June 24, 1896.

My dear Dr. Harper:

So much of interest occurred in the one day of my stay at Des Moines, that it seems best to give you a somewhat detailed report. I reached there Tuesday morning, went directly after breakfast to the opening of the trustees' meeting and was at work either in the sessions or during the recesses until midnight, when I left to take the train in return.

At the morning session, after the usual routine business, the first important matter was the reading of the President's report. It was referred to a committee of five, of which I was a member. The report of the treasurer, and particularly those items which concerned the relation of Des Moines to the Education Society, went to another committee, which had not reported when I left. I append a copy of the Digest of the Treasurer's Report, although you probably have one already. I took the manuscript of that portion of the President's report which refers to affiliation with me to the hotel at the lunch hour and had the appended copy made. It is worth your reading.

After talking with President Stetson during the recess on some points in the report, without thinking it worth while in the brief time to raise others, with reference to which I should have much to say, I drafted the following resolution, which I intended to present in committee and, if possible,
June 5, 1928

The report of the committee on

be much of interest occurring in the

gap of my trip of last November, and if it seems good to give

a summary of my findings in the form of a report. I therefore have the honor of

men, therefore, after presentation of the opening of the assembly

meeting and one of the interest in the assembly of the matter,

assembly until midnight. When I fall to take the floor to

pursue.

At the morning session, after the report of the chairman, a

the first important matter was the reading of the President's

report. I was elected to a committee of five members, and

one of the committee, the report of the proceedings and the

speeches from other committees, reports of the committee, which had not

spoken. When I came, I found I had a copy of the speech of the

chairman's report, although you properly have one already. I

referred to a committee of the President, and I refer

to the committee of the President, and I refer to your

attention to the President, which is the order of the following:

Amendments made. Take your report.

After that, I have drawn attention to some

some points in the report, which is, in the main, a

the final points to taken care of. I will refer to the

I would have much to say if I referred the following:

which I intend to present in committee and to present.
have reported to the board. When the time allotted to the committee had expired the subject of affiliation had been reached. After the other recommendations of our committee had been acted upon in the afternoon, I was asked to report on the subject of affiliation and I presented the following draft, saying, with reference to it, in substance, first, that President Stetson, apparently, had some alleged facts which had not come to my knowledge and which I desired to investigate further. Second, that so far as our information was given, I was perfectly sure that the necessary adjustments could be made without any difficulty by the two faculties or their representatives. You will see at a glance, I think, why I expressed myself as I did in the following:

Resolved: That this board recognizes that affiliation is yet in its experimental stage. We appreciate its great advantages to the college. We realize, on the other hand, that its application has, thus far, been attended with serious embarrassments. We believe that the disadvantages may be gradually removed by consultation and more specific agreement between the President of the College and the President of the University. We are also assured that the University authorities are entirely in accord with the spirit of the recommendations of President Stetson. Therefore:

Resolved: 1st. That the office of Des Moines College Examiner be abolished and these duties attach to the office of President.
have no longer to bear. When the time arrived to
committee may consider the subject of recommendation and
happy. After the other recommendation of the committee
and so was no need upon the afternoon I went home to report
as the subject of recommendation and I believed the following
grant nothing with reference to it, to my surprise, I
preparation especially supplementary, and some allowable facts with
had not been to my knowledge and which I post to know or
figure further, so much that to take up any information we
showed I was thankful some other the necessary information
impossible to make without any difficulty of the two together.
with complete satisfaction. You will see a picture, I think,
why I express myself as I did in the following:

Moreover that the Board recognizes that the

is yet in the experimental stage. We anticipate the year to
arranged in the college. We believe on the other hand, that
the application for the last four years attended with caution
transferred from the college and the Department of the
university. We see also reasons that the university should
their own authority in accordance with the spirit of the dean.

conclusion of President Patterson. President

Rescinded: for the article of the Witten College
examiners to apply for and receive further notice to the college

of President.
2d. That the recommendations of changes in affiliation be endorsed and that the President be authorized to consult with the University with view to agreement upon the modifications suggested.

Above was accepted by the committee and then adopted by the board unanimously and without discussion.

The next item of importance was an action to this effect: Resolved: that the number of this board shall be reduced from 45 to 24.

According to the charter, or by laws, it is necessary for notice of such action to be given one year. This action is in the necessary form for that purpose. The members of the board present have a distinct perception of the necessity of reorganization and they stated repeatedly and with considerable force, that it would be wise to add to the board several Des Moines business men of the highest standing, whether they could be obtained within the Baptist denomination or not. The action, together with the remarks upon it, indicated to me that the beginning of a more intelligent and systematic policy is already at hand.

In the same direction was a vote, moved by Pres. Stetson, at my suggestion, in these words:

Resolved: that after contracts with teachers for the year 1896-7 expire, no further appropriations be made in excess of assured income for the year in which payment will be due.

President Stetson's report contained, first, a recommen-
dation that the Academy be discontinued and, a little later, 
a recommendation that a fourth year be added to the course in 
the Academy. I did not think it best to ask for an explana-
tion of the inconsistency, but the members of the board seemed 
as unwilling to consider retrenchment at that end as at the 
college end of the curriculum. All, however, joined in the 
admission that there must be a consistent adherance to the 
principle of spending only what is received from income. This 
form of the vote was approved because it would give a com-
mittee to be appointed on the subject a year in which to de-
cide where the retrenchment can, on the whole, be most wise-
ly made. Inasmuch as there is evident movement along the 
line of co-operation, if not consolidation, between Pella and 
Des Moines, it was thought wise not to try to outline a pol-
icy abruptly, for the action taken might interfere with the 
evident progress of events toward such understanding between 
the two institutions. This evidently meant, however, that the 
board is ready to use the pruning-knife as soon as contracts 
already made with instructors leave opportunity to do so.

The next matter, of considerable delicacy, is with 
reference to President Stetson himself. His report contained 
a guarded statement with reference to his willingness to 
withdraw from the college whenever it seemed, on the whole, 
best. It was in such form, however, that it could not be 
understood as having immediate bearing without placing him in 
the situation of being invited to resign. I found, in talking 
with different members of the board that a great deal of bad
blood was likely to be stirred up by the men who have decided that a change ought to be made. My estimate is that the judgement of every member of the board is to the effect that President Stetson has completed his work at Des Moines. The sympathies of a large proportion of the board, however, call for forbearance toward him even at the expense of the interest of the college, unless some way can be found to provide for his departure in a thoroughly kindly and friendly manner. As the members of the board talked the situation over with me between sessions, I could discover that a storm was brewing between the more business-like and the more sympathetic elements. Before the evening session, therefore, I had a talk with Pres. Stetson and ventured to express to him, as a friend, my own view about the situation and the action which I should take personally, if I were in his place and saw the situation as it now looks to me from the outside. He at once went into the meeting and made, almost word for word, the statement which I had suggested to him. As nearly as I can recall it, it was this:

During the whole of my connection with Des Moines College, the one aim which has been of chief importance in my mind has been the ultimate unification of Baptist educational interests in the state of Iowa. It seems to me from various recent indications that such unification, in a friendly spirit and under a wise policy, is more nearly possible today than ever before. It may be that, personally, I am so identified, in the eyes of the friends of other institutions, with
I can honestly say that a careful and sincere approach between the more business-like and the more sympathetic ingredients. To strike with firmness and courage to express to him the fact that we have not yet the situation that we want, I would take the opportunity to write in the place and see the attention in it, we look to come from the outside. It goes beyond our imagination and make, sincere enough the statement which I am required to make. We have not, in great part, it may be, to write.

Failing the scope of a connection with the honest of the lower on a one who with a common of great importance to the State of Town, the State of Town, in the name of Town, to become of great influence to our advantage.

Recent indications about material are as follows: Today, spirit and manner of wise, politics to more county be presented below. After that, every chapter, if nasal to our practical, in the nature of other information with...
Des Moines College that I cannot work longer in connection with the college for this co-operation, since it may seem that I am simply working for my own private interest. I have, therefore come to the conclusion that, so soon as this board can find a man who can take my place and carry on this work for the college and for unification to better advantage than I can, the board may consider my resignation in its hands.

This was the signal for remarks by some of Mr. Stetson's friends, which grew warmer and warmer and which contained such words as treachery, underhanded scheming, etc. etc. After the debate had become dangerously warm, I asked for the privilege of making a statement. My remarks were in this line: 1st. There is no such difference of opinion between Pres. Stetson or any of his friends and other members of the board as might appear from certain of the considerations which have just been urged. Both Pres. Stetson and all the members of the board here present are at one in desiring to act simply and solely for the best interests of the college in the future. This is certainly demonstrated on Pres. Stetson's part by the loyal and self-sacrificing statement which he has just made. 2d. Neither Mr. Stetson for himself, nor the board for the college has a distinct plan with reference to the immediate future. Mr. Stetson offers to serve the college by withdrawal, not knowing what his next work will be; if on the other hand his place becomes vacant, no member of the board is sure about the proper man to take his
The above letter is written by one of the college's students, expressing their appreciation for the work done by the college. They state that the college has provided them with an excellent opportunity to learn and grow. They also mention that the college has helped them develop their skills and knowledge in various areas.

The letter then goes on to mention some of the specific contributions made by the college, such as providing resources and support for students. The writer expresses their gratitude for the college's efforts and encourages others to continue supporting the college's mission.

In conclusion, the writer emphasizes the importance of the college and its role in the community. They conclude by thanking the college for their support and expressing their hope for continued success in the future.
place. Under these circumstances, is it not wiser and better for all that Mr. Stetson and the board shall work harmoniously and cordially with each other and for each other, in attempting to make the wisest provision for the future of each. Should not the college help both itself and Pres. Stetson and receive his help in taking such action as will make his own work in the future more secure and at the same time use his assistance, so long as possible, in its own service. In accordance with these suggestions if offer, therefore, the following, which I hope it will seem wise, to all shades of view in the board, to adopt:

Resolved: that in view of the long and important services of Pres. Stetson to Des Moines College, and view of his present relations to the work and plans of the college, this board cannot consent to immediate termination of his official relations. We recall the prolonged and successful labors of Pres. Stetson for the college, and we feel that it is due to him and to the college to request that he allow this board to defer action on his resignation until a more favorable time for its acceptance shall arrive.

I had previously secured assurances from enough of the more aggressive wing of the board to make it sure that this arrangement would be accepted by both parties. I explained that it simply meant that Dr. Stetson would be free in a month or two months or six months or a year as the case might be, to call for the acceptance of his resignation, but that it avoided any appearance of an attempt to pass a vote re-
...
questing his resignation. Mr. Parsons at once moved the adoption of the resolution and Mr. Lovette seconded it. Then each member present spoke upon the resolution, chiefly in the line of personal commendation of Pres. Stetson, but all indicating that the contemplated severance of relations in the way outlined would be wise for both President and college. The resolutions then passed unanimously.

I realized all the time that this action was simply solving one problem by creating another. There is no visible means of support for Pres. Stetson during the remainder of his stay at Des Moines. I had discussed with different men the desirability of placing a financial agent in the field at once and the probability that the education society would appropriate $1500 for his services. The best informed men in the board, from all parts of the state, said to me, without consulting each other that in their opinion, an attempt by means of a financial agent, to canvass the state of Iowa any time during the next six months, would not only be unsuccessful but it would create positive hindrances to the later success of such work. Their judgement was, therefore, that times must be better before such an agent could get even a tolerant hearing. After both resolutions had been passed, the President of the Board put the question point blank to me whether anything could be done to secure from the education society another continuance of the appropriation for the President's salary. I stated as positively as I could that
A few points that seem to me particularly relevant:

1. The necessity of the project for the nation's well-being.

2. The potential for innovation and progress.

3. The support from key stakeholders.

4. The alignment with national goals.

5. The potential for economic benefits.

6. The importance of sustainability.

These points highlight the project's significance and potential impact.
your last word to me had been that an appropriation may be obtained from the education society for a financial agent, but a continuation of the appropriation for the President's salary is finally and unequivocally refused by the board. I said further that this was my only authority and that I had no more right to speak for the education society than any other man in the room. I said, further, however, that I would take the personal responsibility of assuring the board that Pres. Harper would, in view of the changed circumstances, use all his influence to induce the education society to make another appropriation for the President's salary, it being understand, however, that this promise of mine rests simply on my own estimate of Pres. Harper's interest in the matter and it cannot be taken in any way, shape or manner, as voicing the views of the education society. Inasmuch as these different actions mean, altogether, the longest step toward wise administration of our educational affairs in Iowa that has been taken in the last four years, I feel sure that you will agree with me that the case is worthy of further presentation to the education society.

Perhaps this is all that I need to put in writing. There are several details about which I wish to talk with you. Mr. Aitchison promises to send you in writing a detailed statement of the matter pending with the education society in connection with the loan of 1892. I saw Mr. Chaffee and he says that the situation at Pella is decidedly more favorable for some sort of an understanding and co-operation. My judgement
Your help would be highly appreciated if an appropriate way to contact from the association secretary for a testimonial might be

In conclusion I can appreciate the presentation for the provision of

since I jotted down your only worthwhile words and I can

no more right to speak for the association secretary than

I rather mean in the room I might further however since

code can take the same essential responsibility of containing the coming

In the previous number was the high view of the signing of a recommendation
come with the influence of the association secretary to manage

another approbation to the presentation's minds. In my opinion

instrumental however small the influence of mine seems slight.

This can be revised of the present number's interest in the matter and

it cannot be taken in my mind aside of meaningful words. Yet the

view of the association secretary. I know as these different

sections mean altogether the passage after your wise advice.

In conclusion of our commencement which in some forms can seem in the form of your letters in the form.

Last week I lost where you will emerge

with me will take care in matters of interest presentation of the

instrumental society.

Perhaps this is all I want I mean to put in writing. If

the several details which lead to the addition of a great deal of

information per se to every how in attaining a realistic approach

of the matter pertaining with the association secretary in concern-

ion with the item of 1983. I saw if a chance and for those

just the expression of matters is advantageous to everyone. I can

some more on more interesting and co-operative and
is that the Des Moines trustees are willing to take our advice with reference to policy and that they are in shape to develop a responsible board of managers for the college. Of the twenty men present at this meeting, a half dozen are men of as high a type as would be likely to be found in the board of any small western college. Two or three are worse than useless. The remainder seem to me to have in them the material for competent and efficient trustees, after they have had some more experience. We can well afford to devote the time and work necessary to mould their affairs, if a way can be found to get some material to work upon.

Sincerely,

[Signature]

Albion W. Small
To the Principal of the College

I am writing to express my willingness to work as a temporary faculty member. At the recent meeting of the academic council, I was informed of the need for additional staff to teach courses in the General Education Division. I would like to contribute my expertise in the field of modern languages.

Please consider my application and let me know if there is any further information required. I am available to start as soon as possible.

Sincerely,

[Signature]
ANNUAL REPORT
OF THE
Treasurer of Des Moines College.
TO
JUNE 1, 1896.

To the Trustees of Des Moines College:

Gentlemen:—Herewith I submit the annual report of the finances of Des Moines College for the fiscal year ending June 1, 1896, with certificate of the Auditor.

The continued depression in business, the low prices of farm products and reverses to many donors have seriously interfered with collections, and reduced them below any year since endowment was subscribed.

A "Balance Sheet" showing the condition of the Treasurer's books, and the Assets and Liabilities of the College, forms a part of this report, also.

All of which is respectfully submitted. Wm. Aitchison, Jr., Treasurer.

Des Moines, Iowa, June 2, 1896.
MONEYS RECEIVED.

From Tuition Fees, ........................................... $2,112.50

Library ................................................. 279.75

Laboratory Fees, etc ........................................ 47.00

Diploma Fees .............................................. 120.00

American Baptist Education Society on account of President’s Salary, and for teachers under affiliation, (including balance due on last year.) ........................................... 2,937.50

Special donation by Wm. Hughes for same ........................................... 37.50

Rent of Rooms in North Hall ........................................... 265.00

Interest on investments and subscriptions ........................................... 3,336.44

do. provided by action of Ex. Com. on $12,500 non-interest bearing subscription ........................................... 700.00

Printing per Alumni Association ........................................... 2.00

Total receipts available for maintenance of School ........................................... $9,779.89

From endowment pledges $3661.15 less $700. to interest account from the excess of $3,717.52 set apart for that purpose ........................................... 2,661.15

Pledges not set apart for Endowment ........................................... 603.47

Repairs, (collected from trespasser,) ........................................... 1.60

Sale of old furniture ........................................... 6.00

Legal Expenses, (collected from defendant,) ........................................... 4.50

Invested Endowment. Loans matured and paid ........................................... 2,225.50

Total receipts from all sources ........................................... $15,581.91

Balance on hand June 1, 1895 ........................................... 159.86

$15,741.77

MONEYS PAID.

Paid, Salaries of President, Teachers and affiliated instructors,

(Pres. in full.—$1,545. due teachers,) ........................................... $5,558.70

Janitors and Janitors’ Supplies, (§115. still due,) ........................................... 292.28

Fuel and Lights, ........................................... 198.80

Printing and Stationery, (including Catalogues,) ........................................... 191.65

Postage and Telegraphs ........................................... 85.03

Library Supplies, (Books, Magazines, etc.,) ........................................... 310.74

Laboratory Supplies and Chemicals ........................................... 46.90

Advertising ........................................... 17.00

Insurance on buildings and contents ........................................... 55.00

Rent ........................................... 72.00

Water Bills, (Water Co. donated one-half) ........................................... 19.98

Diplomas and Commencement Expenses ........................................... 102.22

Tuition and Library fees refunded, (sickness,) ........................................... 13.00

Traveling Expenses ........................................... 91.50

Interest on outstanding obligations ........................................... 1,117.48

Expense account (small miscellaneous items,) ........................................... 29.77

Rev. W. J. Howard’s Salary and Expenses while collecting ........................................... 121.04

Total disbursements for maintenance proper, exclusive of repairs, betements, taxes, and assessments, ........................................... $8,323.09

NOTE.—This amount ........................................... $8,323.09

Plus amount due teachers ........................................... 1,545.00

shows, Maintenance expenses of ........................................... 9,868.09

Maintenance receipts ........................................... 9,779.99

Deficit for year ........................................... 88.40

Paid, for Repairs, (including new furnaces.), ........................................... 282.27

Taxes and Special Assessments, including redemption from previous tax sales, ........................................... 2,381.18

Legal Expenses, (will be collected back,) ........................................... 12.00

Furniture, (old obligation to Societies,) ........................................... 20.00

Bills payable, paid account of note ........................................... 75.00

Investments of Endowment Funds ........................................... 3,834.54

Total disbursements ........................................... 14,927.88

Cash with Treasurer, (balance,) ........................................... 813.89

$15,741.77

1896

June 1, Balance on hand ........................................... $813.89

The foregoing account is a correct transcript from my books in a classified form. I hold vouchers for all disbursements, checked and audited every month by the Secretary, and approved by the Executive Committee.

WM. AITCHISON, JR., Treasurer.
BALANCE SHEET OF DES MOINES COLLEGE,
(Face of Ledger.) JUNE 1, 1896.

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
<th>LIABILITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus and Buildings,</td>
<td>$40,000.00</td>
<td>Collected Endowment,</td>
<td>$53,180.27</td>
</tr>
<tr>
<td>Real Estate</td>
<td>16,675.00</td>
<td>&quot; Special do.,</td>
<td>1,050.00</td>
</tr>
<tr>
<td>Cash with Treasurer,</td>
<td>813.89</td>
<td>Donation acct. (balance,)</td>
<td>35,733.35</td>
</tr>
<tr>
<td>Invested Endowment,</td>
<td>51,673.44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library Equipment,</td>
<td>2,500.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory Equipment,</td>
<td>1,200.00</td>
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<td></td>
</tr>
<tr>
<td>Furniture and Fixtures,</td>
<td>514.00</td>
<td></td>
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</tr>
<tr>
<td>Pianos</td>
<td>488.45</td>
<td></td>
<td></td>
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<tr>
<td>Due by American Baptist</td>
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<td></td>
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</tr>
<tr>
<td>Education Society,</td>
<td>300.00</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td></td>
<td>$114,164.78</td>
<td></td>
<td>$114,164.78</td>
</tr>
</tbody>
</table>

NOTE:  Collected endowment as shown above is $53,180.27
       Invested do. $51,673.44
       Balance of do. in hands of Treasurer $1,506.83
       Treasurer has cash on hand as above shown $813.89
       Showing overdraft of general account of $692.94 $1,506.83

* Of the outstanding notes, teachers hold $7,860.01; Wm. Aitchison, Jr., $5,450.13; Bankers, $750.

Certificate of Auditors.

DESMOINES, IOWA, June 8, 1896.

We hereby certify that after a thorough examination, of the books of the Treasurer of Des Moines College, we find all statements made in the above Balance Sheet and Exhibits perfectly correct in every detail, and same are thoroughly established by Vouchers, Deeds, etc., and all necessary proofs in corroboration, and that the endowment fund invested and pledges for same are intact, (with a creditable surplus) and its investment carefully and profitably performed, its securities being assured by satisfactory equity, and insurance covering improved property well protected in advance in each case. All papers in connection with same having been separately examined by us; each transaction evidently having had exceptional care in its every detail.

Monthly trial Balances have been regularly taken and audited.

The books are kept in so accurate, distinct, clear and concise a form that correctness in all details necessarily follows, making it a pleasure (no less than a conclusive fact) to say the above statements for the year ending June 1st, 1896, are quite correct.

T. F. BLACKALL, \[Auditors\]

W. S. GOODELL, \[Auditors\]
By Mr. Chief:

I should say: (1) Nobody can carry out this policy as well as the West Point College.
(2) That it is practicable to set the campaign in motion.
(3) That the right man can change the home work.
(4) Release the bridge work of the State.
(5) Before many officials to reeducate the parties, Churches, etc. He should get a few individual pledges. (6) Each of these is indispensable and necessary as a certain total.
(7) Under the head of education, persons are concentrated who do not belong with this function at all. For as ways and means of collecting among are concerned, there should be a list of those for theeginning and undertaker of the person undertaking the work. Supreme in the financial department, he certainly should not be if that refers to remuneration and specification of income.
(8) I should say three 3 years instead of 2. (9) Would be the outside limit for the experiment, as an experiment, its continuation for ten years or more should depend on experience.

W. C. McParsen

Small.
I am glad to find myself in such close harmony with Prof. Small and his standpoint.

(1) It is the privilege and duty of the President to originate, carry out, and control all parts of the work. He is the Head of the Institution.

But, what would you do?

(2) It is necessary to cultivate the field before you set in motion the campaign. At present there is no harvest; no seed has been sown that will produce a harvest, and yet little soil. Therefore

(3) prepare the field.

(3) When the harvest is ready for the sickle

who has cultivated the field can tell you where it will give the pledge. That is this work.

(4) That is fine, but what else can be done in circumstances such as at this time?

In as much as the financial question takes precedence of all other questions, the financial of the institution should receive more power than any other one can.

(5) If Prof. Small is well acquainted with the soil and the seed, and the harvest comes, what need would there be for the sickle in three years, he takes a more hopeful view of the field than I do. But may be that it can be done in that time but if it can not be done in three years give the man at least ten years before you say his work is a failure.
1. Fundamental Principles.

1. Starting with the knowledge and the acknowledgment of our dependence upon God our first and fundamental principle to which all others must conform—keep within your income. If it brings the teaching force down to one teacher, and the college down to an academy, or whatever may be the result, let this be the guiding principle.

2. Enlarge and improve as you can. Do not hire a teacher until you know where the salary is coming from. Have, however, certain enlargements and improvements in view, work to obtain money for them, and when the money is received, make the proposed enlargement or improvement.

3. Get in touch and keep in touch with every Baptist in the State, and with every possible friend of the school. Let it be understood that the great necessity after the blessing and help of God is money; that the school cannot be run without money; that money will solve all our problems, and overcome all our difficulties.

II. Method.

1. In order to carry out this policy it is necessary to have the right kind of a man to have charge of the Financial Department of the College. He shall be supreme in that department. No expenses incurred, without his approval. He shall, of course, be under authority of the board.

2. He shall have honorable titles. He is not a beggar. That thought must not in any way be attached to him.

3. His duties shall be as follows:

(a) First of all to make acquaintance. He shall go as rapidly as is possible and reasonable in order to accomplish his purpose, from church to church until he has visited every church in the State. In his visit he shall seek out the pastor and with his help get together the leading ones of the church, make known to them as far as he deems expedient himself and his work, his hopes and desires, and the bright prospects, and the needs of the school.

(b) He shall try to secure an annual collection for the college from every church in the State.

(c) He shall have in view private subscriptions from five dollars up.

(d) He shall get his eye on fifty men that can give a thousand dollars each.

(e) He shall cultivate the acquaintance of men of means who, dying, can leave the college an endowment.

III. Man for the Work.

The man for this important position should be good looking and well dressed; of good appearance in other words. He should be warm hearted, social, enthusiastic, able to cultivate acquaintance and make warm friends. He should be of untiring energy, not easily discouraged, determined to succeed. He should be a good speaker, and well endowed with common sense.

IV. Time for the Work.

Ten years shall be thought a short enough time to try this policy.
DES MOINES COLLEGE,
AFFILIATED WITH
THE UNIVERSITY OF CHICAGO.
H. L. STETSON, PRESIDENT

Oct. 19, 1896

Des Moines, Iowa,

Rev. W. R. Harper, Ch. S.
Chicago, Ill.

My dear Sir: We have the best opening this quarter we
have ever had. The enrolment is not the largest, but it
is the best. The FRESHMAN CLASS is the best
prepared and is composed of good material. Only two of
the junior class have presented themselves who want such studies
as mathematics, grammar, geography, etc. This means
a stronger enrolment than ever we have had
and better work in the academy and especially
in the college. One third of the enrolment at
Drake is composed of students who are taking the
work of the common schools. The pass is ten
at Pulla. Our enrolment if the present political
campaign goes right, will come up to that of

Stetson
last year, but will be better in quality. There is also
the best of feeling among the students, and the
faculty is very harmonious. The new instructors
are doing well, especially Mr. Schultz. I have
never seen everything to be pleasant and promising
as at present.

Since the close of the last college year, I have
traveled 3567 miles and made 57 public addresses
and raised in cash $515; and interviewed over
200 different persons in regard to the college. I have
seen so much real interest in the institution
as I have found during the last four months. I have received and been
pressed much real interest in the institution
as I have found during the last four
months. I have received and been
pressed
the subject of education far in excess of
my ability to accept. If times had been
fairly good we would have had more students than we can conveniently accommodate.

I present these facts for your use at the meeting of the Executive Board of the Education Society.

Provided Mr. Hinley is elected, what will be the plan about money for Des Moines College? Do it your way. I ask him to ask Mr. Rockefeller to give us a certain sum outright instead of this lead he better be asked to give a dollar for every dollar we will raise during the next two years. If I can from this leverage I can raise some money. I know the men who can give, and I know how they can be reached. It is very important for me to know what plan we are going to pursue.
I have had several interviews with [name omitted] and Mr. [name omitted]. He is much dissatisfied and discouraged with his work. He has said here that he believes that Des Moines is the place for the college for Iowa districts and that he will do all he can to bring about the removal of the two at Des Moines. He says that this present engagement is temporary and conditional. I believe that if a good position were offered him he would go elsewhere at the end of the college at Pella, for his friends say this is their last attempt. If you know of a good field for him, either in the扁担 or in school work, you would do him much the cause of education in [name omitted] & etc.
favored by helping him. But it is of course, you understand that all this is in strictest confidence.

I am very anxious to hear any delay from the Education Society. What do you think I feel that the success of affiliation depends on my continuance and also the success of our plans for education in the State. We are reasoning and cautiously for a little longer and can have the right kind of help in the right way from Mr. Rockefeller and other Baptist educational affairs.
and institutions will be in as good
shape as they are in Maine, and Mr.
Gates regards that as the proper state.

I am now out of money and
have had a good deal less than $100. on
this year's account, but I am working as
hard as ever. Of course I and my
family must suffer if I am not hired
from New York and the cause of education
will suffer.

Very respectfully yours,

H. L. Stetson
Wm. H. A. Harper  
Chicago, Ill.

My dear Dr. Harper: Years ago, I am accustomed, yes, astonished, I did not know you were asking money for Des Moines College, but I would not have written. Last night I telegraphed him last night. I cannot imagine how anything in my letter would have caused any change in his decision. As you know the substance of the letter I will give you reasons why I made certain statements in condition. The part in which I asked that the pledge might come directly from Mr. Rockefeller and not be made public until I had raised the required amount arose from my experience in approaching men of a certain class. I proposed to go to men who are not Baptists for gifts of money. Therefore I ask them to cooperate with a Baptist Society they pull away from me, you know that is. You have been able to reach so many who are not Baptists because Mr. Rockefeller made his pledge men and married call they entered into the for going to men of wealth who are real Baptists with some other plea than that which is exclusively deacons in material.

The heart of very letter which entitled
a general financial policy came out of my experience. All of it except the legislative which authorizes & makes provision of debt is already in operation, and that had was suggested by my service as a trustee of a state university. Here at the beginning of the year we had an exact form to appropriate & different funds. This worked so well I knew al ways wanted to introduce it here, for I throw it its great value.

I expected Mr. Gates would probably modify some of they plan, etc. I only stated a general plan for operations, and left it for him to prescribe specifically. I am sure I cannot understand why my letter produced such a change. Please let me know if this and why.

Very respectfully yours,

N. Y. Stimson
Des Moines College.
AFFILIATED WITH
THE UNIVERSITY OF CHICAGO.
DES MOINES, IOWA.

Dec. 31, 1896.

My Dear Sir: Therewith make application for five
microscopes under the terms of affiliation for the
Winter and Spring Quarters of '97. Rev. E. E. Morgan, who
will have charge of the students using these instru-
ments says that these can mean than the above
number of microscopes at the University in the
department of Botany which will not be need during
the Winter and Spring. Our class in Biology will get
large that we have not enough microscopes to
meet the demand. This loan would be a very
great favor. Of set each microscope ought to have
two objectives and two eye pieces. If possible please
favor me and let me ask that this request be
given attention at once, for we then have found
will need these instruments then.

Very respectfully yours,

H. L. Stetson.
My dear Sir: The examinaitons for the winter quarter
have just been returned, and from the reports sent
by the University, I find the following: Total num-
ber of examinations 258; total number of classes
29; total number whose examination grade was
higher than their grade 43, or 17%; total num-
ber whose grade and examination grade were
the same 26, or 10%; total number of classes
whose average examination grade was higher
than their average grade 5; total number of
classes whose grade and examination
grade were the same 3; total number of failures
52, or a little less than 8%; total number who were
found from failures by their term grade 26, or a little
less than 10%. Of the failures, only 4 occurred in
the college classes. The failures in the academy
classes were almost entirely confined to the
classes in geometry and the beginning
German. The students in these classes did not
begin their work under the present instructors.
Of the total examinations 17% were marked
90 and over; 5½% were marked 95 and over, and
an answer was marked 100.

How does this exhibit impress your
self? has never been a year when our work
was done so pleasantly and harmoniously.
and successfully as it has during the last year. Things have been meaner than I have been trying to know them. Of course something is not yet as I want it, but we are moving in the right direction.

What about affiliations? That is the absorbing question now. It ought not to be attempted for less than a $2,500. per year.

Could you not indicate to me the general nature of the Metropolitan you would submit to our Executive Committee?

Very respectfully yours,

R. L. Nettou.
The Executive Committee will agree to make to the Trustees of Des Moines College, the following recommendations:

1. That they shall undertake to raise $7500.00 a year for five years, to meet the terms of the gift of $2500.00 a year, should such gift be made by the American Baptist Education Society.

2. That they should undertake to raise a second $7500.00 each year, for four years, to meet the current expenses.

3. That they should undertake to raise the sum of $3000.00 for repairs and improvements of the buildings and grounds.

4. That they appoint either a financial secretary, or a professor, whose time shall be devoted largely to securing money and students for the college. Or,

That they authorize the President of the institution to spend his time in this way.

5. That they shall continue the policy of reducing the number of trustees already inaugurated, and of securing a proportionate number of non-Baptist business men upon the board.

6. That they shall renew the contract of affiliation with the University of Chicago upon the same terms, it being understood that $1000.00 of the $2500.00 in question, shall be given for providing affiliated instuction from the University.
The Executive Committee will issue a report to the
President of the college, the college's Board of Trustees.

If you have any suggestions or concerns, please feel
free to express them. This is an opportunity for
us to gather information and ideas for the future.

Let us know your thoughts on the direction of the
college. Your feedback is important for our decision-
making process. We value your input and encourage
you to share your experiences.

We are committed to ensuring the success of
the institution.

If you have any questions or concerns, please
feel free to contact us.

Thank you for your support and dedication to
our college.

[Signature]
[Date]
Dear Sir:

Please permit me to report directly to you some things about the examinations of last quarter.

First, the papers in Logic were not marked.

Not an error of any kind was noted. This failure deprives us of the greatest benefit we can derive from affiliated examinations. We must have all errors clearly marked if our students and instructors are helped as they ought to be.

Second, the marking in many of the history was meaningless. A red line drawn down the margin of a page, as a few red lines drawn here and there on a page with no comment mean nothing to our students. Here is a great lack of explicitness, definiteness, and critical discrimination. That does not seem to be any system which is regularly pursued. We are very anxious to have our work of the best possible quality, but there is a very much needed improvement in the above mentioned reading. Third, these seems to be a lack of critical political economy in the papers on Political Science and one of the best Mathematicians in the State, an inmate generally and grade classes, I give you the grades of the University and by this distortion the upper line of figures were given by the University and the lower by my friend.

Here are differences of more than fifty per cent. in some cases, and the total average of my friend's reading is much below that of the University. The discrepancies are too great, and although my
friend, grades are against us. I believe they
were nearer the truth than those given by
the University.

The papers on Political Economy were
given by a instructor in one of the largest uni-
versities in the West. He is a graduate of Yale and
has been to Princeton in Political Economy and
has won considerable reputation for his ability.
He was told to read any critically and grade just
as closely as at Yale. He was also told to consider
and explicitness, completeness of answers and the stu-
dent's mastery and use of his material. Here
were the points wherein the University said the
papers were lacking. The upper line of the following
figures contains the grades given by the University and
the lower line the grades given by this gentleman:
68, 71, 60 1/2, 60
89, 85 1/2, 83 1/2, 79 1/2.
These are very wide differences
throughout. Both cannot be according to the
truth.

It is this lack of critical discrimina-
tion which works mischief, and the student has
found a way which will secure more clearly
defined and scholarly results. This must be
done if affiliation benefits are as it ought to.
I do not want such a tone as
we had last year on the Greek. How ever I have
gone about this very quietly and write you
our students forward nothing of what I learn
down.

Very Respectfully yours,

H. L. Hillson.
Dr. William R. Harper,

Chicago, Illinois.

Dear Sir:-

In reply to the letter from Mr. Statson, let me submit the following:

(1) "Lack of real critical reading."

Our reading is done with the utmost painstaking care. We have the record not only of the final result but of each particular question in every paper sent to us together with a note of our impressions of the papers as a whole in each set, and the evidence of poor teaching when apparent.

(2) "Red lines and no comments."

Our instructions from the Examiner are to underscore or sidescore the mistakes but not to make corrections or comments. We always mark errors by a line or interrogation point or parenthesis. If we make corrections and comments there would be complaint of the time employed. As it was we spent eleven hours on twenty three papers from Des Moines.

(3) "Differences of more than 50% in some cases."

There is only one case where such a difference seems to exist and that is some one's error in transcribing. The first mark "61" stands plainly on our records "30" in black ink and has never been scratched or changed. It is an error on the face of it, since all our marks are given with a
gradient of five. There is only one difference as high as 25%. The other important differences range from 12% to 20%.

(4) These discrepancies are too great."

(a) Our practice is to deal liberally and always to give the pupil the benefit of a doubt. Our marks average 9% or 10% higher in this case.

(b) The apparent differences are greater than the actual, since all our marks are changed from the original figures by the gradient five, which has generally raised the mark.

(c) In the case of every one of these noticeable differences our detailed records of the answers to the separate questions show that these pupils did certain parts of the paper so well (in some cases perfectly) that the reader felt justified in giving a higher final mark than the actual figures would indicate. We always reserve the right to modify the bald figures by our general impression of the pupil's knowledge and skill (or lack thereof) in handling important parts of the examination. Our records justify our marks.

(d) These papers show poor work and probably poor teaching. Only seven out of the sixteen pass by either grades. Our marginal comment is "Sadly in need of drill in accurate demonstration where reasons for the steps are needed. Form bad, work worse." The reader recognizing this evident lack of training felt disposed not to make the pupils suffer too much on this account and so was more liberal than usual in some cases where any natural ability was displayed.

(e) It is to be noted that in no case (save the one involving the error in transcribing) is the passing of a single student brought into question by these differences.
Judging from past instances of criticism from Des Moines, we are disposed to believe that the original intent was to convict us of passing too small a number of the pupils (only six out of seventeen) but failing in this the criticism has taken the present shape.

(5) "One of the best mathematicians in the state." (Iowa)

We have no evidence of this man's fitness as a commissioner from Des Moines College to set up a standard with which to compare the work of the Department of Mathematics in the University of Chicago, save the statement of one in whose judgement (mathematically) we have little confidence. The one person from Des Moines who is known and accredited as a mathematician at the University of Chicago, who also knows thoroughly the status at Des Moines and in whose mathematical judgement we have confidence, says he was unable to hold up any high standard in the mathematical work at Des Moines because the President continually overleaped all good judgement in mathematical affairs and even disregarded at will the grades given to pupils on examinations read at the University of Chicago.

(6) "I believe they more nearly tell the truth than those (grades) given by the University."

On the basis of the above detailed considerations, it remains for those who have final disposition of this matter to decide where the proper standard of judgement shall be, whether at the University or with some unknown man in Iowa. We do not claim to have committed no errors of judgement and we should hesitate to grant such a claim to the gentleman from Iowa. We do claim to have given careful painstaking care to the reading of these and all other papers sent to us and
we are willing at any time to show our records in detail of
every question in every paper which we have read or to
reconsider at any time at the request of the proper University
authorities any paper or papers in which injustice may seem
to have been done.

Most respectfully,

H. E. Slaught
Dear Chief,

It seems to me that there is no new show of trivial facies case against our Wonderland reader, and I shall consult with the President about it. The figures that I have written show, as far as the show range of that our readers estimate the figures for the relation value among the figures that are given by the Gallup man. The latter marked them between the figures 79% — 85%. Our readers and their in the same order of much, but gave the figures of 71. V.I. a range of 11 against the Gallup man's range of 6. The apparent disinformation caused us discomfort.

Sincerely,

Albion Small
Res. W. R. Harper,
Chicago, Ill.

My dear Sir: – Yomrs of the 9th enclosing Mr. Aitchison's
Paris of the 26th ult., which I have with return, was
duly recd. The telegraph in Mr. Aitchison's letter
which you marked is a great surprise to me,
and I am not sure that I fully understand it.

Your attendance at the annual meeting of the
Trustees was small. I made a very short re-
port and closed it as you and Mr. Aitchison
suggested with an unqualified statement of
my readiness to resign if the best interest of
the college could thereby be advanced. The next
day the question of the future operation of the college
came up. Mr. Earey at once said: The plan we are
considering supposed that Mr. Stetson will become
as President. I understand some of the Trustees are
opposed to this. His question ought to be settled.
This is the substance of what he said. Then judge
Earey moved that I be retained. This was ruled
out of order. Finally after a little talk he moved
that the President be requested to resign and
said: I am bound to get this question be-
fore you I merely borrowed. I then left
the room and did not return until late
in the day. I have however a very dif-
ferent understanding from Mr. Aitchison.
But I must say that I do not feel very well about this matter. I feel that I have been unfairly dealt with. I plainly said that I was ready to go. There was an open meeting, with various persons present—who were not trustees—to be subjected to the indignity of such a motion as all I can possibly endure. If I could get away without doing too much injury I would go. I wish I could go where I could give myself to teaching. I do not know what to do. Some day perhaps when you have the time and strength I may give you some facts about matters here during the past five years.

It is my wish that this letter be left wholly to yourself.

Very truly,

[Signature]
Oct. 12, 1892

Mes. W. A. Haefle

Chicago, Ill.

My Dear Sir:

...have opened with one thousand students. About
half of them are new. This is a gain over last year.
A majority of the new students enter college
classes. Our college classes for the most part
are larger than formerly. The quality of the
students is about the average. Everything is
moving quite smoothly and pleasantly.

The campus has been graded, cement
walks have been laid from north to the
buildings and in front of the buildings. All the
exterior wood and iron work of halls, buildings
has been painted. The whole of the interior of the
North building, in which is my office, which
is in use has been painted and nearly
finished. City gas has been put into the
chemical laboratory. The looks of things have
been greatly changed. These improvements
have been made possible by a legacy of $1000.

About $2000 have been secured in addition.
We are trying hard to get a good man
Dmit to that field. I think we shall receive
an excellent man soon. We shall raise
our could get a good man man money could
be raised.

Very truly yours,

[Signature]
Ves. W. G. Parker,  
Des Moines, Ia.

My dear sir,

Some of the 22 vol. inst. duly rec'd. The only reason why I did not write you about the proposed conference to consider matters pertaining to the educational interests of Iowa Baptists was my belief that you would get all the details in the Standard, where they were carefully reported. Since your evidently did not see that report perhaps you may be interested in a brief presentation of the situation from my point of view. A long time there has been a steadily increasing dissatisfaction among many of our leading Iowa Baptists in regard to their educational situation. There is no uniformity of interest, and lack of definite position on the part of these institutions as to the policy, more especially in the M A's. "Do it as you please." There is little or no uniformity in courses of study or in clear, definite understanding of the kind and amount of work they shall attempt, and they is absolutely no broad, intelligent plan which embraces all interests, and secures equipment and endowment. The result is that no one of the five is well equipped. The people are worn out by incessant appeals from five imperfect institutions. Thus there has not appeared any discontent with individual schools, but it has taken root in the system as a whole, certainly the lack of system which has resulted. This feeling came to the surface last month at our State Convention. Nothing was said publicly in the way of discussion. Rev. J. A. Beach made the annual sermon, and greatly emphasized the need of uniformity and cooperation.
This paper to develop the conviction already in many minds, 
A large committee, in resolutions, was appointed, consisting of 
A. Longbridge, A. B. Sampley, H. G. Boll, Mrs. Luck, of Burlington, A. B. 
Whiffen, E. E. Lewis, of Lansing City, A. Easton & A. Scott. J. A. 
and Arthur Sampley himself. Among the preachers considered 
in the committee was one which called for the adoption of 
them, one from each Congregational church in the State, 
also a conference, which should be composed of fifty 
representatives at large and one delegate from each church 
and an additional delegate for each major fraction 
of any hundred members above. The first hundred, to con- 
side and adopt some plan for the unification of their 
educational interests and their mutual cooperation. Even 
this plan was a long and earnest debate in the committee, 
Mr. Whiffen and one of his friends tried either to defeat 
it as any body modify it. But the sentiment was decided 
strong in favor of its adoption, that it was finally adopted by 
the committee and reported to the convention. It was then 
adopted, an opinion of Mr. Whiffen, without debate, won 
mainly. The fifty above referred to are appointed by the 
committee of eleven. This committee will meet Nov. 8 so that 
Waters to make all the arrangements for the conference, 
which cannot be held at the seat of any one of our institutions. 
It will probably be held during the first half of next 
month.

What questions may be considered by that 
conference I do not know, but undoubtedly the following 
will be presented, and I must sincerely hope very thoroughly 
discussed and decided, namely, Shall Laura University have more 
man than one, college? If only one, which of the recent five 
shall be the one? What shall be the relations of the others to 
the one college? If there is but one, what shall be the 
adapted for financial support? These are vital and need
be settled permanently. This means that there will be a direct vote whether the names of Vella shall be the new college and also what shall be done for the new college and the several academies. This is what I want. Let it come. This may be some friction, but better that than the present condition, and the friction will soon wear itself out.

If the vote should be adverse to the names of Vella, it is my opinion that we will close all work until the property and pay the debt, and return the endowment to the respective donors. It cannot be transferred elsewhere. Whether Vella will abide by an adverse vote is doubtful because of its actions in the past. The threat has been made that if it cannot come in as a college it will hinder all the other schools from getting money. This is when the American Baptist Education Society ought to next be felt. It ought, as its officers, to say that it will accept the decision of that conference and aid those institutions which abide by that decision. It would not be right to punish those who loyally accept by withholding gifts because one may refuse. A little, plain, emphatic, unyielding talk right here by the Society would accomplish a good amount of good.

I do not well see how I can visit Chicago in the near future. My work is so heavy and I am engaged for every Sunday for the next six weeks. It will give me pleasure to see you as to hear from you about this very important matter.

We are having a very pleasant quarter. Everything is passing along very harmoniously. We have seen as college classes than ever before, and they are of a better grade.

Very respectfully,

[Signature]

E. T. Wilson
My dear Sir: Yore of the 4th inst. just reach 'am at a loss to understand your meaning in the following:

"I am inclined to think that you do not realize the fulness of a large number of the most influential men who are to be an important change in the new Hanoi situation. Will you please do me the greatest favor by summaed either me on the results by stating my fully explicit the exact nature of the change desired by this large number of most influential men & also giving the names of their several persons. You need not fear that I cannot keep strictly to myself what you may say. The time has fully come when I ought to hear these facts, and it is not an act of friendship which stum from me. Please at once let me know the truth and the whole truth.

Very truly yours,

H. L. Stetson