



## THE NORTHWESTERN DINNER.

### A Further Exposition of Yale Policy —Great Enthusiasm.

Record-breaking Yale alumni dinners seem to be the rule in the West at present. That of the Northwestern Alumni Association held in St. Paul on the evening of January 5, at the Aberdeen Hotel, was marked by probably unprecedented numbers, by unusual enthusiasm and by very hearty endorsement of the ideas and ideals of the new head of the University. This was the sixteenth annual banquet of the Association. The previous announcement that the banquet was to be held in Minneapolis was a mistake. President Hadley was taken to Minneapolis on the Saturday following the dinner, through the courtesy of Mr. Munn, '81 S., and was given a lunch at the Minneapolis Club by the local alumni.

The St. Paul dinner was full of college flavor as well as of all other good things. The President was greeted, as he entered the hall, by the Senior bow, performed by two long lines of Northwestern alumni, who showed that they had not forgotten how to do it. The tables were arranged in the form of a large "U" with a large "Y" enclosed therein. The menu card was of an original design. It was prepared through the efforts of Mr. Noyes and Mr. Halbert of the Banquet Committee. The front cover had a large cog-wheel in the middle, with four smaller cog-wheels running round it in the four corners. The large cog-wheel was the President and the rim was the motto of the University. In the smaller cog-wheels were pictures of all kinds of things that go on in college and go into and out of it. There were several interesting things in this last classification.

The center piece of the back cover was the Miller Memorial Gateway and about this was the Campus motto of the University, "For God, for Country and for Yale." Pictures of the rapid-fire gun of the "Yale," Lieutenant Greenway and Colonel Roosevelt, the Chapel pulpit and Supreme Court, or some other court, surrounded it. The menu itself was illustrated by proper University symbols, including the picture of "red-headed goose eggs," of November 18.

The toastmaster of the evening was the President of the Association, Mr. Charles S. Jelley, '71, whose name the newspapers, in an attempt to conform to the recollections of the dinner, insisted on spelling with an o in place of the first e.

The speech of President Hadley was noticeable for its thoroughness and for the new ground covered as contrasted with his former speeches. In the report given below, that part which referred distinctly to the building plans which he so carefully elaborated at Cleveland, is omitted. In most other respects, the speech is either new or much varied and contains further information and suggestions on some of the main points. The toast was The Yale "Trust" and the sentiment, "The ability to handle such a 'Trust' must be the result of a long process of legal and moral education," quoted from Hadley on "Formation and Control of Trusts."

#### President Hadley's Speech.

President Hadley spoke as follows: Mr. President and gentlemen of the Yale Alumni Association: I thank you, and I thank all here, most heartily for the welcome which you have given.

It is just ten years since I last attended a meeting of this alumni association, and the memory of that meeting

has remained in my mind as perhaps the pleasantest among all the many meetings I have ever attended.

It is a double pleasure now, coming at a time of responsibilities so great that only the sympathy and help I get from my friends everywhere can enable me to bear them and feel them an inspiration instead of a burden; for Yale needs the loyalty of her alumni more perhaps than any other college or university in existence. If she were merely a technical school preparing isolated groups of men to make a living, her need would be a need of money and of appliances rather than of sentiment. But she is something more than this. She prepares men for citizenship, for patriotic and Christian citizenship; makes them men in the very largest sense; and for this we need sentiment and devotion a great deal more than we do anything else.

And we need it more now than ever before; for with the development into a university a larger number of men need to be educated, and, educated as they are in more diverse lines, it is harder to keep the old college traditions intact and more is needed from the alumni in the way of coherent Yale spirit and Yale enthusiasm to make the university of the twentieth century what the college was in the nineteenth for the members that come under its influence.

I shall not spend time in trying to thank the members of this association for what they have done, but shall try at once to deserve your support and your sympathy, which you have thus accorded, by telling you plainly and frankly the various things that Yale is now doing and hopes to do in the future, that you may be of use in the fullest sense and be cooperatives with your sympathy and with your suggestions.

#### THE NEW TREASURER.

Of the events in the immediate past, one of the most important, and indirectly most significant, is the success we have had in filling the office of treasurer. Six months ago, when the secretaryship and the treasurership, which had been held by such devoted men as Dexter and Farnam, were vacant, I felt indeed discouraged. I soon found a secretary. What Anson Phelps Stokes is you know too well for me to consume the time to tell you. It was only three months ago that it was possible to fill the office of treasurer, but it was filled by a man who left the work of one of the most successful private corporations in our part of the country (The Southern New England Telephone Company), a graduate of Yale in the Class of Seventy, who took up the office and who is bringing into it the order and the organization and the progressive spirit which he took into the affairs of every corporation with which he has had anything to do; taking it up at personal sacrifice from a pecuniary standpoint, but as an object of honorable ambition; and I know of no better example for Yale men in the future than to see a man of such splendid business capacity as Morris Tyler leaving a position like that—the headship of The Southern New England Telephone Company—and doing enthusiastically and in the highest degree helpfully the work of the treasurer of the university.

Inasmuch as he took office in the midst of the fiscal year, I suppose the annual report covering the rest of that year will be in the same form as before; so do not be in too much of a hurry for a change there; it will be a year and a half before the Yale treasurer's report shall be made that model of clearness which we ultimately hope to see it. And as Mr. Farnam, the previous incumbent of the treasurer's office, has generously con-

sented to give his invaluable services and suggestions with regard to buildings and building contracts, we are a great deal stronger in that department than ever we were before.

#### THE APPOINTMENT OF CAMP.

Another new development in the administrative department of the university is the appointment of Walter Camp as Treasurer of the Yale Field and Graduate Adviser in Athletics. You probably remember how chaotic before was the administration of college and university athletic enterprises. Something had been done by the organization of the Financial Union of Yale Athletics, which handled all the income; and even then the income was handled by one body (this Financial Union), the expenditures on capital account were made by another body (the Yale Corporation), and the control was exercised more or less effectively by a third (the regular university authorities). Now, owing to the efforts of Mr. Brooks, Mr. Bertron and others, it has been arranged, without any question, that the debt on the Yale Field will all be paid off before the next annual meeting of that corporation. The Field will then be transferred to the President and Fellows of Yale University. Walter Camp will be appointed treasurer of the Yale Field; the managers of the different athletic interests have arranged to place the revenues under the control of a permanently constituted board of which Camp will be a member, which will result in affairs being administered in unity—the student part as well as the Corporation part. Camp himself will give to this matter the whole time which he has hitherto given to the writing of magazine articles of various kinds. He will give the students and the Faculty the benefit of his advice; and we hope his work will turn to much needed reforms.

(President Hadley then described the bicentennial building plans. He expressed the hope that before the year was over there would be a fence like the old fence where the new fence is. Describing the auditorium he said: "It will have a raised stage, a level floor, and removable seats, so that the floor can be used, according to the taste of the individual, either for a game of basketball, a promenade concert, or an annual examination.")

#### YALE AS THE UNIVERSITY LEADER.

Now what are some of the things we may suggest as immediate needs of the University? In the first place, we wish so to organize our work that we shall get a leading place in educational affairs in the United States; so that we shall be looked upon not only as leaders, but as the leaders in the university life of the country. In order to do this we need to get into closer connection with the schools and work in cooperation with them. Hitherto it has been the tendency of our colleges and universities each to pursue its own independent plan. Take the matter of entrance requirements: they have decided what they wanted to do—the universities have decided what they wanted to do. Sometimes those things have been good for the schools, and sometimes they have not. But there has been a policy of isolation.

#### HARVARD'S POSITION.

An exception is to be made with regard to university policy in favor of Harvard, which has systematically planned its work in connection with the schools and has got for itself a position of magnificent leadership of the schools

in eastern Massachusetts. There has been fixed, however, a certain line of development which makes Harvard very powerful there and more powerful than any other university, but which has in a measure restricted it also. It is not the first time that Harvard has had at once the strength and the weakness connected with a definitely local character.

#### YALE'S GREAT AMBITION.

Now, Yale has had a national character always, and it is my hope that in ten or fifteen years Yale may have gained the same position in the school system of the whole nation that Harvard now has in the school system of Eastern Massachusetts. It is not, of course, a thing to be done in a day or in a week. It is a thing that can only be done by careful judgment and management. It will not be altogether easy to persuade the different faculties of the university, and members of the different academies and high-schools, private and public, to work in harmony; but I believe there is a cordial wish that something of that kind may be done, and if it can be done it means unbounded greatness for Yale; for the size of a university is not to be measured by the number of students on its annual catalogue, it is not to be measured by the number of people who put their names in a particular book, but the greatness of a university is to be measured by the extent of country and the kind of people that look up to it for leadership in matters educational. If we can put Yale in a position where the high school men and the teachers of academies and endowed schools throughout the country will ask as the first question in matters of educational policy, "What does Yale think about it?" we shall have done more in the way of real leadership than if we had padded out our catalogue by the inclusion of a thousand members of summer schools.

#### PRESIDENT ELIOT'S WORK.

I do not wish in any of these remarks to seem to reflect on Harvard in the least. It would be idle for any Yale man to deny that President Eliot has done magnificent work there during the period of his administration; it is an example to us and a standard to us—but not as some people think, a standard for us to come up to—it is a standard for us to begin at and go beyond if we can.

So much for the relation to the schools. Of course it is impossible to do more than to indicate the direction of the possibilities. No man, if he expects to carry through a delicate negotiation begins by telling exactly what he intends to do, because it may turn out a different way. But the general aim and goal is easy enough to give.

#### THE RELATION OF DEPARTMENTS.

In the second place, in regard to the relation of the different departments to one another. There has been in the past a good deal of isolation. There has not been so much duplication of plan as you might think. The waste has been that where there was one man in one department that was good for one thing and another man in another department that was good for another thing, the students of the first department, whose bent was toward the second, did not have an opportunity to go to the man who could do them the most good. It was not a duplication, it was a wrong and unnecessary diversion.

There is now a spirit manifested which looks to a remodeling of different

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