

THE INAUGURATION.

[Continued from 35th page.]

tive in its functions. Whatever else such a body may do or fail to do, it can prevent many of the misunderstandings and cross purposes which arise from imperfect information, and can thus contribute to the successful transaction of all business that is possible by preventing attempts at the impossible.

In the second place, we must so use those funds which are at the disposal of the central administration as to make it an object for men in the different departments to cooperate at those points where the absence of such cooperation does most harm.

THE NECESSITY OF CO-ORDINATION.

As far as elementary teaching is concerned, the waste from having the same subject taught in two or more departments may be more apparent than real.

It involves no very great loss to teach elementary chemistry in two independent sets of laboratories, if both laboratories are always kept full of students. The waste comes in thus teaching advanced chemistry where there are relatively few students and where there is much need of specialization. Under such circumstances the existence of separate laboratories tends to prevent proper division of labor. Under such circumstances duplication is a waste and coordination a necessity. If the material appliances for higher education are not the property of any one department, but stand in relation to the university as a whole, the instructors of the different departments tend of their own free will to cooperate with one another in the higher instruction in their several branches. Under proper management, institutions like the Peabody Museum or the Winchester Observatory tend thus to systematize instruction at the point where such an effect is most needed. With a very moderate increase of endowment, properly applied, I believe that the same sort of harmony can be attained in many other lines of instruction. Among the achievements of my predecessor in office, there is none so wide-reaching in its effects as the development of a large university fund which, without threatening the independence of the several departments, can be used to provide means for promoting unity of action where such unity is indispensable.

In the English universities the teaching is in large measure done by the several colleges, while the examinations are, with few exceptions, the affair of the university. It seems probable that the development of Yale in the future may be just the reverse of this; the several colleges taking charge of the examinations and of those more elementary studies whose control naturally connects itself with the control of examinations, while the distinctively teaching appliances come, to a constantly greater extent, into the hands of the university authorities. Under such a system we should have a well-ordered scheme of local government, where each department could make its own rules, prescribe the conditions of entrance and graduation and be subject to the minimum of interference from without; but where at the same time the instruction would be so ordered that students whose course lay under the control of one faculty could yet enjoy to the fullest possible extent the teaching provided by another, and where, as the subject of study became more and more advanced, the distinction of separate faculties or colleges would disappear altogether.

THE RESPONSIBILITY ACCEPTED.

Such are, in brief outline, a few of the problems which we have inherited from the past. It would be indeed a large burden had we not also inherited from that past an inspiration yet larger. Yale's seal bears the motto, "Light and Truth"; Yale's history has been worthy of its signet. Never have there been wanting torch-bearers to take the light from the hands that relinquished it. In this place, hallowed by the deeds of our fathers, all words of formal acceptance of the duties which they have left us are meaningless. It is a God-given trust: may God bless the issue!

On the conclusion of President Hadley's address, Professor George P. Fisher, Dean of the Theological School, and senior Dean of the University, delivered a congratulatory address on behalf of the different Faculties of the University. He spoke as follows:

Prof. Fisher's Address.

The not unwelcome duty is assigned to me, in the name of the Faculties of the University, to congratulate you on your accession to office, and to pledge to you their sympathy and support in the bearing of its burdens. I could not make this address a mere perfunctory task. Memory runs back to the days when your honored father, a scholar than whom, in my judgment, none more gifted has ever held a chair at Yale, was doing his work, and when, under his tuition, you were passing your early years. Not in the spirit of flattery, but sincerely, it may be said that during your own personal connection with the University as an instructor, the lustre of that honored name has not been dimmed. Speaking for your colleagues in the several Faculties, I need not assure you that on this occasion our personal regard mingles with the sense of obligation to hold up the hands of those placed in authority.

We are not sorry that the Corporation has found it practicable and expedient to follow the precedents of the last eighty years and to elect the President from the corps of instructors, who from their acquaintance with the Institution are likely to know better than anybody else what qualities are required in its head. Your associates, let me say, in all the departments, will not fail to accord to the new President that independence of judgment which befits the office. They will not be so unreasonable as to expect him to copy in all respects the example of those who have preceded him in the same station, worthy as they are of admiration and esteem. A President of the United States once announced in his inaugural address—although not in these precise terms—that he should follow in the footsteps of his "illustrious predecessor." But the best kind of following, as all of us understand, is not in doing the very things that others have done before us. Not by imitation, but by inspiration, do we get the most profit from the past. Nor shall we, I trust, make our respect for our chief to depend on his agreement in all points with our own opinions and preferences. If there are people who believe themselves infallible, they certainly have no excuse for judging harshly those to whom they do not ascribe this rare gift. The mortals who never make a misstep are too apt to win this distinction by taking no step at all. It may fairly be expected of a body of educated men that they should recognize good sense in general and a disinterested aim, and bear with dissent from themselves in particular instances of conduct. Suffer me to remark that the Faculties are glad that the reins are to be in the hands of one who is familiar with the system of administration which has so long been established at Yale. A Corporation exercising an attentive supervision, yet committing in the main to the teaching body the function of initiating measures and nominating instructors,—this body, however, being always conscious that its proposals are to pass in review before the Board whose authority rests not upon custom, but upon law: a President who is a member of both bodies and in free intercourse with each, and with a reserved power, seldom exercised, to withhold his sanction from the doings of the Faculty:—such, in brief outline, has been the Yale system. We know that you appreciate the merits of a polity, in which not a spirit of dictation, but a spirit of cooperation, is a marked characteristic, and that you are conscious to what extent the prosperity of this Institution has been owing to it. You are aware, as those less acquainted with our history may not be, that to this partly unwritten constitution is to be largely ascribed the self-sacrifice of so many of the professors at Yale, who have lived and labored, not in the temper of wage-earners, but rather as partners in a great public enterprise. In no other way can we account for the unsurpassed devotion of the few men who constituted the Faculty in the earlier decades of the present century, by whom the fame of the College was carried over the land and across the sea. This temper it is which dignifies the office of professor in any college or university,—a spirit so in contrast with a narrow self-seeking sometimes unhappily displayed by college professors,—which calls to mind Lord Bacon's trenchant characterization of the herd of baser politicians, "never caring in all tempests what becomes of the Ship of State, so that they may save themselves in the cock-boat of their own

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A meeting of the Yale-Andover Club was held Monday evening, October 9, to organize for the present year. The following officers were elected: President, James C. Greenway, 1900; Vice-President, Frederick H. Swift, 1900 S.; Secretary, Charles W. Cady, 1901; Treasurer, William E. Day, 1902. It was decided to hold a smoker later in the year.

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