my mind that we have achieved remarkable success in our work, that this institution has been started, continued, and planned for the future on a wise foundation. In saying this I am not unmindful of our shortcomings of of these places where we have failed. It would be extraordinary indeed, and more than human, had we experienced no lapses in our successful career. However, the successes have so far outnumbered and so far outranked our failures that we are justified in ignoring them, when we take account of our achievement toward permanent progress.

Ten years ago we began our work here with very few more students than the number we are graduating now. When we began there were misgivings and discouragements on every hand, but we were brave enough to push them aside. In the recklessness of our youth we rushed into maintain unexplored fields, and we dared to undertake many things which the older and more experienced and perhaps wiser heads advised and cautioned us ggainst. We have lived to see most of these experiments pan out rich gold. THENTITELY We have been rushing into things ahead of others ever since, and we are still here to tell the tale.

We have never been followers at this institution. We have taken the lead. Often it has so happened that we have a substitution and put into practise by one of our sister schools almost at the very moment when we ourselves were discarding the same plan for something we considered to be an improvement upon it. The fact is so patent as to need little exposition, that so plain that anyone who cares to may read as he runs, the experience of the little to do so simple a thing as to compare catalogs from the different schools, to say nothing of following up current news in the daily papers. We have a saying that imitation is the sincerest flattery, and surely we should object to passing on good things to our neighbors. It is to be regretted, we have a thing as that proper credit for any origination is not infrequently lacking, and that which we have originated is palmed off as original at its last were place of use. But I suppose there is glory enough for us all, and we ought not to object to helping our fellow-laborers when there is no lack of labor for all of us to do.

would not tire you with a recital of the many splendidiyex manuscriff lines of effort which we have initiated at this school.

A mere mention of a few will serve no doubt, thru association, to call to your mind others. The adoption of the quarterly system in Virginia was started at this institution ten years ago. Since that time numerous other institutions have changed to that basis, even the conservative state university. This institution maintained the first year of its existence a full summer quarter of eleven weeks, and it has continuously conducted such a summer session up to the present time. One other normal school has taken up this plan and the coming summer even the state university will follow it.

Our summer school success has been largely due to the directors in charge, our regular porce of officials.

The use of the public schools for training school purposes was a thing undreamdof in Virginia until we announced to the dismay of everybody it seems, the very first year of our school, that we purposed to follow such a plan. Our success has been due to the wisdom, forbearance, and tact, of the unusually skilful supervisors we have had in charge.

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

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, inspitation their announcements to the contrary notwithstanding. We have given our students the right rural stitude as largely as any school has done.

This was the first marmaixmanners 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 handworks 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 through 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 recitted 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 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 ownselves 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 anaxementalizations 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

we should be very, very proud of what our school has accomplished in its comparatively short life. We should me 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.

Form all that we have accomplished you, our faculty, deserve the

chief credit. You have had support but you have done the work.

A weaker corps of workers would have meant a greatly diminshed efficiency and our output would have been smaller and of a lower single standard. We have been fortunate in retaining so many of our faculty for an extended period of service. I believe that this has been largely responsible for our success. Because we have worked together with a common aim in view we have achieved valuable results. If shall continue to co-operate we shall attain even greater results.

results. If shall continue to co-operate we shall attain even greater results.

I hope no one will so far miss my mim present aim as to think that I am boasting of boosting for any ulterior motive. My min we have a right to mention some of our accomplishments; max and I think we have a right to gather encouragement from them. In the second place, I think they have an important bearing on our future.

I hope you will pardon me if I make some personal references at this point. I am not unconscious of my many shortcomings as head of this institution. I perhaps knew discover them more frequently, and understand them better, and deplore them more, than any one else can possibly do. And I have no desire to seek to excuse myself. I trust, however, it may not be altogether poor taste to say that I believe the life of an administrator is little understood by one who has not had khatxkurnen such burdens of responsibility resting upon him. A human being cannot be either omniscient warx or omnipresent; yet at times it appears that folks are disposed *xx to think that even the little president of a normal school should. wetwerty the physical and spiritual worlds, being not only all things to all men but at all places at the same time, wentings friend frequently fails to remember that where they have he has tastitutionxkus connected with their own several department, the head of the institution municipality has a great number of much similar matters coming before him, and it is impossible for him to take as much time and energy for each one as the one who is particularly imbterested in it. Failure to do this is not an indication of lack of interested in a particular department or event, but merely an indication of the fraititexxsfxhmax limitations of human existence. magic

Again, the head of the institution has no such the power that he can coin money, which the such that a coin money, which the such that a coin money, which the such that a coin the such that the desires of his fellow-workers. He must struggle along with what he has, and do the best he can with what he can get. He must frequently suffer in silence because he is misunderstood and yet cannot explain and at the same time retain his dignity and self-respect.

Like all other administrators I suppose. I have seem felt that my co-workers have failed to understand me, have criticized me unjustly thru ignorance of facts, and I have been unable to do anything to correct the situation. I have so fully appreciated when the all that you have done for me, and all the support you have given me in my work, and I have been so thoroly grateful to you for it all, that I have not been able to bring myself to believe that any one of our number in all these ten years has ever been disloyal to me; yet I have been told in at times that such has been the case. There are so many fine things to think about that we must shove side those which are not fine, and I have honestly tried to do this from year to year.

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 have acted conscientiously and in good faith as saw the light. It possibly would not sound just right for me to go on and say that have tried to do this, and if 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 pit 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 tone 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 remembers that inxecomment among a number of preparation 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 invest 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 inexamother's shortcomings.

what we want 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 replease 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 same 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 same truthfully say that my own descript, 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 all 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 wxxx
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 faulthess, 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 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 quitte leave", but that is not courage, that is cowardice, that is not wisdom, it is a confession of weakness. he institution is much greater and more important than any one individual connected with it, remember that. Be big enough to take xhatxpaxition the position that you are working for a great

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 try to overlook analyze 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 may say that we have been richly blessed here. So long as 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 specualtion as to specific cases to which I might be supposed to refer. My sole purpose is to pleasexpanificate with bring this year, taxaxilate 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 stadgaxyouxforxoutressixuous paraties 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 effecient coeperation 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.