

Harrisonburg, Va., March 25, 1913.

Hon. George B. Keezell,
President of the Board of Trustees,
State Normal and Industrial School for Women,
Harrisonburg, Virginia.

Dear Sir:

In accordance with the by-laws of the Board of Trustees I have the honor to make the following report covering the operations of the school for the year ending February 28, 1913, with recommendations for the ensuing year:

STUDENTS

Total Enrolment of different persons since the school opened in September, 1909.....1,352

Enrolment for regular sessions: 1909-1910.....209
1910-1911.....249
1911-1912.....308
Estimated for 1912-1913.....315

Enrolment in Summer Quarters: 1910.....207
1911.....360
1912.....502

Full Graduates: 1910-1911..... 22
1911-1912..... 50

Certificates awarded for partial courses completed:
1910-1911..... 40
1911-1912..... 68

Attention is called to the remarkable increase in the number attending the summer session of the school, there being an increase of 143% in three years. There are thirteen summer normal schools for white teachers in the State and this school has occupied second place for the last two years, being only exceeded in numbers by the University of Virginia. No great increase is anticipated for the coming summer as

it is believed that the ~~limit~~ maximum has been reached until more buildings can be provided for the accommodation of students and classes. The present buildings were taxed last summer far beyond their capacity. I wish again to say that I consider the summer school work to be of the greatest importance and that it should be advanced in every possible way.

Attention is also called to the fact that the enrolment for the present regular session has not increased materially over the last session. The accommodations now provided for regards dormitories and general utilities students, both as ~~xxxxxxx~~ in the boarding department and ~~xxxxxx~~ as regards classrooms and library facilities in the school department, are ~~xxxxxx~~ ~~xxxxxxx~~ sufficient for only 150 students while we have ~~xxxxxx~~ been using them for about twice that number. It being realized that it would be impossible to care for more than the number of students enrolled last session, this year no attempt was made to increase the enrolment but on the other hand the entrance requirements were more strictly enforced with a view to limiting the number to ~~xxxxxxx~~ a total of not more ~~xxxxxxx~~ than last year. Indeed we should have less students than we now have in order to handle them properly. **P** While it is recognized that ~~xxxxxxx~~ a majority of people form their opinions of a school largely by the number of students enrolled, it must be equally ^{recognized} ~~xxxxxxx~~ that to take more than ^{can} be properly cared for with the accommodations the school can provide is to be unjust both to the students and to the school, and hence is bad policy. I would therefore suggest that the Trustees expect no increase in the number of students until further accommodations are available. The strain under which we have been working here ~~xxx~~ can be seen ~~xxxxxxx~~ ⁱⁿ by even so simple a ~~comparison~~ ^{way as}

by comparing the ~~number~~ number of students here and at the other normal schools ^{different} with the material equipment and teaching force at ~~these~~ the schools. ~~It~~ It must be pointed out that this school cannot continue ~~to~~ to hold its present relative position ~~as~~ as regards number of students and work done unless its equipment and teaching force are increased. The other ~~normal~~ normal schools of Virginia with their superior buildings and equipment and their ~~much~~ larger per capita maintenance funds will necessarily force this school into third rank. This statement is ~~not~~ not prompted by any ~~feeling~~ feeling of rivalry between this school and others but simply to apprise the Trustees of the ~~situation~~ situation beforehand so that they may know what to expect.

FACULTY

There have been no changes in the faculty since my last report, except that ~~Miss~~ teacher in the public school, Miss Ida E. Roger has been giving part time to assist in ~~the~~ Primary Education. Prof. Heatwole was furloughed, in accordance with the permission granted by the Board of Trustees, from February first for the remainder of the present year. Miss Harrington, instructor in Kindergarten Education, having an unexpected and unusual opportunity to go to Rome ~~for~~ and make a special study of the Montessori Method of teaching, was granted leave from January 15 to May 1. Miss Mary Thom, a graduate in the kindergarten training course of the class of 1917 ^{arrangement} was secured as a substitute in her place. I trust that this ~~will~~ will be approved by the Board.

BUILDINGS

Only such repairs as ~~xxx~~ have been considered absolutely necessary have been made to the buildings. During the coming year considerable painting and calsomining should be done to keep the buildings in good condition.

During the past year a barn has been erected as provided for by the Board at its last annual meeting. The plans are now ready for bidders for the erection of a President's Residence, ~~xxx~~ an appropriation having been made at the last meeting of the Board for this purpose. It is hoped that this work will soon be gotten under way.

Small additions in the line of equipment have been added from time to time as the funds ~~xxx~~ on hand would permit.

GROUNDS

Practically nothing has been done in the direction of improving the grounds owing to the lack of available funds. Fifty trees have been planted and some cinder walks have been made. A topographical survey has been started for the purpose of making a ~~xxxx~~ plan for ~~xxx~~ future improvements--this at no cost to the school, however.

FINANCES

Appended to this report is a statement of the expenditures and receipts of the school in the ~~xxxx~~ twelve months ending ~~xxxx~~ February 28, 1913. In view of the requirements of the Auditor of Public Accounts, ~~xxxxxxx~~ for our own convenience, and in the direction of simplicity, we have changed the method of bookkeeping employed at the school and now use two ledgers and ~~xxx~~ two sets of warrants and vouchers, one being for amounts drawn from State appropriations and the other for amounts from the funds collected at the school. In this way by looking at the State

ledger at any time it can be readily determined what money has been derived from the State appropriations, and for what the said money has been expended. In like manner the School ledger shows the receipts derived from the boarding department, supply-room, etc., and the manner of disbursement of these funds. The statement herewith presented is ~~made~~ made in two parts, ~~the~~ the items showing the ledger accounts in each ~~department~~ division.

The first part of the annual statement refers entirely to State funds, which are apportioned by the Board in the annual budget each year. An inspection of this statement will show that the amount of expenditures from State funds during the past year has been well within the appropriation for support, indeed the deficit is ~~about~~ ^{about a} ~~few~~ thousand dollars less than it was at the beginning of the year. This deficit ~~has~~ has been carried for two years or more and is one with which the Board is ~~familiar~~ familiar through frequent previous reference.

The second statement shows that the Boarding Department continues to be conducted entirely as a self-supporting system and is without debt. There is, however, practically no ~~xx~~ balance on hand owing to the fact the apparent ~~xx~~ ^{now} balance will be needed to meet bills/overdue, and which should have been paid previous to February 28. The boarding department barely meets expenses, but so long as it actually does meet expenses the condition is satisfactory as it is of course ~~not~~ not the purpose to make it a source of profit.

The amount received for school supplies is apparently ^{an} less than the amount expended but ~~the~~ inventory of the stock on hand would more than offset this difference.

XXXXXXXXXXXXXXXXXXXX

The budget for the year 1913-1914 is also submitted for the approval of the Board. The budget carries an amount of \$2,359.78 more than the ~~XXXXXX~~ State appropriation for maintenance, in accordance with the ~~XXXXXXXXXXXXXXXXXXXX~~ resolution of the Board at the last annual meeting, namely, that this amount be used from the maintenance fund last year to pay for certain building operations and that it be made up to the budget for the present year out of the special appropriation ^{of \$25,000} made by the last Legislature. The annual budget then, as presented, carries ~~there only~~ the amount which has been appropriated by the State for support plus the amount already appropriated by the Board for this purpose.

RECOMMENDATIONS

I. In addition to the recommendations contained in the annual budget for the apportionment of the amount already appropriated for maintenance for the ensuing year, the following recommendations are respectfully made as to the disposition of the special appropriation of \$25,000 made by the last Legislature:

- 1. To Cover Deficit from 1911-1912, as shown by annual financial statement.....\$7,603.54
 - 2. To be added to Support Funds for 1913-1914, as per resolution of Board..... 2,359.78
 - 3. To Build President's Residence, as per resolution of Board.....10,000.00
 - 4. To Cover Bank Discounts, for which account has never been made, from 1909 to date..... 1,842.83
- xxx** \$21,806.15

For the above amount the ^{special} appropriation will necessarily have to be used, the Board having already decided so in all cases except item No. 4 ^{for bank discounts,} which must be allowed for automati-

cally from time to time, and which would have appeared in the deficits reported in previous annual statements but for the fact that they were not reported to me by the Treasurer and were thus overlooked. An itemized statement of this account is attached hereto.

Deducting this amount, namely, \$21,806.15 from the amount of the appropriation, namely, \$25,000, leaves a balance ~~xxxxxxxxxxxx~~ of \$3,193.85 to be apportioned for use. I would recommend the expenditure of this amount as follows:

- 1. To Erect a Temporary Auditorium.....\$2,000.00
 - 2. To Equip the same with chairs..... 300.00
 - 3. For planting and other improvements to the school grounds..... 893.85
- \$3,193.85

The above ~~will~~ use of the ~~xxxx~~ special appropriation will place us entirely ^{free} from debt, and it will give us a President's Residence and a temporary building for use as an ~~xxxxxxxxxxxx~~ auditorium, thereby enabling us to ~~xxx~~ assemble all of our students in one place, and giving us ~~xxx~~ two additional classrooms in the Science Hall, where we now have our assemblies, and which is totally inadequate for the summer session. If later we can make this auditorium available for use during the winter session, it will help to greatly/relieve the congestion in the Science Hall and the embarrassment caused by an insufficient number of classrooms for the instructors employed.

Article XII

III. I would recommend that ~~the XXXX Section~~ (which was amended June 14, 1910) of the By-laws of the Board, be further amended to provide

that ~~the accounts~~ the accounts of the President of the school, of the Secretary of the Board,

and the Treasurer ~~xxx~~ of the Board, be audited as of date

~~the~~ the last day of February and the last day of August of each year, in order that ~~our~~ ^{these} dates may correspond with the dates of the State's fiscal year.

IV. I would recommend that the Board hold a meeting ~~at~~ during the coming fall at which time ~~the~~ may be discussed the needs of the institution and ~~the~~ the requests to be made of the next General Assembly.

II. I would recommend that bids for the erection of the President's residence be advertised for in the usual way at once, the bids to be opened by the Committee April 10, and if a satisfactory bid is obtained, that the contract be let by the ~~Committee~~ ~~in accordance with the appropriation heretofore made.~~

In closing this my fifth annual report to the Board of Trustees I desire to express again my sincere appreciation especially of your uniform consideration and loyal support, and to thank you most sincerely on behalf of my wife and myself for the kindness you have shown us in providing for the erection of a residence. I beg to assure you that I shall endeavor in every way to ~~XXXX~~ administer the affairs of the school in an efficient and economical manner, doing the best I can with the means placed at my disposal.

Respectfully submitted, President

BUDGET FOR THE YEAR ENDING FEB. 28, 1914.

Expenses of Board of Trustees	
Salaries of School Employees.....	\$25,780.69
Grounds, Care and Improvement.....	1,577.88
Stationery, Printing and Advertising Printing	1,163.51
Miscellaneous Office Expenses, Postage, Express, Freight, etc.,.....	534.51
Fuel, Lights, Power, and Water (for School purposes only).....	1,160.46
Equipment, Renewals and Additions.....	2,750.60
Building Repairs.....	974.42
Traveling Expenses of Faculty (for teachers' meetings and school business)....	560.35
Library, Renewals and Additions.....	246.89
Summer Quarter (supplementing outside aid).	1,500.00
Contingent Fund.....	385.28
Expenses of Trustees.....	598.19
Insurance on Buildings and Equipment.....	127.00

\$37,359.78

Annual Appropriation of State for Support.....	\$35,000.00
Special Appropriation made by Board.....	2,359.78

\$37,359.78