

June 20, 1927.

The Executive Committee met in the office of the President, Mr. McCrackin and Mr. Purcell present. It was decided to ask our representatives to introduce a bill for an appropriation to cover our deficiency according to the Auditor's report and also a bill for a heating plant.

The President advised the Committee of the need of a refrigerator for the boarding department, and he was authorized to secure it.

The President called attention to the fact that the Bank charges exchange on appropriation checks, and that the Auditor had observed that with every other institution of the State the clearing houses have made exceptions for the State institutions in this matter. The President was instructed to bring the matter to the attention of the Valdosta clearing house with the request that its checks be excepted from the operation of this rule.

The President was instructed to arrange with the City system of schools to discontinue the first year high school class as well as others of the College high school.

The suggestion of Mr. Slate, the Auditor, that Mr. Henderson, the Bursar, be bonded was approved, and the premium of the bond ordered paid by the College.

The Committee adjourned.

August 29, 1927.

The Executive Committee met in the Board Room at five o'clock P.M. There were present Messrs. Blicht, McCrackin, Purcell. Mr. Tillman and Judge Thomas of the Board were present by invitation.

The President read as information the following memorandum:

The General Assembly, just adjourned, made appropriations for the College not included in the budget adopted by the Board on May 31, 1927 as follows:

Deficiency (that of June 1, 1927)	\$79,707.58
Addition to maintenance,	
For 1928	20,000.00
For 1929	30,000.00

The additional maintenance, as I understand it, includes specifically \$20,000.00 for a heating plant; but though the

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heating plant must be provided at once, the funds for it begin to be available February 1, 1928, and come monthly through two years.

It is important to observe that as none of the increased maintenance becomes available until February 1, 1928 and then applies for only five months of the present fiscal year, the College is by no means yet on the "easy street" generally believed by the public, and we must exercise the strictest economy, as heretofore, to keep out of embarrassment.

The Present Financial Status

Since the close of business June 1, 1927, we have passed through the lean months -- the vacation months when no student fees come in. The present financial status or rather that when school opens is very nearly as follows:

Bills payable August 1st,	\$14,976.67
Notes payable August 1st,	58,981.01
Checks drawn but not issued, now	1,265.22
Interest on Strickland note No.1, Sept.4.	7,333.33
Interest on other notes	527.93
Deferred June salaries, due Sept. 15	4,900.00
Salaries for August, due Sept. 1	4,900.00
Total	<u>\$92,884.16</u>

Discount on Strickland note No.2, about	3,000.00	1066.54
Deficit appropriation	79,707.58	
State check, due Sept. 1st	5,000.00	
Sub-Total	<u>\$ 87,707.58</u>	

Due by Sept. 15th	
Matriculation fees, est.	2,750.00
Library fees, "	2,750.00
Training School fees "	1,500.00
First month's board fees, est.	4,500.00
Sub-Total	<u>\$ 11,500.00</u>

Total	<u>\$99,207.58</u>
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Balance forward Sept. 15th	6,323.42
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From this must be taken bills being incurred at present.

If we are reasonably successful bills for general expenses ~~October~~ ^{Sept} 1st should not exceed thirteen or fourteen hundred dollars which would leave us a net balance in bank of about five thousand dollars \$5,000.00

State check, Oct. 1st	5,000.00
Laboratory, Expression, and Music fees, due before October 10th	1,500.00
Board fees, due October 1st	4,500.00
Total	<u>\$ 16,000.00</u>

(Note: Fees are due by semester in advance, but are usually paid by the month).

Principal items due Oct. 1st:

Salaries		\$ 5,416.66
Labor		250.00
Food		2,500.00
Books	Rough estimate -- less during	1,000.00
Equipment	later months.	1,500.00
		<hr/> \$10,666.66

From this it appears that we should be able to keep a substantial balance after once we get started.

It should be noted that beginning Feb. 1, 1928 the monthly maintenance check moves up from five thousand dollars to \$ 6,666.66

Suggestions as to Procedure

Pay all bills and notes as soon as deficiency check arrives except deferred faculty salaries and so much as Bank of Valdosta as is necessary to pay out. Pay deferred salaries Sept. 15th.

Build heating plant at once, arranging to pay at rate of one thousand dollars per month, beginning Feb. 1, 1928. Pay on Feb. 1, 1928 the interest to date; then it would take twenty-one and a fraction payments to cancel the debt.

Hold for 1927-1928 very close to present budget as approved by the Board on May 31, 1927, thus assuring a substantial working balance at the Bank.

Provide a few urgently needed improvements -- additions to the budget of May 31st -- as follows:

(Note: The paying of all bills releases the following items of expense from the budget:

To A. J. Strickland	\$5,000.00
Interest and exchange	1,500.00
Five months increased Mt.	8,333.33
Saved in discounts (Est.)	666.66
	<hr/> \$ 15,500.00

This much money is available above the estimated income on May 31, 1927).

Suggested expenditures for improvements.

1. On boiler plant as above	\$ 5,000.00
2. Transfer refrigerator from dormitory to general budget thus releasing money for improvement in food	1,500.00
3. Grand piano instead of upright	300.00
4. Pottery furnace, est.	500.00
5. One or two tennis courts	500.00
6. Additional books for library	1,000.00

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7. Other additional equipment, repairs and operating expense	\$2,000.00
Total	<u>\$ 10,800.00</u>

I think this margin (\$4,700.00) added to the \$2,576.00 saving indicated in the original budget is a safe margin for this year. The Executive Committee can and will of course consider other expenditures above the budget or retrenchments as the developments of the year may suggest.

After discussing the method of procedure to secure the appointment of Mr. Tillman as a permanent member of the Executive Committee, the President was, on motion, instructed to submit his name by letter to the Board for a referendum vote.

On motion the President was requested to express the thanks of the Committee to the General Assembly of Georgia and especially to our local representatives and senator, for the liberal appropriation to the College enacted at its recent session, and to write a letter expressing especial thanks to Mr. Slate, Auditor, for his help in securing these appropriations.

The appointments to the faculty of Mrs. White, Miss Koontz, Miss Morrell were confirmed.

On motion the Committee reconsidered its action at its last meeting approving the purchase of a Frigidaire refrigerator, and instructed the President to request that the order be held up pending further investigation by the Committee.

Action as to the heating plant and all other expenditures was passed over to a future meeting to be called at an early date by the Chairman of the Committee.

The Committee adjourned.

Septal, 1927.

Memorandum:

The President, having been advised that there would be a meeting of the local members of the Executive Committee to consider matters left over from the Committee meeting of August 29th "some time after five o'clock", came to the office of Mr. McCrackin at five-fifteen. There were present Mr. McCrackin, Mr. Blich, Mr. Tillman, and Dean Wood of the College. The President was advised that the local members of the Committee were considering appointing a financial agent of the College whose functions were not entirely defined. The President

pointed out that this procedure was contrary to the general policy of the Board as heretofore operative, and explained that a meeting of the Board would probably be necessary to effect such an arrangement legally. He also stated that he believed such an arrangement involved dangers that should be undertaken only after careful deliberation. The President was requested to take up the question with Mr. Wood and see if such an arrangement could be worked out mutually satisfactorily that would meet the thought that was in the minds of the Committee members.

Sept. 6, 1927.

Memorandum:

A meeting of the Executive Committee was called for 2:30 at the office of Mr. McCrackin, Chairman. There were present Mr. McCrackin, Mr. Blich, Mr. Tillman. There not being a quorum, the business of the day was carried forward informally. Mr. Hill, representing the Scofield Boiler Works, and Mr. W. E. Linder, as representative of E. E. Quinker & Company, were present. Mr. Hill submitted specifications for boilers and prices as follows:

2 boilers complete for installation		
Prices: 2 100 H.P. boilers, steel casing		\$3373.00
	brick casing	2858.00
2 80 H.P. boilers, steel casing		3035.00
	brick casing	2532.00
Header for boilers		154.00
Pump		157.00
Total cost for 2 100 H.P. boilers		
	in steel casing	3684.00
	in brick casing	3169.00

From the above prices is to be deducted 5% for cash (after freight is deducted).

Mr. Linder figured other expenditures as follows:

Asbestos lining for steel casing	192.00
1200 Gal. tank	175.00
Reduction and safety valve	375.00
Brick transportation & installation	2950.00
TOTAL	3692.00

After full discussion, the two visitors were excused and it was decided to defer action until further estimates could be received.

The President read a letter from Honorable S. J. Slate stating that he would be pleased to visit the College on Sept. 15th to counsel with the Committee in regard to paying off the indebtedness and other matters. It was agreed that a meeting of the Executive Committee should be called for that day.

The question of the refrigerator was taken up and the President was instructed to order the refrigerator originally suggested, but without the frigidaire unit.

On the previous suggestion of providing a financial assistant in the administration of the College, the President asked to express his views and did so as follows:

At the unofficial meeting of members of the Executive Committee last week at which the action contemplated in this motion was considered, some members expressed themselves very clearly and forcefully as to their feeling such action necessary. The President was taken by surprise that any such action was contemplated -- much more that it had taken the shape of a definite programme on the part of some members of the Committee. The President therefore wishes now after due deliberation to express -- as he conceives it to be under the by-laws of the Board his official duty to do -- his position on the matter; and he wishes to do it briefly, as coureously, and as good-humoredly as possible.

The President feels that the action is unnecessary, and that it involves danger of injurious results both as to the faith of the local community in the College and as to the morale of the faculty.

He feels that though undoubtedly there have been small leaks and inadequacies here and there in the financial administration of the College just as there have been in the teaching efficiency of the College; still the financial administration has been on the whole exceedingly economical, thanks to the loyal and self-restrained cooperation of faculty members and officials.

He believes that the financial administration, though unusual in some respects, has been as successful when judged by actual results in both cases, as has been the educational administration, -- that, indeed, the latter has largely depended upon the former.

He feels that had the Executive Committee been able to carry out the terms of the resolution of the full Board at its meeting on July 3, 1926, namely, -- "Upon request of President Powell, the Executive Committee was instructed to meet monthly with the President and go over proposed expenditures with a view of seeing whether it is possible to operate the College properly on a more economical basis" -- had all the Committee been able to come to the meeting and use the time and patience necessary to allow the President to explain needs, processes of arriving at recommendations, retrenchments constantly being secured by the President, etc. etc. there would not be the doubt in the minds of some that evidently exists.

He believes that all that is necessary now to reestablish all confidence on the part of the local community is to carry out these provisions of the Board's instructions, and in the meantime stand pat on the ground that as a whole the administration is sound, and inadequacies are being cared for in regular routine.

So much for that phase of the problem. There is grave danger under the circumstances in shifting the initial inspection and revision of departmental estimates from the President to a member of the faculty. (I repeat explicitly that the trouble will not be between Mr. Wood and me). Unless I wholly misunderstand school people, they will find in the action a lack of confidence that they have fairly and loyally estimated their needs; and anything like inquisitorial methods will hurt them keenly.

Finally, Mr. Wood carries, as it is, a heavy load of teaching and administrative work. While he is finally willing to undertake this additional work for the good of the cause, the physical limitations involved will soon force relief from other duties and these other functions will have to be provided for at additional cost. These, gentlemen, are the reasons that the President feels the proposed action ill-advised at this juncture.

But he feels there is no fundamental principle involved that would justify his making a formal issue of the matter. It is a question of policy, not of principle. When the College has grown larger the College might well have an official to perform much of the function here contemplated. The embarrassments and dangers involved are more personal than otherwise; and personal considerations should never be allowed to become dominant. A clash between the President and the Executive Committee over an issue like this at a time like this is to me unthinkable.

The President has therefore in perfectly good faith undertaken to work out with Mr. Wood a programme that is workable. (We had no difficulty at all in doing it, and the Chairman of the Committee has expressed himself as wholly satisfied with it). If the Committee sees fit to adopt the motion, he will loyally and with all good humor carry out its provisions.

A memorandum of suggested organization agreed to by Mr. Wood and the President was read as follows:

1. All requisitions shall be made in writing by the official requiring a purchase or expenditure and submit it to the Comptroller for investigation and approval. In case of wages for labor the official immediately employing the labor shall submit requirements as for a purchase. The Comptroller shall sign the approved requisition and pass the same to the President who shall order the same if approved by him, or if not approved consult with the Comptroller and come to an agreement with him. Should a disagreement about any purchase finally obtain between the Comptroller and the President the same shall be referred to the Executive Committee for a decision.

2. Large individual expenditures should as far as possible be anticipated from year to year and proposed to the full Board in the President's annual budget. In the preparation of this budget the President should have the counsel and cooperation of the Comptroller; and the budget should be presented to the Executive Committee not less than ten days before the annual meeting of the Board.

Note: It is observed that as the contemplated Comptroller is the present Dean of the College, in his capacity as Dean he counsels with the President as to the necessary faculty members to carry the authorized or proposed teaching load of the College. The salary schedule is of course established by the Board.

Another memorandum was offered different from this in essential respects. The Chairman of the Committee and the President were instructed to see if they could combine the suggestions of the two and then it was decided by those present to await definite action until after the visit of the Auditor on the 15th instant, and consider his suggestions at that time.

The informal Committee adjourned.

Sept. 13, 1927.

Memorandum:

At the meeting called in Mr. McCrackin's office to consider further prices on heating equipment only Mr. Blich and Mr. McCrackin were present. There being no quorum they proceeded informally to allow Mr. Hudson of the R. D. Cole Manufacturing Company of Newman to present the merits of his boilers and also prices. Then they heard Mr. Hague of the Kewanee Boiler Company. Mr. Hudson presented estimates as follows:

2 66" x 16' H.R.T. Boilers as per specifications submitted herewith including all items enumerated therein	\$2480.00
For inspection as per ASME Code, add	70.00
For one smoke stack 42" diameter, 60 feet long, $\frac{1}{2}$ made of #12 and $\frac{1}{2}$ made of #14, and one Y breeching of #12, add	245.00
For 2 32" x 60' stacks of #16, add	215.00
The above stacks and breeching to be painted, made of copper bearing steel, provided with uptake, dampers and guy lines.	
For box steel casing made of #10 copper bearing steel, and with steel plate fronts complete, add	428.00
For 8" steam header with 5" long bends, 25" gate valves, 3-8" tees, with flanges, gaskets and bolts, add	237.00

Can ship within two weeks from date of order.

The Kewanee prices were included in an estimate by Mr. Roscoe Rouse, and called for neither brick nor steel setting. It was estimated that the net price of the Kewanee installation would be something more than \$500.00 more than the Cole proposition, but it was the opinion of those present that all things considered the Kewanee proposition was the better. Mr. Rouse submitted a total bid for all material and labor to make a finished installation (not including a house) totalling \$7329.10.

There not being a quorum, it was decided that definite action could not be taken, particularly as the process of financing the business had not been settled, and action was deferred until the meeting which had been called for the day of the visit of Auditor Slate, September 15th.

Sept. 15, 1927.

Memorandum:

At the called meeting of the Executive Committee at five o'clock, September 15th, only Mr. Purcell and Mr. Turner were present; so no meeting was held.

Copy of Resolutions.

(Originals filed in "Board Members" folder for 1927-1928).

Be it resolved by the executive committee representing the Board of Trustees of the Georgia State Womans College of Valdosta, Georgia, that the following rules and regulations be adopted, and the same are hereby adopted by said committee, on this 27th day of September 1927, viz:

1. There shall be added to the administrative organization of the College a comptroller for the purpose of acting in conjunction with and carrying out the administrative work of the College, as hereinafter provided for.
2. All requisitions shall be made in writing by the official requiring a purchase or an expenditure, and be submitted to the comptroller for his investigation and approval. In cases of wages for labor the official immediately employing the labor shall submit requirements as for a purchase. Appeals from the Comptroller shall be made to the President, thence to the executive committee, and then to the general board as in all administrative cases.
3. Large individual expenditures should, as far as possible, be anticipated from year to year and proposed to the full board in the President's annual budget. In the preparation of this budget

the President shall have the counsel and cooperation of the Comptroller; and the budget should be presented to the executive committee not less than ten days before the annual meeting of the Board for their review, criticism, and approval.

4. All checks or vouchers drawn on College funds or in connection with the administration of the College shall be signed by the President and countersigned by the Comptroller.

5. The President and the Comptroller shall inaugurate through the assistance and cooperation of the State Auditor all details of bookkeeping and printed form, in so far as possible so to do, in order to keep an accurate statement of all receipts and expenditures from month to month, the purpose of which shall be to determine as nearly as possible the exact financial condition of the College at all times.

Jas. F. McCrackin
 Jas. Y. Blich
 H. Y. Tillman.

Whereas, it has become necessary to make some change in the form of bookkeeping, and in placing the Georgia State Womans College on a firm financial basis, and

Whereas, certain rules have been adopted to that end on this date,

Now, therefore, in conformity with the minutes of the Board of May 23, 1922, be, and it is hereby resolved by the Executive Committee that J. F. Wood be, and he is hereby named and designated as treasurer of the Georgia State Womans College, and as such he is hereby required and directed to give a bond in the sum of \$5,000.00 with approved sureties to be approved by the Executive Committee, and the said treasurer herein named is authorized to pay the premiums required of him by the bonding companies on his bond from funds of the College. The said J. F. Wood shall continue as such official and be chargeable with all of the duties and obligations attendant upon such officer until the meeting of the full Board, or until further direction by the undersigned committee.

This 27th day of September 1927.

Jas. Y. Blich
 H. Y. Tillman
 Jas. F. McCrackin.

Oct. 10, 1927.

The Executive Committee met in the Board Room at three-fifteen o'clock. There were present Messrs. Blicht, McCrackin, Purcell, and Tillman. The following resolution was presented by Mr. McCrackin and adopted:

Be it resolved by the Executive Committee representing the Board of Trustees of the Georgia State Womans College of Valdosta, Georgia, that the following rules and regulations be, and the same are hereby adopted by said committee, on this 8th day of October 1927, viz:

1. The office of comptroller, as provided for in Section one of the resolutions heretofore adopted by the undersigned committee on the 27th day of September 1927, and the office of treasurer of the Georgia State Womans College of Valdosta, Georgia, may be combined into one office, that is to say, that one and the same person may serve as comptroller and treasurer when elected to such positions by the General Board, or executive committee representing the General Board.
2. That Section four of the resolutions adopted by the executive committee on the 27th day of September 1927, requiring all vouchers drawn on college funds or in connection with the administration of the college to be signed by the president and countersigned by the comptroller, is hereby amended by striking the last word in said paragraph, viz: comptroller, and substituting therefor the word treasurer, so that said paragraph will read as follows: All checks or vouchers drawn on college funds or in connection with the administration of the college shall be signed by the president and countersigned by the treasurer.
3. That J. F. Wood, Esp., be, and he is hereby named and designated as comptroller for the purpose of acting in connection with and carrying out the administrative work of the Georgia State Womans College, as provided in the resolutions passed by the executive committee on the 27th day of September 1927, and the said J. F. Wood, as such, shall receive a tentative salary of \$50.00 per month until the annual meeting of the Board of Trustees of said College, which Board shall at its said annual meeting pass upon and determine the exact amount of salary or compensation to be allowed to the said J. F. Wood as comptroller.

Jas. F. McCrackin
 Jas. Y. Blicht
 H. Y. Tillman
 B. D. Purcell.

The President presented a careful revision of the budget as of October 1, 1927, giving the apparent status of the business of the College in its relation to the budget at this time.

Attention was called to the fact that the insurance carried by the College on its buildings (\$30,000) is expiring about this time and

it was decided to wait upon the counsel of the Auditor as to what should be done about it.

The appointments of Miss Bowden as Assistant in the Department of Physical Education and of Mrs. Myddelton as part time Critic Teacher at the salaries indicated for the positions in the annual budget were confirmed.

At the request of the President, the resident members of the Committee undertook to request of the City Council at its next meeting a night watchman for service on the campus from five o'clock to midnight every day.

Mr. Tillman was appointed a committee of one to cooperate with the President in improving the groves at the north and south ends of the campus.

Action on the following additions to the budget suggested by the President was deferred until after the early expected report of the Auditor: 100 chairs, a grand piano, the transfer of the salary of the Dean of Women entirely to the general budget, an increase of the allowance for the library by \$400.00, and the provision of an automobile for field work for the College.

The Committee adopted for its meeting day the Wednesday nearest to the 10th of each month.

The question of reducing the campus staff was discussed, and the matter was left to be worked out by the President and the Comptroller.

The Committee adjourned.

** See last item with minutes for revision.*

Nov. 9, 1927.

The Executive Committee met in the Board Room at 3:15 o'clock. The following members were present: Messrs. Blicht, McCrackin, Purcell, Tillman, and Turner.

Mr. Wood presented the Comptroller's report. The President presented for analysis the budget report. See folder for reports.

The sub-committee to request the Council to provide water free of charge and to provide a night watchman reported that it had presented the matters to the Council, and that the Council had agreed to provide the night watchman and to adjust the matter of water at the proper time. The same committee (Messrs. Blicht, McCrackin, and Tillman) were appointed to confer with the lighting company with a view to securing a reduction in the rate for electricity.

On motion the President was instructed to write to the Governor to the effect that it is the Committee's judgment that the maintenance fund of the College should not be used for additional insurance, and request the Governor to take heavier insurance for the State. The President was instructed to send a copy of this letter to Mr. Turner that he might speak in person to the Governor about the same.

The following adjustments of the budget were made:

The purchase of a grand piano at \$750, payments to begin February 1st and be made at the rate of \$50 a month.

The President was authorized to have the College car reworked and new tires put on it.

\$200 salary for cooperating with the City High School in practice teaching was authorized.

\$400 was added to the library allowance and \$400 deducted from publicity.

The salary of the Dean of Women was divided half and half between the dormitory budget and the general budget.

The request of Miss Goldie Griffin for the return of part of her fees was granted.

The request of Mr. J. S. Sirmans for the return of a reservation fee was denied.

The last report of the Auditor was discussed. It was found that none of his recommendations required a change in our present procedure except in the matter of keeping the Students' Bank account. On motion the Bursar, Mr. Henderson, was instructed to keep a separate bank account for the student fund, and Mr. Henderson was authorized in his official capacity to draw checks

against this deposit. Both the Treasurer (Mr. Wood) and the Bursar (Mr. Henderson) were instructed to proceed with securing a bond of \$5000 each.

The President brought to the attention of the Committee again the check which was lost in the failure of an Athens Bank. He was instructed to take the matter up again with the University authorities.

The minutes of the previous meeting were read and approved except that the last item was revised to read as follows: The question of reducing the campus staff was discussed and the matter was left to be worked out by the President and Comptroller with the understanding that Mr. Rentz, Superintendent of Grounds, should be relieved on November 1st.

The Committee adjourned.

Dec. 7, 1927.

The Committee met in the Board Room at 3:15. There were present Messrs. Blich, McCrackin, Purcell, Tillman, and Mrs. Strickland. The financial reports of the Comptroller and President were analyzed, and the checks and bills inspected.

The President was instructed to cancel all new insurance policies and not renew old policies when they expire, and to advise the Governor accordingly.

On motion the bonds of the Bursar and of the Comptroller were placed in custody of Mr. McCrackin, Chairman of the Committee.

The President presented the question of the out-of-State fee of Miss Katherine Blackshear. The Committee held that the fee was not due.

The Committee to investigate the question of a reduced light rate was continued.

The President was instructed to make requisition for the Building fund at the actual amount spent for the heating plant.

The President brought to the attention of the Committee the question of cooperating with the City in the matter of a new grammar school to be built in the Northern part of the City. It was decided to let the matter go over until the next meeting.

The Committee adjourned.

January 12, 1928.

The meeting of January 11th was postponed by the call of the Chairman until today. There were present Messrs. Blich, McCrackin, Tillman, and Turner; absent Mr. Purcell and Mrs. Strickland. The financial reports of the Comptroller and the Bookkeeper and the budget studies were presented.

A letter from Mr. George Willis to Mr. Tillman was read offering to provide heavy abelia plants for the hedge in front of the campus at fifty cents each and cabbage palmettos at five dollars each. On motion it was ordered to buy the abelia and to delay action on the palms. On motion Mr. Tillman and the President were instructed to confer with Mr. Willis as to plants for house planting, and to do what seemed desirable.

The President presented a request from the Governor for a plat of the College grounds. He was instructed to investigate the cost of the plat.

The President advised the Committee of the resignation of Miss Bowden and of his securing Miss Lowe for the unexpired term. The appointment of Miss Lowe was approved.

The President invited the Committee to hold its next meeting in the evening and be served a dinner by one of the cooking classes. The invitation was accepted.

The President was instructed to draw a check to Mr. Rouse in payment of his installation of the heating plant according to the terms of the contract.

The President advised the Committee of the situation in regard to Miss Matile Powell. On motion the Chairman of the Committee was requested to personally inform Mr. Powell that the bill must be paid at once or the daughter withdrawn from school.

The President presented the need of a more adequate hot water supply for the dormitories. After discussion it was decided to confer further as to the requirements and take necessary steps at once.

The Committee adjourned.

February 8, 1928.

After a pleasant supper served by students of the Home Economics Department, the Committee was called together at eight o'clock P.M. There were present Messrs. Blich, McCrackin, Purcell, Mrs. Strickland, and Mr. Tillman. The minutes of the preceding meeting were read and approved, the bills of the month were checked, and the financial statements were considered.

As to the bill of Stump Brothers held up at the last meeting, it was reported that Mr. Stump was willing to settle the matter on whatever the Committee thought right, and on motion it was ordered that \$25.00 be offered in payment of the window panes, etc.

The Committee to consult the City Council in regard to an adjustment of water rates was directed to meet the Council at its next meeting with a view to getting a settlement.

Mr. Tillman and the President were directed to continue consideration of the grounds with a view to having the palm avenue planted if possible, and were authorized to spend up to one hundred dollars on a base planting for the main building. They were instructed to consult Mr. Gainey, the City Engineer, as to the cost of building a suitable walk from the main building to the street. The President was authorized to consult with the student organizations as to their allowing their savings to be used for this purpose now under a promise of the Board to restore the funds when they are ready to use them in equipping club rooms.

The President was directed to request the Bookkeeper to make out a schedule of the cost of lights for the last three years.

An appropriation of fifteen hundred dollars in addition to the usual provision for summer school was authorized.

There was a general discussion of the Training School problem of the College, but no definite action was taken.

An appropriation of one hundred and fifty dollars for the expenses of the Dean of Women in attending the conference of the National Association of Deans of Women in Boston, Mass. was authorized.

The Committee directed the President to convey to Miss Ramsey and the young ladies who served the supper of the evening their cordial appreciation and thanks.

The Committee adjourned.

March 7, 1928.

The Executive Committee met in the Board Room at 3:15 o'clock. There were present Mr. McCrackin, Mrs. Strickland, and Mr. Tillman. There were absent Mr. Blicht, Mr. Purcell, and Mr. Turner. The minutes of the previous meeting were read and approved as read. The bills of the month were checked and financial statements were considered.

The President brought to the attention of the Committee the following matters, which were by motion disposed of in each case as indicated:

1. A request of students that dancing (with men) be allowed at social gatherings. Purely for reasons of public policy, not granted.
2. The same request as to playing cards on the campus, with same disposal.
3. The letter of Mr. S. B. Calhoun requesting exemption from the Out-of-State fee for Miss Evelyn. Directed that Mr. Calhoun be advised that under the law he is required to pay the fee, but that he be allowed as a courtesy to make payment any time before the graduation of Miss Evelyn.
4. A similar letter from Mr. Morley Pettit in regard to his neice, Miss Mary Edith. Directed that Mr. Pettit be advised that the payment of the fee depends on whether or not he is a voter in Georgia.
5. The insulation of hot water pipes. The proposal of Mr. Roscoe Rouse was accepted with instruction that the insulation be installed at once.
6. The tearing down of the old brick smoke stack and using the brick for borders in the garden. The same was authorized.

At the request of Miss Hopper, Dean of Women, the President expressed to the Committee her thanks for the payment of her expenses to the meeting of the Association of Deans of Women.

The Committee adjourned.

April 11, 1928.

The Executive Committee met in the Board room at 3:15 o'clock. There were present Messrs. Blich, McCrackin, and Tillman. There were absent Mr. Purcell, Mrs. Strickland, and Mr. Turner. The minutes of the previous meeting were read and approved as read, and financial statements were considered.

The President brought to the attention of the Committee the following items which were disposed of as indicated:

1. The matter of the change in equipment for electric lights and power according to the memorandum submitted by the Georgia Power and Light Company. The President was instructed to advise the Company of the Committee's wish that the single meter for the system be installed and that the College not purchase the transformers.
2. The question of the purchase of coal. The President was instructed to ask the Georgia Power and Light Company to quote prices on coal for delivery as needed, and to give the business to the company if its prices are "in line".
3. The question of a frigidaire installation in the boarding department. The President was directed to ask the Georgia Power and Light Company for figures on a similar installation to check against the figures of Mr. Varnedoe already submitted.
4. The question of a walk from West Hall to Patterson Street. It was agreed that a brick walk should be built ultimately, but that for the present we would place the palms and lay out the walk only.
5. The question of replacing gas ranges by coal ranges. The President was directed to secure full specifications and official quotations on John Van Ranges, and to advise the Gas Company that he had been authorized to replace the gas equipment with coal ranges, which was expected to be done promptly.
6. The bill of Messrs. Edwards and Sayward for services in connection with the heating plant was approved, but the President was instructed to hold up payment for a while.

The Committee adjourned.

May 9, 1928.

The Executive Committee met in the Board room at 4:15 o'clock. There were present Messrs. Blich, McCrackin, Purcell, and Mrs. Strickland. There were absent Mr. Tillman and Mr. Turner. The minutes of the preceding meeting were read and approved as read. The financial reports were presented and discussed, and accounts checked.

The President brought to the attention of the Committee the following items which were disposed of as indicated:

1. A range. Instructions given to purchase the John Van Range at the price of \$526.50 f.o.b. Cincinnati, less \$150.00 for the used gas ranges (the freight on the coal range from Cincinnati and on the gas range to Cincinnati to be paid by the College), the range to be installed between the regular session and the summer school.
2. The purchase of coal. Instructions given to purchase coal from the Georgia Power and Light Company, Valdosta, at \$6.25 per ton 2" x 4" egg coal, best grade, according to the letter of the Company dated April 27th, 1928.
3. Frigidaire unit. There appearing certain discrepancies between the estimate of the Georgia Power and Light Company and that of Mr. S. M. Varnedoe, the President was instructed to make further investigation.

Various matters of interest were informally discussed but no specific action was taken.

The Committee adjourned.

May 26, 1928.

The Executive Committee met in the Board room in called session for the purpose of a preliminary consideration of the Budget for next year. There were present Messrs. Blich, McCrackin, Purcell, Tillman, and Mrs. Strickland; absent Mr. Turner.

The President presented the budget. After discussion it was requested that the budget be typed for further study by the Committee before final action at another meeting to be held on Wednesday evening, May 30th.

The resignation of Mr. Wood as Comptroller was presented to the Committee. After discussion of the situation involved, on motion action on the resignation was deferred until the full meeting of the Board on June 5th.

The Committee adjourned.

May 30, 1928.

The Executive Committee met in the Board room in adjourned session to continue the study of the budget.

Before the meeting the Committee was served a dinner by one of the Cooking classes.

There were present Mr. Blich, Mr. McCrackin, Mr. Purcell, Mrs. Strickland, and Mr. Tillman.

After discussion of the budget item by item, it was adopted as shown in the President's report to the Board for June 5, 1928.

The President was requested to extend the thanks of the Board to Miss Ramsey and the young ladies who served the dinner.

The Committee adjourned.

June 5, 1928.

The Board met at ten o'clock in the Board room. There were present Messrs. Blich, Dasher, Duggan, Hofmayer, McCrackin, McDowell, Moore, Purcell, Thomas, Tillman, Turner, and Mrs. Strickland. There were absent Messrs. Adams, Council, Frier, Gardner, Snelling, and Mrs. Brantly and Mrs. Walker.

The minutes of the preceding meeting were read and approved as read. The minutes of the Executive Committee were approved.

The President read his annual report as follows:

Ladies and Gentlemen of the Board of Trustees, allow me to present the following report of the work of the College for the year 1927-28.

The College has this year arrived at a major peak in the curve of its development, and it is well for the Board to give its thought for a few moments to a fuller realization of this fact.

Fifteen and a half years ago, the College opened its doors with fifteen high school students and three freshmen college students, one excellent house, a small but well selected faculty, a liberal charter, a high and well considered ideal of its nature and programme,-- and a debt of \$7000.00 incurred to buy the minimum equipment with which to begin its work.

The financial support provided by the Legislature was never until 1926 adequate to the current needs of a college of the type contemplated in our charter and plans; and the growth of the College in the number and type of students and its development along the line of its programme have been much faster than the increases of appropriations. The choice, therefore, which has confronted the Board and the President all along has been to hold back the College to a secondary school-junior college rating and stay within appropriations, or drive forward to a realization of its function as a bona fide woman's college and trust to future legislatures to pay the debts in so doing.

The President, and he thinks the Board, has not thought that the State needs a college of inferior type in this territory, and the City of Valdosta, though most of its citizens are far from realizing the cost of running a college, also desire only a high type institution.

The State Auditor last year remarked that the "natural destiny" of this College lies in the direction of competition with such institutions as Wesleyan and Agnes Scott rather than with

"ordinary normal schools". The word "competition" is not appropriate perhaps, but the ideal is otherwise well stated. We have been striving to build up a noble type of State supported, democratic college for the education of women regardless of their financial ability.

As the College was first financed, it had only money enough to be a good high school; so we had to build on faith.

Besides the obvious desirability of transforming the school into a real college as fast as possible along the lines blocked out from the beginning and steadily adhered to, there were two other pressing considerations that drove us forward. One was the State wide movement to make junior colleges of the various agricultural colleges of the State, which a while back threatened to class this school with that group, and from which we had to escape early or not at all -- and from which as it is we have barely (though thoroughly) cleared. The other consideration was that the legislature through its visiting committee served notice on the President that since the College claimed to do college work, it had to do it, and "cut out" high school work, or else content itself with small appropriations. To hesitate meant to lost not only our start but our future.

We had to go forward. To go forward we had to make debt, and trust to the State to pay the debt we were incurring to serve the State.

Unfortunately the brunt of this debt while it lasted had to be borne by the generosity of local citizens who extended credit, signed notes, etc.; and the long delay of the State in paying off the debt and providing adequate maintenance to keep out of debt produced inevitable uneasiness, questioning, and criticism of the administration here at home where the burden fell. But this was the necessary price that the building up of a strong college without adequate funds cost. The President has borne the chief thrust of this criticism cheerfully, knowing that he was doing his duty and believing that he had the confidence and support of the Board.

The College went on with its development -- struggling against debt, struggling to work with the least possible equipment, making one piece of equipment do the work of two, requiring heavy but loyally carried loads of a generally underpaid faculty, -- the College struggled on, strong in its faith that it is doing the State and the community a worthy service, and that the State and the community will ultimately realize what has been done and be grateful.

At last the legislature has made adequate financial provision -- for the present at least. In 1925 the maintenance was increased from \$40,000.00 to \$60,000.00 per year for the biennium of 1926-27. -- a jump of \$20,000.00 per year. So last year we ran within our appropriation and cut the debt down a little. Last summer

approximately the whole debt was paid by a deficiency appropriation and the maintenance was increased to \$80,00.00 for 1928 and \$90,000.00 for 1929. Our income for the next year is more than twice -- almost three times -- what it was six years ago, and all our debts are paid and we have a substantial bank balance, and the future of the College seems assured. Members of the legislature, as was to be expected, grumbled vigorously against our having gone so heavily in debt. We should not complain at this for the legislature that made the appropriation to pay the debt was not responsible for the fact that previous legislatures had given us a bigger task than they gave us money to accomplish. But still it is undeniably true that this legislature would certainly never have appropriated \$80,000.00 to pay a debt if the debt had not been made, nor would it have increased the annual maintenance of the College to \$90,000.00 if the College had not by means of that debt developed into a respected bona fide college. The debt and the development are inseparable. The only regrettable feature of the matter is that an impression was created and propagated that the indebtedness was due to careless or recklessness and not to a deliberate and necessary programme.

The adventure has been a hard one, but the President believes now as firmly as when it began that it has been a worthy one. We have adhered firmly and aggressively to our programme of making this a leading college. In seven years we have passed from little more than a high school to a full-fledged college. We have increased the prestige of the College as an educational institution enormously, and have secured in appropriations some \$276,000.00 more than we would have secured had we not dared the venture. Thanks to the active and vigorous cooperation of the Executive Committee this year, the criticism and carping in the local community has largely disappeared with its cause, the debt. The President wishes to thank the Board for its support of the programme in years past, and the Executive Committee for its fine spirit and great help during the present year.

The transition of the school into a college is complete, but our programme is by no means finished. We no longer have high school students on the campus; we have an ever increasing number of senior college students; we are a member of the American Association of Teachers Colleges; we have placed our application for membership in the Association of Colleges and Secondary Schools of the Southern States, which is the accepted standardizing agency of our territory. We have not been admitted to the Southern Association; we need to be admitted; we must devote our resources as rapidly as is consistent with conservative administration to meeting its requirements;-- that is, to providing standard equipment and faculty, neither of which we quite have yet, nor will have even with the liberal expenditures authorized in our budget for next year. I spoke at length on this point in last year's report, and will not repeat here.

The formal faculty recommendations and the budget prepared in counsel with the Executive Committee have in their provisions had the above considerations in mind. The budget and the financial are presented in full below.

FACULTY MATTERS

The faculty has on the whole been exceedingly satisfactory this year, the new members all having made good and having fitted into their positions well. Miss Metcalf, Miss Koontz, and Miss Small resign for personal reasons. Miss Price has requested a leave of absence (without pay) for a year to pursue her studies. The President has not yet been able to secure satisfactory successors to Miss Metcalf and Miss Koontz, and requests that these positions be filled in the usual way under such circumstances. He recommends as the substitute for Miss Price for the year Miss Irene Brinson. He recommends that Miss Small's position not be filled next year, as the department can get along very well with possibly a student assistant. He recommends that a new position, that of Assistant in Biology and Education be created to relieve the pressure in those departments, and that Miss Adelpia Meyer be elected to this position. He recommends that the student assistant to the Dean of Women in the dormitory organization be discontinued and that instead a full assistant be elected. To this position he recommends that Miss Verna Scarborough who occupied the position for several years but who was away last year studying, be reelected. Such increases as seemed proper are indicated in the faculty roster, part of the budget.

FINANCIAL MATTERS

The financial tables are attached below and may be studied as fully as the Board desires. I remark here merely that after the deficiency appropriation had been applied last summer to our debts, there was left over in old bills that had escaped our Bursar and the Auditor, \$7047.57. During the year we have paid this deficit, have added materially to the permanent equipment of the institution, and have in the bank as of the first of June \$4,544.29.

THE BUDGET

I read only a broad summary. Details are attached. The dormitory budget has been given equal care, and is supposed to run to a balance.

Outline of General Budget

Receipts

State Maintenance	\$ 85,000.00	
Student Fees, estimate same as current year	18,000.00	\$103,000.00

Disbursements

Faculty	\$ 63,400.00	
Regular maintenance	16,500.00	
New Items - General	13,500.00	
New Items - Dormitory	2,480.00	
One-half Heating Plant	4,000.00	\$ 99,880.00
Balance saved, July 1, 1929		3,120.00
Probable balance forward July 1, 1928		3,000.00
Probable balance forward July 1, 1929		\$ 6,120.00

This last figure is the margin of safety on the budget.

THE NEEDS OF THE COLLEGE

As the legislature meets only every other year, it is necessary to consider the needs for two years. It is necessary at this time only to mention our needs, as there will be another meeting of the Board before we can go to the legislature. The first need is to hold the maintenance appropriation as high as it is now. The next need is for an auditorium-class room annex to West Hall. The third need is an additional dormitory. We should be setting our plans toward the securing of these needs. In the meantime, we need to secure as many high grade four-year students as possible.

The President's report was adopted as read.

Mr. McCrackin, Chairman; read the report of the Executive Committee as follows:

"Now comes the Executive Committee of the Georgia State Womans College and reports briefly to the Board and shows the following facts to wit:

That at the beginning of the present school year, namely September 14, 1927, there was an accumulation of indebtedness which was not included in the deficiency appropriation, \$7,047.57.

That your Committee has made various expenditures which are too voluminous to include in this report, all of which are in the records of the monthly meetings throughout the school year.

That your Committee further shows that at this date (not at the close of the school year, which is June 30, 1928) the bills of the College which are due and payable have all been paid. There is available funds over and above the disbursements already made aggregating \$4,544.29.

Respectfully submitted this the fifth day of June 1928.

B. D. Purcell,	J. F. McCrackin,
S. M. Turner,	H. Y. Tillman,
Mrs. A. J. Strickland,	J. Y. Blicht,

By J. F. McCrackin, "

The Committee's report was adopted as read.

It was moved and carried that there be two regular meetings of the Board each year, one to be known as the spring meeting, the date to be set by the Executive Committee.

On motion the offices of Bursar and Comptroller were discontinued and the office of Bookkeeper and Purchasing Agent created instead, the functions of this office to be the same as described by the Executive Committee for the Comptroller (See minutes of Executive Committee meeting September 27, 1928) with the additional duty of keeping the books of the College.

It was moved and carried that the man for this position should be selected by the President of the College and the Chairman of the Executive Committee and approved by the Committee, the salary for the position to be fixed by the Committee.

It was moved and carried that the man who occupies this position should be the Treasurer of the College also.

It was moved and carried that the present occupants of the positions referred to above continue in their positions until the position of Bookkeeper and Purchasing Agent shall be filled as described above.

The resignation of Mr. Wood as Comptroller being before the Board, the President was requested to make a report in regard to Mr. Wood's services. The President reported at length informally on the history of Mr. Wood's relation to the College, and concluded with a formal written report. After extensive discussion of the situation by the Board, the President withdrew his formal report, and it was moved and carried that Mr. Wood remain in his present position of Head of the Department of Education and Dean, but that he be advised by a committee consisting of Mr. Tillman and the President of the College, as to the condition of his work as reported by the President, and informed that unless there is a favorable report on his work at the spring meeting of the Board next year, he will be expected to retire from the faculty.

On motion Mr. McCrackin was asked to convey in person to the faculty, the appreciation by the Board of their service during the year that has past.

The Board adjourned.

July 11, 1928.

The Committee met in the Board room at 3:15 o'clock. There were present Messrs. Blich, McCrackin, Tillman. There were absent Messrs. Purcell and Turner, and Mrs. Strickland.

The President presented tables outlined as follows:

1. A financial statement of the summer school, which indicated that the school was running sufficiently within its income to return to the general budget practically the whole appropriation of \$1500.00 made by the Committee for the summer school.
2. The cash balance for the year ending July 1st, which showed a net balance forward into the new year of \$3869.81.
3. The dormitory statement for the year, showing a net gain of \$4240.93.
4. A statement of the book store, showing a gain of \$386.80.
5. A memorandum of accounts receivable and notes receivable.

These tables are to be found in the Executive Committee folder.

The question was taken up of expenditures to be made during the holidays in making preparation for the opening of school in the fall. The President gave the following estimate of probable income to September 15, 1928:

Balance forward	\$4500.00	
Matriculation & Library fees (\$6000.00)	5000.00	
Training School fees	1440.00	
	<u>\$10940.00</u>	
Reservation fees 200 @ \$5.00	1000.00	
Living Expense " 200 @ 21.00	4200.00	
	<u>\$ 5200.00</u>	
Total (short at least \$1000.00)		\$16140.00

The following undertakings were authorized at sums not to exceed those indicated in each case:

1. Hot water equipment	672.00	
2. All repairs, painting, and modifications	2000.00	
3. Rugs and hangings (dormitory)	700.00	
4. Library tables, shelves, etc.	500.00	
5. Paving - front walk and rear	800.00	
6. Tennis court	200.00	
Total	<u> </u>	\$ 4872.00
Lawn mower	?	

The President was instructed to secure a price on the building of a vault.

Attention was called to the case of Mrs. Beck, and on motion it was decided to pay Mrs. Beck's summer school salary in full.

A memorandum was presented from Mr. Stokes calling attention to his service in the field. On motion the President was instructed to write Mr. Stokes that the Committee was appreciative of his services and willing to make compensation of the kind suggested, but that a precedent was involved which the Committee wished to avoid, and that the Committee would prefer to arrange the matter in some other way and at some other time.

The Committee adjourned.

August 8, 1928.

The Executive Committee met in the Board room at 3:15. There were present Mr. Blicht, Mr. McCrackin, Mr. Purcell, Mr. Tillman, and Mrs. Strickland. The minutes of the previous meeting were read and approved as read.

The statement for the summer school was read showing a net gain of \$200.91 without using the appropriation of \$1500.00 made by the Committee. The educational aspects of the session were also reported as most satisfactory.

The statement of July 31st was read. (See Executive Committee folder for originals).

The President was instructed to place the order for brick and cement for the walk with Stump Brothers as the lowest bidder -- brick \$12.25 net per 1000; cement @ 55¢ net per bag.

It was decided to replace worn out gutters with galvanized iron gutters.

Hangings for the Board room were approved as per sample shown, @ \$175.00.

A toilet for the infirmary at about \$150.00 was authorized.

The Treasurer was authorized to sign a number of checks in blank before going on his vacation.

The nomination of the following members of the faculty were approved.

Dr. Wilbur L. Hoff, Professor, Chemistry and Physics	@	\$3,000.00
Miss Nancy Fry, Instructor in Home Economics	@	1,500.00
Miss Anna Belle Herblin, 2nd & 3rd grade Critic	@	1,700.00.

The Committee adjourned.

August 15, 1928.

The Executive Committee met in called meeting in the Board room at 3:15. There were present Messrs. Blich, McCrackin, Purcell. There were absent Messrs. Tillman and Turner and Mrs. Strickland. Mr. McCrackin reported that he and the President had investigated several possibilities for the position of Bookkeeper and Purchasing Agent, as directed by the Board at its recent meeting; that to all but two there were serious objections, and that these two came at a high price; that none seemed better fitted on the whole than the present bookkeeper, Mr. Henderson. On motion it was decided to retain Mr. Henderson as bookkeeper and leave the question of purchasing agent to a fuller meeting of the Committee.

The Committee adjourned.

Sept. 1, 1928.

The Executive Committee met in the Board room at 3:15, the regular meeting for September having been called for this day rather than for the usual meeting day. The Bookkeeper was not entirely ready with reports but gave a summary, which indicated that the expenditures were going approximately according to estimates. The question of the Purchasing Agent left over from last meeting was taken up; but again the Committee preferred not to act without a fuller meeting. As Mr. Purcell could not attend a meeting next week, it was provided that he vote now, and the Committee adjourn until next Tuesday evening, September 4th, at eight o'clock. Mr. Purcell voted that Mr. Henderson be appointed as Purchasing Agent as well as Bookkeeper, and the Committee adjourned. (Insert after first sentence above). There were present Mr. Purcell, Mr. McCrackin, and Mr. Tillman. There were absent Mr. Blich, Mrs. Strickland, and Mr. Turner.

Sept. 4, 1928.

The Executive Committee met in the Board room at eight o'clock in called meeting pursuant to the action of the Committee on September first to elect a Bookkeeper and Purchasing Agent. There were present Messrs. McCrackin and Tillman and Mrs. Strickland.

Mr. McCrackin and Mr. Powell, the sub-committee to nominate read the following report:

"The Sub-Committee appointed by the Board of Trustees at its meeting on June 5th to nominate a Bookkeeper and Purchasing Agent for the College, having investigated a number of possible men and having found only two who in their judgment might be expected to be as good as Mr. Henderson, the Bookkeeper, and having found that these two would require very substantially larger salaries, brought their findings to the Executive Committee at its meeting on August 15th without making a definite recommendation. The Committee, as there were only three members present, elected Mr. Henderson to continue as Bookkeeper for the coming year, but postponed action as to the matter of a Purchasing Agent until a fuller meeting at a later date. At the meeting of September first, there were only three members present, and again the Committee postponed action until the adjourned meeting set for today. As the school is to open next week, it seems so important that the matter be settled that the Sub-Committee begs to report that, lacking a suggestion from the whole Committee, they recommend that Mr. Henderson be appointed to the full position of Bookkeeper and Purchasing Agent, as created by the Board, with the definite understanding that if his work do not prove satisfactory in the double capacity he be so notified at the spring meeting of the Board, and relieved of the position for the following year."

The report was amended by striking the last three lines after the word "understanding" and substituting therefor the words "that if his work prove unsatisfactory at any time to the Executive Committee he shall be relieved of the position as Purchasing Agent by the said Committee. "

The report was adopted as amended.

The Committee adjourned.

Oct. 1, 1928.

After a delightful dinner served at seven o'clock by Miss Fry and one of her classes in Foods, the Committee met at eight o'clock in the Board room. There were present Mrs. Strickland and Mr. Tillman.

The vouchers and statements were checked and found in order. The financial reports were presented and studied. The receipts column of the budget had been restudied by the President and the Bookkeeper and Purchasing Agent in the light of the actual opening conditions of the College, and revised showing net receipts almost a thousand

net receipts almost a thousand dollars less than originally estimated receipts, the shrinkage appearing mostly in Music and Expression fees which was due to untoward financial conditions in our territory at large. It being observed that the repairs necessary during the summer had been considerably larger than originally estimated, and that the expenditures had already exceeded the budget allowance for repairs, and it having been further observed that still the usual run of repairs for the year is ahead of us, it was decided to take \$775.00 from the item of pavements and add it to the item of repairs, making the latter allowance \$1775.00 for the year.

Letters from Mr. Dasher requesting readjustment of compensation were read and the President was instructed to say to Mr. Dasher that as there was no quorum present, action on them was postponed until the next meeting. The President also presented an inquiry from Mr. Dasher as to the willingness of the Committee to pay the expense of organ practice for his recital. Members of the Committee having been advised that the organist of the church was allowed any amount of practice on the organ without any payment for the same, the Committee expressed the opinion that Mr. Dasher should allow the practice for the recital to be covered in this way.

At the request of Miss Margaret Collins, the County Agent, a scholarship amounting to the matriculation fees (\$20.00 per year) was offered to any girl of the 4H Clubs of this territory -- one to the county -- to be named by her and the district director.

The Committee adjourned.

Oct. 22, 1928.

A called meeting of the Executive Committee was held in the office of the Chairman, Mr. McCrackin, at 3:45 o'clock. There were present Mr. Blich, Mr. McCrackin, Mr. Tillman, and Mr. Turner. Mrs. Strickland came in early but was ill and retired before the meeting was called to order.

The President stated to the Committee that one of the items of business was to decide what was to be done about a car for the College -- business postponed from the regular meeting on October 10th, and requested that since he would be personally the chief user of the car that the matter be decided without his presence, and retired. After discussion, the following resolution was passed by the Committee:

Be it resolved by the Executive Committee assembled on this 22nd day of October 1928, as follows, to-wit:

That R. H. Powell, President of the Georgia State Womans College, be, and he is hereby authorized, subject to the conditions hereinafter stated, to purchase for the use of the College a new Chevrolet or a Ford car which ever he may select, such car to be paid for out of any available funds that the College may have that can be applied to such purpose provided, however, that such expenditures are made for cars for the use of teachers or officials of similar schools in this State.

The Committee suggests and directs that the old Chevrolet car owned by the College be applied on the purchase price of the new car in case the same is purchased.

The foregoing resolution was passed by the Executive Committee on this 22nd day of October with J. Y. Blich dissenting."

The President read the following report and recommendation:

"We are confronted with certain conditions in regard to our faculty that I wish to bring to the attention of the Executive Committee at this time, with a view to securing authority to proceed with certain adjustments that it will be too late to make advantageously if we wait until the meeting of the full Board next spring. I have no doubt that the Board will approve the action taken by the Committee; and the President can make arrangements "subject to the approval of the Board", but with assurance of such approval.

When we abolished the high school of the College in 1927, we had a serious problem of faculty adjustment, for several of the faculty had been doing part time or full time teaching in the high school, and these instructors had been employed, as other instructors, on a permanent basis.

Two of them desired to retire, and the Professor of History in the College retired, making an opening into which Miss Price was promoted.

Our most difficult adjustments were for Miss Bush, Latin; Miss Youngblood, French; Miss Lockett, Mathematics. None of these instructors had degrees acceptable as heads of departments; but all were put in line for such positions by the closing of the high school; and none of them had a full load of work left in the College.

We were able to use the full time of Misses Bush and Youngblood, by assigning them Freshman English classes, for which they were reasonably prepared. But there was no combination for Miss Lockett, because she had preparation for no other subject, and was unwilling to prepare for the obvious combination of Physics with her subject of Mathematics. But this year she is teaching a class of Economics, thereby partially filling in her time. But we need to make permanent adjustments this year.

There is work enough for two full time full professors in English, and there are more students taking English than any other one subject (266).

There is work enough for two full time full professors in History and

Social Science, and enough students to justify them (198). There are enough French classes and students to employ all of Miss Youngblood's time (five classes, 75 students), though her training justifies only the rank and salary of an instructor.

The arrangements suggested above, you will note, leave Miss Lockett with only Mathematics classes and Miss Bush with only Latin classes. There are at present 11 Mathematics students in four classes. And really only two years of Mathematics are very much needed. There are 23 Latin students in three classes.

There is no reason why one teacher should not do all the work called for in both these departments.

Miss Lockett could not teach Latin. Miss Bush, I believe, could teach two years of Mathematics.

The suggestion is that the two departments be combined after this year, that Miss Lockett be released (notifying her now), that Miss Bush be offered both departments, and that if Miss Bush is not willing to accept the combination, she be released also, and a new instructor be employed for the joint position.

I suggest that for the proposed Professorship of History-Social Science and English, Doctors of Philosophy (or equivalent) be employed, and that as much as \$3000.00 be allowed for each salary.

The addition to the faculty budget required by the foregoing suggestions is:

Professor of English	\$ 3000.00
Professor of History-Social Science	<u>3000.00</u>
	\$ 6000.00
Less Miss Lockett's salary	<u>2000.00</u>
Net addition	\$ 4000.00.

Another suggestion: As our instructors have come up from our Junior College days they have naturally brought their official designations with them. This makes something of an embarrassment in that in many cases the degree held does not comport with the title. I suggest, therefore, that the title of Head of Department be abolished, and that the President be authorized to study further the scaling of ratings, and if found desirable reduce official ranks to comply with preparation."

The Committee passed the following resolution:

"Be it resolved by the Executive Committee assembled on this 22nd day of October 1928, as follows, to-wit:

Resolved that the President of the College be requested to proceed in the matter of the faculty to make such adjustments as the present problems justify in order to bring departments up to accepted standards".

The Committee adjourned:

Nov. 14, 1928.

At the regular monthly meeting of the Executive Committee, only Mr. McCrackin and Mr. Tillman were present. Bills and financial statements were checked as usual, but because of the lack of quorum, no formal business was dispatched.

Dec. 12, 1928.

The Executive Committee met in regular session. There were present Mr. McCrackin, Mrs. Strickland, and Mr. Tillman. The bills, vouchers, and accounts were checked as usual.

The President recommended that the collegiate work of the summer school be extended to a nine weeks term. On motion the recommendation was approved.

The question of out-of-state fees as applying to certain individual students was raised by Mr. Henderson, and the following decision was taken:

In the cases of Miss Dorothy Lile and Misses Agnes and Ruth Ransone the fees were to be paid.

The case of Miss Elizabeth Kirkland was left over for further investigation.

The Committee adjourned.

January 16, 1929.

Memorandum: For the regular meeting of the Executive Committee of this date, only Mrs. Strickland and Mr. Turner were present; so there being no quorum, the Committee adjourned until the 23rd.

January 23, 1929.

Memorandum: For the called meeting of this date, only Mr. McCrackin and Mrs. Strickland were present. The question of the difficulty of securing a quorum was brought up informally, and the advisability of calling the full Board at an early date to make a new appointment to the Executive Committee and the alternative of suggesting a member for a referendum appointment were discussed. The name of Mr. Louis S. Moore was suggested for a referendum vote.

The Committee adjourned.

March 9, 1929.

The Board met in the Board room according to call at 10:30 o'clock. There were present Mr. Blich, Mr. Dasher, Mr. Dekle, Mr. Gardner, Mr. McCrackin, Mr. Moore, Mr. Purcell, Mrs. Strickland, Judge Thomas, and Mrs. Walker. There were absent Mr. Adams, Mrs. Brantley, Mr. Duggan, Mr. Frier, Mr. Hofmayer, Mr. McDowell, Chancellor Snelling, and Mr. Turner.

At the roll call the death of Mr. Tillman and the appointment of Mr. Dekle as his successor were announced. Upon resolution of the Board a page in the minutes was dedicated to Mr. Tillman's memory, and the President was instructed to write a letter to Mrs. Tillman advising her of the action of the Board. The minutes of the previous meeting were read and approved as read.

The reading of the minutes of the Executive Committee was dispensed with with the exception of the minutes of the meeting of September 4th in which the appointment of Mr. B. H. Henderson as Bookkeeper and Purchasing Agent was recorded. The minutes of this meeting were read and approved as read.

The President offered no formal report, but advised the Board as to the content of the current month's financial report. (See "Financial Reports" book).

Under deferred business the adjustment of Mr. Wood's status as referred by the previous meeting of the Board to this meeting (See minutes page 26) was taken up. The President reported that he had himself this year given very close attention to all administrative problems, carefully checking most of the Dean's work and allied work, that Mr. Wood had undoubtedly done better work in most respects than he had ever done before, but that there still undoubtedly existed the lack of confidence in his official work which was referred to last June, and he recommended that as a move in the direction of harmony, Mr. Wood be relieved of the functions of Dean and be retained in his position as Professor of Education at the same salary which he now draws. (Note: It having been requested by the Chairman of the Executive Committee that an exchange of notes between the President and the Dean in regard to this action be read to the Board, the notes were read. It having appeared in the correspondence that the President was contemplating taking care of the present activities of Mr. Wood as Dean by extending committee responsibility, this phase of the general problem was discussed). It was moved and carried that final action on the President's recommendation be postponed until the annual meeting of the Board in June.

Under new business the following items were acted on:

1. The President was authorized to dispose of by giving away a number of books which are now out of date, unusable in college work,

and unsalable.

2. Two requests of Mr. James A. Dasher, Jr., teacher of Music, were presented: First, that he be placed on a fixed salary, and second, that he be allowed the full amount of fees collected for his Music lessons. It was moved and carried that it is the sense of the Board that the status of the position occupied by Mr. Dasher not be changed, and that the adjustment of compensation be left as provided at the last Board meeting.

3. The action of the Executive Committee on July 11, 1928, recognizing a financial obligation to Mr. Stokes for services rendered in the field last summer was brought to the attention of the Board, and on motion a payment of \$100.00 was authorized for this service.

4. The President raised the question of a car for use in going to the field, reciting the history of the case, and asked the Board to give the matter final direction. On motion the Chairman of the Executive Committee was requested to purchase a Chevrolet car, exchanging the present old Chevrolet belonging to the College for as much as possible in the transaction.

5. A letter was read from Professor W. D. Hooper, Chairman of the Accrediting Commission of the Association of Colleges and Secondary Schools of the Southern States, telling the points wherein the College failed to qualify for admittance to the Association last fall, and in connection with this the President brought out the difficulty in securing properly equipped faculty members at the prices authorized. These two matters were presented as information, and discussed generally in the Board, but no action was taken.

6. The question of group insurance was presented by the President with a request that a committee be appointed to report back to the Board at its next meeting with recommendations. The Chairman appointed Mr. Dekle, Mr. McCrackin, and Mr. Dasher.

7. The following special appropriations were authorized:

- a. Increase of the budget for yards, \$500.00
- b. Increase of the budget for the library, \$2000.00, with the proviso that as much as \$500.00 might be used for binding magazines.

8. On motion Mr. Dasher was appointed a committee to persuade the board of County Commissioners to assist in clearing up and improving the "branch woods".

Under the election of officers, the question of the membership for the Executive Committee was discussed. Mr. Blich's resignation as a member of the Committee having been offered some time ago, the Board unanimously requested that Mr. Blich withdraw his resignation and continue to serve as a member of the Committee; and Judge Thomas, Chairman of the Board, was asked to carry this request to Mr. Blich, who had been called away from the meeting.

Mr. McCrackin advised the Board that Doctor Griffin had called him last evening to tell him that Mr. Turner who was in the hospital for treatment desired that his resignation as a member of the Executive Committee be offered to the Board with the request that a Valdosta member be put in his place. Mr. Purcell observed that he as a member of the Committee would hardly find it possible to attend any meetings between now and the Board meeting in June and suggested that if the assuring of a quorum would be effected by putting some one in his place, he would be pleased to resign. But the Board decided to take no action either on Mr. Turner's or on Mr. Purcell's suggestion, and postponed all action on the Committee until the annual meeting in June. The President spoke to a point of personal privilege to explain that there is a very serious difficulty in the administration of the College growing out of an apparent difference of opinion among members of the Board as to the function of the Executive Committee, and as to its proper distribution of personnel. He urgently requested that when the matter came up at the next meeting there be a perfectly frank, friendly, and impersonal discussion of this important matter, and that the Board express itself positively in a definite policy so that there could be no further misunderstanding.

On motion the President was requested by the Board to extend to Miss Hopper its thanks for delightful refreshments served during the meeting.

The Board adjourned.

This Page is Dedicated to the Memory of
H. Y. Tillman
Member of the Board of Trustees
of the
Georgia State Womans College
1927 - 1929
Deceased
January 1, 1929

March 11, 1929.

The Executive Committee met in the Board room of the College at 3:15. There were present Mr. McCrackin, Mr. Moore, and Mrs. Strickland. The financial tables and vouchers were presented and checked.

The fact that the State is \$15,000, or two monthly checks, behind was brought to the attention of the Committee together with the consequent fact that though local bills had been paid, salaries for the month and out of town bills had not been paid. There was a discussion as to whether we should make effort to secure a loan, but under all circumstances it was considered best to do nothing at present.

An appropriation of \$1500.00 or as much thereof as might be needed was set apart for the summer school.

The Purchasing Agent was instructed to secure May prices on coal for next winter and to place the order with the best bidder.

The request of Mr. Dasher, teacher of Music, that recommendations be made to the general Board that he be put on regular salary next year was presented to the Committee. The Committee decided that in the light of the recent discussion of this matter in the general Board and of the action of the Board, it would not be proper to take any action.

The Committee adjourned.

May 8, 1929.

The Executive Committee met in regular session in the Board room at eight o'clock P. M. There were present Mr. McCrackin and Mr. Moore and Mrs. Strickland. There were absent Messrs. Blich, Purcell, and Turner.

The vouchers were checked and the financial statements studied and all found regular.

On motion the Purchasing Agent was authorized to buy five cars of coal from the best bidder.

The President mentioned the request of a prominent friend of the College that Mr. Hawk be retained as a publicity agent for the College. The Committee declined to take action.

The following resolution was passed:

Be it resolved that the President be and he is hereby authorized to borrow either from a bank or private individual sufficient funds not to exceed \$7,000.00 with which to pay current expenses including teachers salaries.

The Committee adjourned.

June 4, 1929.

The Board met in the Board room at ten o'clock. There were present Messrs. Blich, Dasher, Dekle, Duggan, Hofmayer, McCrackin, McDowell, Moore, Purcell, Thomas, Turner, Mrs. Strickland and Mrs. Walker. There were absent Messrs. Adams, Frier, Gardner, Snelling, and Mrs. Brantley.

The meeting was opened with prayer by the President of the College.

At the beginning the President extended an invitation to the Commencement dinner after the meeting and an urgent request that the Board members attend the Commencement exercises tomorrow if possible.

The minutes of the preceding meeting were read and approved as read.

The President's report was presented as follows:

THE PRESIDENT'S REPORT
1928-1929

Ladies and Gentlemen of the Board of Trustees:

Pursuant to the rules of procedure of the Board of Trustees which require that "It shall be the duty of the President of the College to submit an annual statement to the Board on the condition of the College, with recommendations as to its needs along certain specific lines, condition of its force, desirable changes in appointments, advances in salaries or position, nominations of teachers to be elected and a budget of the expenditures proposed for the ensuing fiscal year", I beg to present the following report:

General Affairs

It gives me sincere pleasure to advise you that in every way but one the College is essentially in the best condition of its whole history.

Due to the delay of the State in meeting its payments of the maintenance appropriation, we have been in temporary but very real financial distress; but the College has been run successfully and well within its appropriation and has accumulated a net surplus of \$8928.48.

Large and important improvements and increases of equipment have been made. These are very visible in the matter of the campus; they are less conspicuous but more important and more expensive in the matter of repairs, laboratory equipment, and books for the library.

The College has presented its application for admission to the Association of Colleges and Secondary Schools of the Southern States; and though it was not admitted to full membership, it was placed on the approved non-member list. It has been advised exactly wherein it fell short of an A grade College, and the Board

has authorized the necessary adjustments to meet these requirements. The catalogue of the College has been revised and the courses of study brought more perfectly into line with the suggestions of the Association -- which, indeed, is exactly in line with the course the College has been following from the beginning.

Visits in the field by both Mr. Stokes and myself have been met with a degree of cordiality toward us personally and toward the College that is most gratifying and encouraging. My recommendation of two years ago, approved by the Board, that provision be made to affect closer relations with the field, has brought good results already.

The exceptionally hard times throughout our territory and the fact that personal visits in the field had to be delayed this year until very late have reduced the present enrollment of students somewhat; but the large increase in cordiality and approval of the College by school men in the territory since our acceptance on the approved list of the Southern Association and the appearance of the new catalogue showing such improvement, will overcome this. I see no reason now to be disturbed.

The morale of students and faculty is very fine.

In spite of these satisfactory conditions, there has grown out of the State's delays in payments and our bank's unwillingness to extend needed credit, and the consequent failure of the College to meet all its bills promptly, a very distressing situation. The faculty being unable to pay their personal obligations on time have often been embarrassed and though their morale has held up admirably, they have been more worried and more doubtful of their safety than ever before in the history of the College. Moreover, there has been more than usual of gossiping and knocking in the City not only to the faculty apropos of their inability to pay their bills promptly because the College could not pay them, but in a general way which has produced uneasiness among even friends of the College, and extending sometimes beyond the home town.

This evil has been increased by agitation from a small group of men growing out of the unsettled status in which the Board left the matter of Mr. Wood's position. But as the President's report on this matter is before the Board and will come up as unfinished business, he wishes to restrict his discussion to the main issue.

Some of the criticism referred to above is no doubt purely personal to the President. In the pursuit of his duties through several years he has made it seem some enemies; but he has consistently ignored personal criticism because his responsibility is to the Board of Trustees of the Colleges and not to any one else. He has always been perfectly frank and open with the Board -- and outside has kept his mouth shut. But such criticism as has been coming out since the State has been in arrears is becoming

injurious to the College, and is an undeserved reflection on the Board of Trustees and on the Executive Committee as well as on the President.

The details of the financial operation of this College were carefully planned by experts before the College began to operate, have been continuously submitted to the Board of Trustees and the Executive Committee, have been thoroughly audited annually by the State Auditor and invariably found correct and correctly recorded. Even the present auditor who two years ago stirred up such a commotion about our deficit did not change a single detail of the financial programme -- and only one detail, that of the Student's Bank account has been changed at all.

There has been no secret about the fact that we were until four years ago making debts. We did it deliberately; we did it -- Board and President alike -- with eyes wide open; we did it as a matter of policy, and for the good of the College. We did it simply because the legislature did not appropriate money enough to equip and maintain the kind of College they chartered this one to be; and we were determined that it should be that kind of a college. We had faith enough in our cause, in Valdosta, in the State of Georgia, and in the ultimate action of the General Assembly, to go ahead.

It is not surprising that there were those in the General Assembly who objected to such tactics on our part, -- that those responsible for the financial administration of the State objected to such deliberate forcing of their hands, and employed vigorous action to stop it. It is not surprising that the faith and patience of some of the good citizens of Valdosta, who with scant knowledge of the College or of its plans were pledging their credit for it, were sorely tried -- even to the breaking point -- by the long delay in paying the debt. All these things were to be expected; and they came to pass.

But it also came to pass that the College ceased being a high school and became a college. Again it came to pass that there was ultimately money to pay every cent of the debt, and maintenance appropriations of a size that never would have been granted to a school of the kind this one was six or seven years ago.

The State Auditor observed -- and he was correct -- that our policy had produced to the end of 1929 a net gain of \$276,000.00 in six years. The policy has also established the College as a real college -- soon to be a standard A grade Womans College.

I wish to say most emphatically that I believe the Board, the Executive Committee and all the administration deserve only commendation for their part in this programme. Of course it could not have been put over without the loyal support of Valdostans who furnished the credit, and the fine work of our

friends in the General Assembly who secured the appropriations; and our deepest thanks are due to them. But the Board and the administration have every reason to be proud of their faith, their courage, and their bull-dog sticking to their determination to make the College entrusted to them a real college.

At the risk of being tedious, I wish to quote a few excerpts from among many similar ones from the minutes of the Board through a number of years, which will show, I hope, how entirely conscious we have been of what we were doing. I could read dozens of them; a few must suffice. It will be a heartening review to older members of the Board who furnished the initial faith, and should give to newer members a deeper appreciation of what has been endured and done. It should give to all a conclusive answer to critics and "knockers" who blame us for having "run the College in debt".

I quote from the minute book as follows:

Page 112,	date	5/26/20
" 117,	"	" "
" 129	"	" "
" 143	"	5/24/21
" 150	"	5/23/22
" 151	"	" "
" 158	"	" "
" 164	"	" "
" 165-66"	"	" "
" 173	"	5/11/23
" 183	Auditor's report	
" 194	date	5/16/24
" 196-7	"	" "
" 212	"	4/30/25
" 237	"	5/25/26

In this year 1925-26 we broke practically even with our budget, and thanks to a deficiency appropriation of \$15,000.00, we reduced the deficit by that amount. From then on until now, four years, we have never exceeded our budget, critics to the contrary notwithstanding.

I beg your pardon for this long review. I trust it has given us the answer to make to all who criticize the College for extravagance and for careless management. In the light of these excerpts, the thought that we were deceiving ourselves -- or anybody else -- is simply preposterous.

It may be poor management, it may be bad business, to go \$80,000.00 in debt; but it is not poor management, it is not bad business, to convert a high school into a college in six years and make \$276,000.00 by doing it, and it is not evidence of bad business judgment that every bit of this progress and financial gain was in exactly the way and from exactly the source and by exactly the forces that had been counted on to produce it.

We have never run the College as a two by four school. I have

never conducted myself nor required our faculty to conduct themselves as officials of a two by four school. It costs money to run an honest honorable college. Shorter College, almost exactly the same size as ours, spends each year some 40% more than we are spending this year, and this is our most liberal year; and yet Shorter College is not regarded as an extravagant college. The average per capita cost of state colleges is \$510.00, about fifty per cent higher than ours. To charge extravagance here when consideration is given to what has been accomplished is most unreasonable. I am convinced it is time for all of us who are responsible for the reputation and success of the College to depart from our proper and dignified silence in this matter and "tell the world" that we are proud of our work. And I have made this long homily in the hope that the Board may take some action looking to this end.

.....

Fortunately the rest of this report can be brief.

Financial

The monthly financial tables of the College have been inspected and approved monthly by the Executive Committee and are before us in the book of financial tables. At the moment of this writing, the annual audit has not been made; but the books are as usual in balance and ready for the auditor. As the fiscal year closes on June 30th, we can not of course give final figures for the year.

At the close of business June 30, 1928, the College had a balance of \$8,070.72; but there was a charge against it by the State Treasurer in Atlanta of an advance of \$8,080.10 for the reworking of our heating plant (January 1928); so about half of the apparent surplus was really a sinking fund against the advance of \$8,080.10 and all of it would have been taken to pay the advance made by the State and charged against us.

It seemed wise to make certain improvements and add certain equipment provided for in the budget for 1928-29 during the summer, so that the benefit might be available for the whole school year. There was, therefore, set out of this balance a fund of \$5,000.00 to be spent during July and August. This of course cut sharply against the sinking fund. However, we continued to accumulate a surplus to take care of the situation when the Auditor should deduct the advance of \$8,080.10. He made the deduction by taking out \$1414.44 from the November check and \$6666.66 (the whole check) from the December payment. This left us on January 1st, 1929, with only a small balance in bank of \$1204.79. However, the spring term fees fell due at the end of January (about \$4,000.00), the board bills were paid fairly promptly, and the State check of February 1st was \$833.33 more than formerly (\$7,500.00) as the appropriation for 1929 is \$10,000 more than for 1928. So we came to March 1st with a net apparent balance of \$6,223.73 after all obligations were paid. But the State check was not paid.

Having learned that the State's payments would henceforth be slow, with the approval of the Executive Committee, we cut all expenditures to the core, cut out entirely certain large improvements that had been authorized, and "saved money" to meet the pinch as best we could. The State has paid only \$3,750.00 since February 1st. On May 1st the budget balance showed ahead \$10,381.67, but the State owed us \$18,750.00; so we were behind with payments some \$8,000.00. This included faculty salaried for April and some out of town bills. The local bills were paid. We had had to hold up March salaries throughout April, though all March salaries were paid during April. It should be made part of the record here as it is of the financial tables of May 1st, that the \$10381.67 balance includes boarding fees paid for May in advance; and dormitory operations for May, about \$5,200.00 are chargeable against it. The financial tables for the first of June are not available as I write this on May 28th, but Mr. Henderson and I estimate that we shall come to the end of the fiscal year (June 30th) about \$6,000.00 or \$7,000.00 ahead on the budget -- net with absolutely no obligations against it. We have paid for the heating plant and have added between eight and ten thousand dollars value otherwise to the capital investment during the year (We have always had to get our equipment out of maintenance funds. So it has not been found practical to keep entirely separate accounts for operation and capital investment; and misunderstanding on this point is one of the chief reasons for the common belief that the College is extravagant. Folk who know nothing of the amount of equipment needed or its cost can not see where we spend so much money).

But in spite of what I believe is the best year's operation in the history of the College, the defaulting of the State has put us in a most critical position. Of course this situation is a problem for the Board, not the President or the Treasurer; and I urgently implore that the Board take adequate steps to finance the College regularly until the State resumes regular payments.

The Faculty

The faculty problem for the next year is unusually difficult. The usual number of changes has occurred as it were in routine. Miss Morrell, critic teacher for the sixth and seventh grades, withdraws, supposedly to be married. Mrs. Myddelton, who has been serving us as critic teacher in the fourth and fifth grades, for two years in an emergency situation growing out of obligations for part time to Miss Mary Stewart who graduates this year, retires under the rule which forbids married women whose husbands are not connected with the College serving on the faculty except in emergencies. Miss Carpenter and Miss Devers request leaves of absence for the first semester to study and secure their Master's degrees. Miss Sawyer asks leave of absence for the year to study. Mrs. White, Head of the Department of Home Economics, resigns in order to be near her mother who is in dangerous health.

Miss Scarborough, Assistant Dean of Women, retires. She has married and goes to China as a missionary.

The readjustment of the courses of study and of the faculty in our effort to meet the requirements of the Southern Association have necessitated three retirements. Miss Lockett at a mere suggestion from the President has very cheerfully withdrawn after five years of very acceptable service as Professor of Mathematics in order to enable us to make more effective arrangements for the Mathematics including a Ph.D. in the Professorship. Miss Youngblood, one of our own graduates who has served admirably in the Department of French, and has built it up into a strong department, but who has not the scholarship or formal degrees requisite for the head of her department after a talk with the President equally cheerfully resigned in order to make a vacancy to be filled by a more highly trained scholar acceptable to the Southern Association. However, the President advised her to take a year's leave of absence for study and come back the following year as an instructor in the department -- for there will be such a need at that time. Reorganization of the courses of study removed the need of an assistant in Biology, and Miss Meyer was automatically relieved of her position.

The effect of the resolution of the Executive Committee that such faculty adjustments be made as will meet the requirements of the Southern Association has been most gratifying. The faculty has almost unanimously responded with complete unselfishness, cordiality, and willingness to cooperate. The problem of filling all vacancies with an even higher type of teachers than we have had at the limited salaries we can pay has been no smaller. But we have succeeded so far better I believe than I had hoped; and I expect to have all positions satisfactorily filled by the opening of school in September.

It is a pleasure to report that Doctor Hoff, Professor of Physics and Chemistry; Miss Herblin, critic teacher for the second and third grades, both regular teachers added to the faculty last fall; Miss Brinson, ad interim professor in the place of Miss Price, Professor of History on leave of absence studying; and Mrs. Effie P. Stabler, ad interim superintendent of the Training School in the absence of Miss Campbell during the spring semester; and Miss Fry, Instructor in Home Economics; have all proved very satisfactory.

In the formal budget (See book of financial tables) I have included all new appointments, promotions, etc. with the salary of each person shown. The acceptance of the budget of course in each case confirms the appointment.

Budget

I herewith submit the budget for the coming year (See book of financial tables). As always in making a budget I have figured income conservatively and outlay at as nearly accurate prices as can be arrived at so far in advance. As there has been some

talk of possible cuts in State appropriations for the next biennial, I have taken the pains to talk with several men close to the Governor of the State. Not one of these men believe there will be a cut. I have also been before the Budget Commission of the State, and I believe it will recommend no cut. But it is well to be safe in the premises; so, although I have made the budget on the assumption that the State's appropriation will remain the same, I have placed new equipment in a separate division so that it can be left off without affecting the operating budget, and still absorb a cut of as much as 16 2/3%, though the highest figure I have had mentioned as even possible by any responsible person is 10%. I think this should be safe.

The Summer School

The summer school last year was the most successful in the history of the College. There were 308 students. The session paid its own way without using the appropriation set apart for it by the Board. The grade of students attending was higher than usual -- one supervisor said, the highest in the State. There was so much interest in straight College work that, with the approval of the Executive Committee, provision has been made for nine week college courses this summer.

Needs of the College

1. First and foremost is a plan to finance the operation of the College regularly until the State catches up and resumes regular payments.
2. The need of a night watchman for the College and the campus is urgent. There is much annoyance from intruders. It would seem that the City of Valdosta should supply a policeman; there are more people concentrated in a small place here than anywhere else in the City, possibly.
3. The same need for buildings obtains that has obtained for years. That is, we need \$125,000.00 for an auditorium and classroom annex to West Hall, and \$100,000.00 for a new dormitory. This last need is becoming more urgent as the type of students is less and less willing to live three in a room as our students mostly now live.

The President's report was approved as read subject to alteration by any specific act or acts later passed by the Board at this meeting of the Board.

Mr. McCrackin reported for the Executive Committee that the finances of the College are in excellent condition except for the fact that the State is in arrears, and stated that the main business of this meeting is to make arrangements to meet the obligations of the College that have arisen and as they may further arise.

Mr. Dekle reported for the committee on Group Insurance that under the present financial circumstances the Board would not be justified

in assuming the obligation of such insurance. The report was approved.

Mr. Dasher reported for the committee on improving the "branch woods" that he had seen the Board of County Commissioners, and had made a tentative start toward the work, but that he had become ill and was unable to finish. The report was accepted, and Mr. Dasher was asked to continue as a committee to put the matter through.

The topic of deferred business was postponed until other business was disposed of.

Under new business Mr. Dekle presented the following resolution, and spoke explanatory of the resolution:

"Be it resolved from this date that a Finance Committee shall be appointed by the Chairman of Board of Trustees, of three members of said Board, who shall reside in Valdosta, Lowndes County, Georgia, and shall continue in office until their successors are appointed and duly qualified.

"DUTIES OF FINANCE COMMITTEE:

"The Finance Committee shall make all rules and regulations as to the expenditure of all money, and all purchases of the College, excepting the salaries of Faculty, President and Dean, which shall be fixed each year by the Board of Trustees. All other salaries shall be fixed by the Finance Committee.

"The Finance Committee shall elect the Treasurer of the College from one of the members of said Finance Committee.

"The Finance Committee shall elect the Secretary of the College who shall keep all the books, records and such other duties as may be prescribed from time to time by the Finance Committee.

"Each and every Department where money is to be spent must make the request known to the Executive Committee and must have the approval of same before purchases can be made, or contracts involving expenditures of money.

"The Treasurer and Secretary shall give a good and sufficient Bond in a reputable Indemnity Company. The amount to be fixed by the Finance Committee.

"The Finance Committee shall make a report each year to the Board of Trustees, or at any time requested by said Board.

"Be it further Resolved: any Resolutions, By-Laws, or Rules made heretofore affecting the operation of finances by the Executive Committee or Trustees, are hereby revoked."

(Valdosta, Ga.
May 30, 1929.

The above Resolutions will be offered at the meeting of Board of

Trustees, Georgia State Womans College, Valdosta, Ga. on June 4th, 1929. Will ask that the rules be suspended and said Resolutions be passed. Give same your consideration.

Yours very truly,

E.E. Dekle,
Member Board of Trustees).

After debate the resolution was passed by substitute as follows:

"Resolved that the Executive Committee of the Board be henceforth designated as the Executive and Finance Committee." The vote which was as follows was recorded upon the request of Mr. Dekle:

Mr. Blicht, No
Mr. Dasher, Not voting
Mr. Dekle, No
Mr. Duggan, Aye
Mr. Hofmayer, Aye
Mr. McCrackin, Aye
Mr. McDowell, Aye
Mr. Moore, Aye
Mr. Purcell, Aye
Mrs. Strickland, Aye
Judge Thomas, In the chair
Mr. Turner, Aye
Mrs. Walker, Aye.

The following resolution was presented by Mr. McDowell and passed:

"Whereas the financial reports here submitted to the Board show that the finances of the institution have been handled prudently, economically and in a business like manner, and

Whereas the prosperous condition of the College in all ways -- the best in its history -- shows effective and progressive operation and leadership,

Therefore be it resolved:

That the Board of Trustees of the Georgia State Womans College do heartily thank the Executive Committee and President Powell for their faithful and successful management of the College, and assure them of its cordial commendation for the admirable way in which the affairs of the College have been conducted.

Be it resolved further that the Board express to the faculty its hearty thanks for their loyal and effective work during the year."

The President suggested the need of a night watchman, and requested that the City be asked to provide the same. It was ordered that the Executive Committee handle the matter.

The President raised the question of a fee for the Baccalaureate

minister and Commencement speaker. He was authorized to pay any expense incurred by the minister or speaker.

The President requested the Board to express its wish as to whether he should attend the session of the Legislature as herebefore or not. The question was referred to the Executive Committee with power to act.

The Chairman of the Board called attention of the Board to the need on the part of the Alumnae Association of a filing cabinet, and the Executive Committee was instructed to provide the same.

Under election of officers Judge Thomas was reelected to the Chairmanship of the Board, and the following Executive Committee was elected: Mr. Dasher, Mr. McCrackin, Mr. Moore, Mrs. Strickland, Mr. Turner. (The "resolution" below was passed at this point).

Under the heading of deferred business the recommendation of the President, presented to the Board at its previous meeting, that Mr. Wood be relieved of his function of Dean and retained in his position of Professor of Education, postponed from the previous meeting for action at this meeting, was discussed. Mr. Wood requested to be heard by the Board, and addressed the Board on the subject. Mr. Wood and the President retired. It was moved and carried that the position of Dean be discontinued and that Mr. Wood be retained in his professorship of Education at the salary named in the faculty budget.

A Resolution

"Be it resolved that the Board of Trustees of The Georgia State Womans College does hereby authorize the procuring of a loan or loans to relieve the needs of the College, from any source from which they may be able to effect a loan or loans; with the proviso that the first money and any and all monies received from the State shall be applied on such loan or loans as soon as received; and to execute as evidence of such indebtedness a note or notes in usual form,-- viz., signed: Board of Trustees of the Georgia State Womans College by R. H. Powell, President. Authority for any detail or any renewals of said loan or loans is hereby delegated to the Executive Committee of said Board, and said Committee is hereby clothed with as full and complete power to carry out the intentions of procuring and repaying said money, as the Board itself has."

The Board adjourned.

June 17, 1929.

The Executive and Finance Committee met in called session in the Board room at four o'clock. There were present Mr. Dasher, Mr. McCrackin, Mr. Moore, and Mrs Strickland; absent, Mr. Turner.

The President presented the status of the summer school showing that a shortage of students was involving the possibility of a heavy draft against the general funds. After a full discussion, the following motion was made and passed:

That the faculty teaching in the nine weeks school be requested to accept a cut of twenty-five per cent in salary with the provision that any one not desiring to accept the cut be allowed to withdraw and a substitute be provided in his place.

The Committee discussed in a general way the financial situation confronting the College, and agreed that it will be necessary to conserve every resource and "cut every corner" to reduce expenditures.

There being no other business, the Committee adjourned.

July 10, 1929.

The Executive and Finance Committee met in regular session at 3:15 o'clock in the Board room. There were present Mr. Dasher, Mr. McCrackin, and Mrs. Strickland; absent Mr. Moore, Mr. Turner. The vouchers and financial statements were checked and found in order (See book "Financial Tables").

The need of apparatus and books for the opening of school was brought to the attention of the Committee, and Mr. Henderson, the Purchasing Agent, was directed to secure prices and see if terms could be arranged for paying for the equipment when the State pays up.

The President raised the point that community gossip is questioning the propriety of his being in Atlanta looking after legislative interests of the College, and asked the Committee to give him instructions. It was moved and carried that the President be instructed to go to the Capitol when his presence there might seem desirable.

A bill which had been sent to the Lowndes County delegation

for introduction in the House, whose purport was to abolish the Board of Trustees of the College and create another Board was read to the Committee (for copy of bill see file "Board Business"). After discussion of the situation the following resolutions were passed, and the President was requested to hand a signed copy to the Lowndes County delegation:

"Whereas it has been brought to the attention of the Executive and Finance Committee of the Georgia State Womans College at Valdosta at its regular monthly meeting on this the tenth day of July, 1929, that a bill has been drawn entitled, "An Act to abolish the present Board of Trustees of the Georgia State Womans College at Valdosta; to provide a new Board of Trustees for said College; to vest such new Board with powers for the control and management of said College, and for other purposes", and

Whereas it is the sense of this body that such bill was precipitated by local friction on account of the action of the general Board with reference to one of the instructors in said College, and

Whereas this Committee fully realizes that the effect of the introduction of such a bill whether passed by the Legislature or not will have a tendency to seriously interfere with the orderly progress and development that the College hitherto has enjoyed and thereby gravely retard the College in performing the work for which it was designed,--

Now, therefore be it resolved that we, in view of the foregoing, earnestly urge the representatives of Lowndes County and friends of this institution to use every effort to avoid the great detriment that the College may suffer by the introduction and support of such a bill."

The Committee adjourned.

Aug. 5, 1929.

The Executive Committee met in the Board room at 3:20 o'clock. There were present Mr. McCrackin, Mr. Dasher, and Mrs. Strickland, who was not able to come in person requested by telephone that the President vote for her as proxy. The vouchers and financial tables were checked as usual and found correct.

On motion the Executive Committee confirmed the referendum of the Trustees, and declared a Finance Committee consisting of Mr. Blich, Mr. Dekle, and Mr. McCrackin, to be created from this date with powers and duties according to the resolution submitted in the recent referendum.

The President was instructed to make a note for \$1121.00 with which to pay the balance on summer school salaries, and Mr. Dasher and Mr. McCrackin agreed to personally endorse the note in order that these salaries might be paid.

The Committee adjourned.

Sept. 21, 1929.

The Executive Committee met at the College at 3:15 o'clock. There were present Mr. Dasher, Mr. McCrackin, Mrs. Strickland, and Mr. Turner; absent, Mr. Moore.

The President presented revisions of the budget in the light of the actual opening conditions at the College. On motion it was ordered that the salary of the Dean of Women be placed entirely against the general maintenance and off the dormitory budget, and that for the year the total item of light and water be charged against the general budget, and that the consequent saving in the dormitory budget be applied as additional funds for food. It was further ordered that the increased items on the general budget be absorbed by reductions from other items so that the item balance forward July 1, 1930 would not be reduced. The changes appear in the revised budget (See Financial Tables). The budget as revised was adopted to become the operating budget.

The Committee made a tour of inspection of the dormitories, dining room, and kitchen, but made no official suggestion.

On motion the action of the Committee June 17, 1929 to the effect "that the faculty teaching in the nine weeks' term be requested to accept a cut of 25% salary", be rescinded and that the one-fourth salary not paid in each case be reinstated as an obligation of the school, and that the Finance Committee be requested to pay the unpaid portion of each salary as soon during the year as it feels that the financial condition of the College will allow.

The Committee adjourned.

Oct. 9, 1929.

The Executive Committee met in the office of the President at 3:50 o'clock. There were present Mr. McCrackin and Mr. Dasher. The following items were brought to the attention of the Committee by the President, and disposed of in the manner indicated in each case.

1. The publicity plans of the College were discussed and the President was authorized to discontinue the present arrangement with the College Cooperative News Service, and proceed on the news sheet plan suggested by Miss Gilmer.
2. The need of a night watchman was discussed, and it was agreed that Mr. Dasher would speak immediately to the Chief of Police for present relief, the President to take up with the Chief the arrangements as soon as Mr. Dasher had spoken to him, and that

Mr. McCrackin and the President would take up with the Council through Mr. Holder, the Chairman of the Police Committee, permanent arrangements at the first meeting of the Council.

3. The old "potato house" at the back of the campus was given to the Y.W.C.A. for a shanty with the privilege of moving it to a spot among the trees opposite the end of the walk in front of the dormitories and fitting it up for their store.

4. A report was made on the present condition of the budget (see Financial Tables).

5. The President suggested that at each meeting of the Committee the operation of some department of the College be taken up by the Committee and studied, the head of the department in each case to make detailed explanation. The plan was approved, and the President was requested to make arrangements accordingly with the various departments.

The Committee adjourned.

Nov. 13, 1929.

The Executive Committee met in the President's office in regular monthly session. There were present Mr. Dasher, Mr. McCrackin, and Mrs. Strickland; absent, Mr. Moore and Mr. Turner. The financial statements for the month were scanned.

The President presented the fact that in the English department one of the Freshman classes was too large, and that it could not be sectioned with the present faculty without running the teaching load of the instructor beyond the standard limit. He requested that he be allowed to divide the large section and employ Mrs. Durrenberger, a competent teacher, to teach the extra section for the rest of the semester at the compensation of \$100.00,-- the \$100.00 to be taken from the Physics equipment budget. On motion the adjustment was authorized.

The Committee then made an inspection of the library, and were shown the details of library administration.

The Committee adjourned.

Feb. 12, 1950.

The Executive Committee met in regular monthly session in the President's office. There were present Messrs. McCrackin, Moore, Dasher, and Mrs. Strickland. The following matters were presented and acted on:

1. That for the future the College will not furnish textbooks or charge the textbook fee.
2. The living expense fee was fixed at \$184.50 per year or \$20.50 per month not including laundry which is to be paid for by the student at actual cost.
3. In view of the large reduction of students in the Home Economics department, it was ordered that the department be reduced to one teacher and that Miss Fry be notified that her services will not be needed next year.
4. In regard to the summer school, it was ordered that salaries for similiar positions be made uniform and fixed at a figure which would reasonably assure the summer school budget in making a deficit. The details of this arrangement were referred to the President and the Chairman of the Executive Committee.
5. The advisability of building a temporary gymnasium and auditorium was discussed, but no action was taken.
6. The President was instructed to secure the services of Mr. William C. Pauley of Atlanta as landscape architect to prepare a planting plan for the whole campus,- this employment to be effected when the President is advised by the Finance Committee that money is available.
7. A request by Miss Mary Ann Cobb that her salary be rectified in view of the fact that she had actually given longer services than was indicated in the letter of employment, was acted on and \$100.00 was added to the salary. Note: This action required no readjustment of the budget as Miss Bracey has been employed for the spring semester at less than was assigned to Miss Devers.
3. The Committee was advised by the President of a move being made to get the State Highway Commission to pave the drives on the campus, and the payment of the expenses of Mr. Lastinger and Mr. Turner, \$40.00 each for a recent trip and \$40.00 each for a trip to be undertaken again at an early date, was authorized.

The Committee adjourned.

March 12, 1930.

The Committee met in regular monthly session in the President's office. There were present Messrs. Dasher, McCrackin, and Mrs. Strickland; absent, Messrs. Moore and Turner.

The budget was modified allowing \$100.00 more to the Department of Biology, the same to be deducted from the Department of Physics.

The Mayor was requested to arrange for a policeman for the campus (and he promised to do so at once).

The President was instructed to request Mr. Turner and Mr. Lastinger to again take up the question of paving the driveways with the State Highway Commission.

The President was instructed to write a letter to the members of the Board stating that the Executive Committee having considered, according to the resolution of the Board, the placing of the date for the "spring meeting" of the Board decided that as there was no particular business to bring before the Board, that the Committee was taking the liberty of naming no date at all, in other words of not calling the meeting.

The hour of monthly meeting of the Committee was changed to 2:15 o'clock and the place to the office of Mr. McCrackin, the Chairman of the Committee.

The Committee adjourned.

May 7, 1930.

The Executive Committee met in Mr. McCrackin's office at two o'clock. There were present Mr. McCrackin and Mr. Moore. Mr. Turner called by telephone asking to be allowed to approve the action of the other two, and thus constitute a quorum.

A letter from the Valdosta Registered Nurses Society protesting against the employment by the College of one other than a graduate nurse was read, and it was suggested that the President write to Doctor Abercrombie of the State Department of Health to ask for information as to the law in the matter.

The President presented a preliminary study of the budget for 1930-31, and asked for counsel as to how to proceed under the present financial difficulties. He was advised to proceed to make the budget conservatively, but on an operating basis.

On motion the President was directed to call the annual Board meeting not for ten o'clock A.M. as heretofore, but for the afternoon immediately succeeding the Commencement dinner, to which the Board members would of course be invited.

The Committee adjourned.

CALLED MEETING

May 27, 1930.

The Board met in the Board Room at two o'clock p.m.

There were present Messrs. Blich, Dasher, Dekle, McCrackin, McDowell, Purcell, Snelling, Thomas, Turner, and Mrs. Strickland and Mrs. Walker. There were absent Messrs. Adams, Bower, Duggan, Frier, Gardner, Moore, and Mrs. Brantley.

The meeting was opened with a prayer by the Chancellor of the University.

The minutes of the preceding meeting were read and approved as read.

The President's report was read as follows:

THE PRESIDENT'S REPORT
1929-1930

Ladies and Gentlemen of the Board of Trustees:

Persuant to the rules of procedure of the Board of Trustees which require that "It shall be the duty of the President of the College to submit an annual statement to the Board on the condition of the College, with recommendations as to its needs along certain specific lines, condition of its force, desirable changes in appointments, advances in salaries or position, nominations of teachers to be elected and a budget of the expenditures proposed for the ensuing fiscal year", I beg to present the following report:

General Affairs

The section of the report dealing with "general affairs" last year might serve almost word for word for the same section this year. The same internal harmony and even progress is apparent; the same struggle against the slow payments of appropriations by the state is even more distressing (though this problem will no doubt be enlarged upon in the report of the Finance Committee).

The report spoke last year of our application for admittance to membership in the Association of Colleges and Secondary Schools of the Southern States, usually spoken of as the Southern Association. This application was successful, and

we were admitted to full membership in the Association at its meeting in Lexington last fall. The effect of this accrediting was instant and marked. The students of the College took on a renewed enthusiasm, the home community, Valdosta, was sincerely gratified, many superintendents of schools have expressed their intention of advising their students to come here, and we have received pleasing recognitions in the professional world, such as an invitation to join the Southern Association of Womens Colleges and an invitation to join The American Council on Education. (The former we shall no doubt join next fall. As there is a fee of \$100.00 connected with the latter, the President requested that the invitation be held open until easier times.) The prospects of the College are the best in its history.

Though this admission to the Southern Association might be called in an objective way the attainment of an end steadily worked toward through all the years of the College (It was the official recognition of the College as an A grade college.) it is not wise for us to take it too complacently and rest on our laurels. We just did meet the standards. We met them on the whole fairly, I think, and the Commission thought; but we are still below the minimum requirements in more than one respect. And before we reach our own ideals we have many advances to make. We should use this recognition only as a stepping stone by which to advance to a better and a higher service. Some of our needs in order to do this will be mentioned in a later section of this report.

Another very gratifying recognition of the superior quality of the service of the College came to us in the diploma -- hanging on the wall -- issued by the Southern Architectural and Industrial Arts Exposition and conferring "the Honorable Mention" of our administration building as "the best example of architecture" in its classification, etc.

The internal operation of the College has been the smoothest and most effective in its history. The student body has been slightly -- very slightly -- the largest we have ever had (313). There have been fewer difficulties about courses and classifications than ever before, and these have been more effectively adjusted than ever before; and we have been able to make new regulations in regard to majors and minors which we believe will tend to correct a tendency to over-concentration in certain courses, and more evenly distribute students among the various departments. One could hardly ask better cooperation than the faculty has shown.

As another element of progress for the year, I should mention the paving of our driveways, which the State Highway Commission has undertaken to do for us during the summer. The thanks of the Board are due to Mr. Turner for conceiving the plan, and to him and Mr. Lastinger and other good friends for putting it over. Of course our thanks are also due to the Commission.

Financial

Summary of General Budget

Balance for'd. July 1, 1930 (Est)	\$ 11,000.00
State Appropriation	85,000.00
Fees	14,500.00
Sale of old text books	2,500.00
	<hr/>
	\$113,000.00
Faculty salaries	\$ 74,645.00
Maintenance operation	26,176.00
New equipment	4,100.00
Balance forward July 1, 1931	8,079.00
	<hr/>
	\$113,000.00

The dormitory is supposed to run to a balance. See the full budget.

The readjustment of the machinery of operation effected by the Board last summer, whereby the financing of the College and the immediate direction of expenditures under the budget was put in the hands of the Finance Committee, limits the President's immediate responsibility to the preparation of the budget. He wishes, though, to thank the Finance Committee and Mr. Dusenbury, the Financial Agent, at this time for their courteous and helpful attitude and for their hard work in bearing the burden of financing the College.

The President has had in mind in setting up the budget for next year the grave financial difficulties under which we are laboring; and the faculty in making the estimates for their various departments have exercised the utmost restraint. And they have done it most cordially -- taking what the President thought necessary cuts from their modest estimates with utmost cheerfulness.

In spite of our great need to advance in several directions, the budget provides for no new projects, and provides for old ones only in those few places where slight development is made necessary by steps already taken. Retrenchments have been made where possible. For instance, while such items as coal, water, repairs, have been held where the experience of several years shows is necessary, new equipment allowed has been reduced from \$15,300.00 last year to \$4,100.00 this year. In spite of urgent need of at least two new instructors to keep the instruction load of the faculty within standard limits, I have not provided for them; and in spite of a very few minor salary adjustments upward which seem exxential, and in spite of the fact that the normal development of the College for the last several years has produced an average annual increase in salaries of something like \$7,500.00, the total faculty budget has been brought down to within seven hundred dollars of last year's figures (Last year's total was \$78,501.00, this year's, \$78,929.000, a difference of \$628.00). The slight salary

adjustments spoken of have been made almost exclusively in meeting the exceptions taken by the Commission of the Southern Association and to carry out commitments made to them last fall. In constructing the budget, the watchword has been to hold our own and conserve our strength to go fast when better financial days come.

The budget complete is before you in the Book of Financial Records. I remark, only, in passing that I have allowed an interest item of \$3600.00, 8% on a total of \$45,000.00, which is about the maximum amount that it will be necessary for us to carry until (if I understand the financial situation in the state) the income tax payment on July 1, 1931 -- the day the budget closes -- will approximately set us straight again. And I have allowed a safe balance forward for the following year of about \$8000.00. If the Finance Committee should find it necessary to borrow somewhat more than \$45,000.00 at times, it would be easy to provide the additional interest from this \$8,000.00 balance. When it is recalled that all departments have run on a minimum-expenditure basis this year passing over to next year many authorized items, I trust this budget will be found reasonable and soundly conservative. I do not believe we can maintain our own standards or retain our membership in the Southern Association if we cut further.

Needs of the College

Though I have just said that our watchword for the year is "hold our own and conserve our strength to go fast" later, I would be untrue to the trust of my position if I did not make clear to the Board that we are far -- very far -- from our goal of adequate provision for a high class womans college. We must keep our eyes to the future. And though we may have to stand practically still for the next year, we must have our needs clearly in mind so that when we are free to go, we may go straight and go hard. The school that once goes backward very much seldom goes forward again for a long time. So unless plans are kept pretty clear for three or four years ahead, there is danger of poor adjustment. I mention only our major needs. Possibly our most urgent need -- now, for the future, and for the past (if I may be Irish a moment) -- is an auditorium. I have for ten years been calling attention to this need. We have had no assembling place since we cut up our temporary chapel for class rooms some ten years ago. This lack is about as great and about as constantly felt as the lack of a living room in a home. Can I say more? Then we need teaching space. A recent authentic study shows that the ideal is about two hundred square feet of class room, library, laboratory and corridor space per student. The norm of the country is possibly about one hundred fifty square feet. We have approximately fifty eight square feet per student. It is the more important that we realize this, because we are often blamed for not "filling up" the school -- as if we had room to spare. Then we need a dormitory. Our rooms were all built for two students; all rooms that can accommodate three have been carrying three for several years. And this condition, as was

observed last year, is becoming more and more objectionable to students from better homes -- the kind of students we most want. We are living and working in quarters about as if a family of ten were living in a house of four rooms. The plans for the Auditorium annex, so called, provide for the auditorium and six class rooms with offices. The plans for the third dormitory are like those of the first. The two buildings (and equipment) call for about \$100,000.00 each -- possibly \$125,000.00 for the "Annex". We should set out stakes firm, and work for both these buildings at the next session of the legislature. We need a surfaced play ground, bleachers, and, indeed, a real gymnasium. So much for the needs of the plant.

By way of enlarged service, we should begin to think of a school of commerce -- not just another business college -- but a real collegiate school of commerce such as is found now in many of the best colleges for both men and women. But we can not consider this until we secure a considerably larger appropriation for maintenance, and more room. We should be working for at least \$100,000.00 maintenance at the next session of the legislature. It is almost a tragedy that just at this juncture when in so many ways the call is to go forward, the State's arrearage with us forces us to retrench.

The Faculty

The strengthening of the faculty last fall by the introduction of more highly trained instructors has had a most satisfactory effect on the general tone both of the faculty and the student body. It is unfortunate that the few vacancies which we shall have this spring can not be filled with still more highly trained and more extensively tried teachers. I am finding great difficulty in filling satisfactorily the one vacancy we have on the \$3000.00 salary I am able to offer.

I regret that we lose the services of Doctor Hoff of the Chemistry Department. He became alarmed at the financial situation and resigned. He easily found another position paying 20% more than we have been paying him. Miss Herblin of the training school resigns to be near her mother, who is in bad health. Miss Fry resigns as the result of a necessary reduction of faculty in the Department of Home Economics. Miss Temple, Instructor in Music, requests a leave of absence of a year for study, and Miss Breen, Assistant Dean of Women, requests a year's leave so that she can live at home and give proper attention to an incipient illness that threatens to become chronic. I recommend that the resignations be accepted and the leaves granted.

The place of Miss Fry I recommend be left vacant; in the place of Miss Temple, I nominate for the year Miss Ruth Scott -- at the same salary. I have not yet been able to fill the places of Doctor Hoff and Miss Herblin; so beg to be allowed to present nominations later to the Executive Committee as is customary in such cases. As an economy for the year, Miss Hopper has suggested her willingness to try

to get along with two part-time student assistants in the place of Miss Breen. This adjustment will save \$917.00, and I recommend that it be approved. In accordance with suggestions from the commission of the Southern Association, and in line with our own needs, I am recommending Miss Evelyn Deariso as a full time assistant in the library in the place of three part-time student assistants. And am naming Miss Rentz Registrar instead of Acting Registrar as heretofore. As this last adjustment puts Miss Rentz at the head of one of our most important departments, and completely removes her from the President's office where for a number of years she served as secretary, he is compelled to ask for a full time secretary. For this position he recommends Miss Caroline Parrish, who has served very acceptably as half-time student secretary this year. Miss Parrish will also assist in the Registrar's office.

I realize that the chief problem for next year is the financial problem and bring this report to a close in order that the Board may the more promptly turn to the report of the Finance Committee. The President has striven to the utmost and the faculty has striven with him to make the work of the Committee and of the Board as easy as possible by asking for nothing that could be left off without endangering the safety and success of the College.

The President's report was received.

Mr. McCrackin, Chairman of the Executive Committee, made an informal report which was approved.

Mr. Dekle, Chairman of the Finance Committee, read the financial tables and statements for the year (See Book of Financial Tables), and added certain observations and suggestions. The report was approved with expressions of high appreciation. After thorough discussion of the budget in the light of the suggestions of the Finance Committee, and after certain revisions in the budget, it was adopted as revised. (For the budget and revisions see Financial Tables).

Under new business, thanks were extended informally to Mr. Blicht for the service the banks had rendered during the year, and to Mr. Turner for his part in securing from the State Highway Commission the paving of the driveways on the campus. The President was directed to express the thanks of the Board to Mr. Lastinger for his part of the preceding service, and to the Road Commission. He was also requested to convey to the faculty an expression of appreciation of their excellent work during the year, and to express their thanks to Miss Hopper for her courtesy in sending in refreshments to the Board.

The following self explanatory resolution was unanimously passed:

"Whereas, the terms of Messrs. W. E. Thomas, L. S. Moore, and B. D. Purcell, as trustees of the Georgia State Womans College at Valdosta, will soon expire, and

"Whereas, their services as such trustees have been long and very valuable, and from their connection and experiences in the directing of the administration of the institution their services will be more valuable in the years to come,

"Therefore, be it resolved by the Board of Trustees of said College now assembled that his Excellency, L. G. Hardman, the Governor of Georgia, be, and he is hereby respectfully requested to re-appoint and retain the said gentlemen on the Board of Trustees of this College.

"At Valdosta, Georgia, this 27th day of May 1930."

A telegram was read from Honorable W. R. Frier, advising that he had offered his resignation to the Governor on account of "poor health". The President was directed to convey to the Governor, along with the above resolution, the request that he appoint to Mr. Frier's position either Mr. C. P. Dusenbury or Mr. M. P. Lee.

On motion by unanimous vote the annual meeting of the Board for June 3rd was dispensed with.

The President brought to the attention of the Board a protest from the Valdosta Registered Nurses Society about the employment by the College of a non-registered nurse. On motion the question was tabled.

On motion the President was directed that in case a member of the faculty, after seven years or more of service, is granted a leave of absence and is allowed to receive the difference between his regular salary and the salary paid to the Ad Interim teacher who takes his place, the instructor receiving this benefit be requested to sign a contract to return to this position after the year's leave of absence.

On motion a page of the Book of Minutes was set apart to the memory of Honorable I. J. Hofmayer, member of the Board, who has died since the last meeting, and the President was instructed to inform Mrs. Hofmayer of this action.

The Board adjourned.

August 13, 1930.

The Executive Committee met in Mr. McCrackin's office at 2:15 o'clock. Only Mr. McCrackin was present at the meeting. The only business for consideration was a request from Mr. Lankford of Tampa that he be excused from the out-of-state fee for his daughter. The case was deemed a typical out-of-state case, and the exemption was not allowed.

The Committee adjourned.

This Page is Dedicated to the Memory of

I. J. Hofmayer

Member of the Board of Trustees

of the

Georgia State Womans College

1928 - 1929

Deceased

August 27, 1929.

October 8, 1930.

The Executive Committee met in regular session in Mr. McCrackin's office at 2:15 o'clock. There were present Mr. Dasher and Mrs. Strickland. The President reported as to the enrollment and the distribution of students in classes, indicating a slight increase of students over last year and a really satisfactory balance among departments. The case of Miss Elizabeth Scheider of Tampa, Florida, who claimed exemption from the out-of-state fee on the ground that her expenses are being paid by her aunt who is a resident of Georgia, was presented to the Committee. The Committee voted that the circumstances do not allow the exemption.

The Committee adjourned.

Note: The arrangement between the President and Dean Stubbs of Emory Junior College, whereby Mr. Everett of the Emory Junior College faculty conducts certain laboratory classes in Biology at a salary of \$600.00 for the year, was approved, the arrangement having been made after consultation with members of the Committee.

Memo:

Agreement for the fall class @ \$111.00

Memorandum -- January 15, 1931.

Owing to the impossibility of securing a quorum of the regular meeting of the Executive Committee on January 7th, the President presented by referendum the following matter to the Committee:

In the fall of 1929, our primary critic teacher failed so seriously in the work that it was necessary to relieve her at the middle of the year. The primary class was left seriously behind in schedule, and we have not, up to the present time, entirely overcome the handicap. It had been planned that Miss Campbell, who is doing less academic teaching this spring than last fall, would devote two hours a day of her time to this problem. But the accident which happened to her at the Christmas Festival has left her physically unable to do this work. It is therefore urgent that some other plan be effected, that the children be properly protected. The President recommended that Miss Catherine McRee, an honor graduate of our school, be employed at a salary of \$50.00 a month for five months, to assist in the training school for the purpose of solving the above problem, and that the amount of \$250.00 be added to the faculty budget for the year, the same amount being taken from the budget surplus. The three members of the Committee, Mr. McCrackin, Mrs. Strickland, and Mr. Turner, voted aye, making a unanimous favorable report of the President's recommendation.

Copy to Mr. J. R. Dusenbury, Financial Agent.

May 18, 1931.

The Executive Committee met in the Board Room of the College. There were present Mr. McCrackin and Mrs. Strickland. Mr. Turner was present by proxy, having given Mr. McCrackin authority to vote for him in any matter. The President presented to the Executive Committee the annual budget with the explanation that it had to be presented early this year to the State Budgeting Commission in Atlanta. The budget was approved as read for transmittal to the Board of Trustees. The President explained to the Committee that there is not enough work for two piano teachers this year, and there is no prospect of enough next year. The President was directed to advise Mr. J. A. Dasher, Jr., that his services as teacher of overflow piano students would not be required next year. The President also advised the Committee of certain unfortunate conditions obtaining in the department of Modern Languages, such as dissatisfaction of students and patrons and the falling off of registration in the department. He explained to the Committee that earlier in the season he had expressed to Miss Westborn, the Professor in charge, his intention to recommend her retention for another year. But the Committee thought it best in view of all the facts, that Miss Westborn be advised that her services would not be needed, and the President was instructed so to do.

The meeting adjourned.

June 9, 1931

After joining in the Commencement dinner, the Board of Trustees met in regular annual session in the Board Room. There were present the following members: Mrs. Brantley, Mrs. Strickland, Mrs. Walker, Mrs. Cater, and Messrs. Thomas, Blich, McCrakin, Gardner, Christian, Dekle, Askew, Turner, Quarterman, Ellis, and Duggan. There were absent the following members: Messrs. McDowell, Bennett, Bowers, and Snelling.

The President read his report as follows:

THE PRESIDENT'S REPORT
1930-1931

Ladies and Gentlemen of the Board of Trustees:

Pursuant to the by-law of the Board of Trustees which requires of the President an annual statement as to the condition of the College, and plans for the future, I beg leave to submit the following annual report:

General Affairs

The general conditions of the College this year have been the most trying in the history of the institution. The almost complete failure of the State to meet its financial obligations to the Board has put a burden on the Finance Committee beyond its ability to meet promptly. College instructors are as a rule people who, mostly because of the large part of their income which they must spend keeping up with their profession, have very little financial reserve. So any delay in receiving their salaries produces quick embarrassment; and the long delays necessitated this year have in some cases proved almost tragical. However, the faculty have been entirely loyal. Realizing the difficulties that necessitated the delays in their salaries, they have borne their troubles with good will and kept up their morale and the excellence of their work to a high level. The Finance Committee will probably have something to say about their problems; for they have had a most difficult situation.

As I reported last year, the College was admitted to the Association of Colleges and Secondary Schools of the Southern States in the fall of 1929. It is a rule of the Association that new members must present reports each year for the first three years of

membership and explain in person if anything is seriously defective. We were allowed to pass last fall without a personal conference, but we received two letters which I think I should read now as information to the Board. (See letters of December 16, 1930, and December 30, 1930, from Professor W. D. Hooper and from Secretary M. C. Huntley, file folder of Southern Association.) I have given assurance that it is the intention of the administration and of the Board to meet the standards of the Association fully.

I take pleasure in announcing that the College was admitted to the American Association of Teachers Colleges last fall as an A grade teachers college. So now the College is a fully accredited liberal arts college and a fully accredited Teachers College. Thus is justified the dual programme of the College -- its most characteristic feature -- which has been adhered to from the beginning, and which has been the occasion of no little misunderstanding and some fault finding. The College is now recognized the world over as a peer of the best institutions, and the benefits are very real. But I hasten to add that this does not mean that we offer all the advantages that are offered by the best institutions. Though we have met the minimum requirements for complete standardization, we still have far to go before we realize even our own ideals as to what we should offer to the young womanhood of our State, of our section of the State. During the last week we have been invited to apply for admittance to the American Association of Colleges, subject of course to a favorable report of its inspector; but the invitation is itself a compliment to be appreciated.

The internal operation of the College has been very smooth and harmonious and very effective. The rules as to majors and minors, spoken of last year as new rules, have proved very satisfactory, and have effected a better distribution of students among the various departments than ever before. The plan has thoroughly justified itself.

The Plant

The buildings have as always been kept in excellent repair. During the fall Mr. Dusenbury came to suspect that the buildings were infested with termites. Investigation showed that he was correct. He has been waging a continuous, and we think effective, fight against them. The safety of the buildings has not been impaired, and Mr. Dusenbury has the fight well in hand.

In carrying out the Physical Education budget, the play grounds have been considerably enlarged and improved. Mr. Dusenbury has cooperated excellently with Miss Ivey in this matter and, indeed, has added much of his own initiative. He has also cooperated with Mr. Stokes of the Department of Biology in developing a little lake with much interesting material in the way of plant life and aquatic life.

Since I have mentioned Mr. Dusenbury in this connection, I pause here -- rather than later under personnel -- to report that he

is proving more and more his fitness for his work. As has been suggested, he cooperates admirably with all officers of the College; is prompt and courteous and business like in all his dealings; and he has become very popular with both students and faculty. I am sure he has the cordial approval of the Finance Committee whose executive officer he is.

The Summer School

The summer session is every year becoming a more important and also a more difficult part of the business of the College. For years the summer session was conducted merely as an institute and was carried on with a small and inexpensive faculty. In those years it was entirely self sustaining. Then the State Department of Education began its programme of summer institutes some six or seven years ago. These institutes operating in the various District A and M schools gave a strong competition for the less prepared students. At first we were not included in the programme, as Mr. Ballard did not approve of the exacting kind of work we were doing. After Mr. Ballard's administration, we were included in the State institute programme, and have been paid about \$1100.00 each year from the State Department of Education. In the meantime, though, our policy of making our summer sessions standard work led to the putting in of nine week sessions of full collegiate rating. These sessions are now filling an important role in enabling regular students to rectify difficulties in their programs and carry on their work faster, while they also allow junior college graduates and teachers in the field to go on toward their degrees.

But the better the work we do the harder it is to make the session self sustaining. The less ambitious type of teacher passes us by for "easier" schools. The stronger type are disposed to wish to go to the larger schools where there is a larger variety of courses offered and where there is more offered in the way of platform entertainment. We should offer more in the way of chautauqua programmes -- must do so if we are to hold our own.

Now I am advised that the State Department of Education intends to discontinue its institute programme after this year. That will cost us \$1100.00. Last year we had to apply from regular funds \$921.77 to balance the summer school account. Considering the type and amounts of work done, this is less expensive than similar work in the regular session, but I fear it has been thought of as making a deficit for the summer session. This is unfortunate, for the summer expenditures are as useful and as effective as any expenditures of the College, and there is no reason why it should be expected to be self sustaining. I request that the Executive Committee be instructed to study this problem with the President and be given power to act in establishing a more permanent policy for future sessions.

Financial Matters
The 1930-31 Budget

The carrying out of the year's budget has been done with utmost watchfulness and care. Some estimates proved inadequate. The fuel bill went far beyond the estimate (as probably did that of all of us); the distribution of students in the sciences forced the addition of a part time instructor in Biology, and so on, as is shown in the financial tables. But where these "overages" were made necessary on some item, retrenchment was effected on others, so that the final balance forward is a little larger than but not far from what was estimated.

The 1931-32 Budget

An Act passed at the recent extraordinary session of the General Assembly required that our budget for the next two years be in the hands of the newly created Budget Commission on May twentieth. We received notice of this on May eighth. Fortunately the preliminary estimates from faculty members had been submitted; so we were able to get the budget prepared in time. But we did not have a day to spare, and I was able to submit it to the Executive Committee only on the last day.

It was particularly hard to bring the budget to a balance this year. The hard cutting we gave faculty estimates last year and our inability to buy some of the things budgeted made the legitimate needs of the departments larger this year than they would have been; and the former delays made the needs more urgent. Still the estimates were conservative and did not go far beyond the estimated income. Of course they had to be cut to fit into the income.

In estimating the income, I frankly assumed that the cut by the last legislature was a "slip", as I believe it was, and sent in the amount to the Budget Commission as \$90,000.00, explaining why.

In my budget estimates I made no mention of our reserve; it seemed not to be called for. But we have a reserve -- balance forward in the financial statement -- of \$13,497.07. Therefore, if we are denied the \$90,000.00, or if we are reduced from the \$85,000.00 which we now have, we have the surplus to fall back on. If the Legislature fails to appropriate the \$90,000.00 requested, it will be the duty of the Executive Committee to revise the budget in terms of the new situation.

I may add that the convenience of operating the budget has been improved, we believe, by a slight revision of the budget form and the journal form so that the headings of one exactly fit those of the other. I submit the new budget in this form. Copies are on the table before you.

The Faculty

As I said above, the faculty have had a very trying ordeal this year, but they have taken their trouble with good grace and without complaining. And they have done good work -- never better on the whole in the history of the College. There has never been a time when the faculty have been more devoted or when they have worked harder or with better results.

Reporting individually on those members of the faculty requiring special mention:

It is with real regret that we lose Miss Lucile Jenkins of the Department of Vocal Expression, who has been serving during the absence-on-leave of Miss Sawyer. Miss Jenkins is an excellent instructor and a most lovable young lady. Both faculty and students hate to have her go from us. Our only compensation is that in the return of Miss Sawyer there comes back to us one of the most capable and best beloved teachers that we have ever had.

Last October Professor Wood became ill. It was believed that he had tuberculosis, and he was given a leave of absence for the rest of the year. In his place we secured Mr. G. W. Beswick, who was nearing his doctorate at Peabody College. Mr. Wood went to Colorado Springs where he made a complete recovery -- where, indeed, it was found that he had not had tuberculosis at all. Mr. Beswick has filled the position very satisfactorily, and leaves us with our very kind appreciation. Mr. Wood resumes his work on the faculty.

Miss Ruth Scott also leaves us with our regret. Again we lose a most pleasing ad-interim instructor because of the return of a valued teacher from a leave. Miss Alimae Temple returns in the fall.

It has been found that there are not enough piano students to require more than one piano teacher. So according to the instructions of the Executive Committee, Mr. Dasher, who for several years has taken the overflow in the department, has been advised that his services will not be required next year.

Of the new teachers who were added to the faculty last fall Doctor Phelan (Chemistry) has proved very satisfactory, and I recommend his retention at the salary of \$3000.00. Miss Mary Helen Board (Critic, second grade) has rendered good service. I recommend her retention at a salary of \$1,600.00

Doctor Westborn (Modern Languages) has not been successful as an instructor. I have discussed her lack of success with the Executive Committee and with their approval have advised Miss Westborn that her services will not be needed next year. The Decision as to Miss Westborn was not reached until recently, so, I regret, I am not able at this time to nominate a successor.

Two years ago we began teaching German in the College. The first year there was one class, last year there were two classes, and next year there will be three. In the meantime, the number of French classes has been increasing. It was expected when the German was introduced that by this time the Modern Languages Department would require two full time instructors. However, the Latin Department has not had such an increase in students as was hoped, and Miss Bush, head of that department, is prepared to teach elementary French very acceptably. So I have arranged for her to take two classes of Freshman French. This leaves just the German to take care of. The arrangement makes a saving of from \$800.00 to a thousand dollars, but has made a difficult search for a part time instructor. I have allowed \$1000.00 for this part time instruction, but so far have been unable to find the teacher.

Miss Campbell has been very urgent that an additional permanent critic teacher be added to the Training School. The teacher is needed; but in the present uncertain status of finances I can not recommend the addition to the budget. Possibly if the Legislature appropriates the full \$90,000.00 requested it can be arranged later to provide the critic teacher.

The Needs of the College

The major needs of the College are exactly the same as for last year, and I can not do better than to quote a page from last year's report.

"Though we may have to stand practically still for the next year, we must have our needs clearly in mind so that when we are free to go, we may go straight and go hard. The school that once goes backward very much seldom goes forward again for a long time. So unless plans are kept pretty clear for three or four years ahead, there is danger of poor adjustment. I mention only our major needs. Possibly our most urgent need -- now, for the future, and for the past (if I may be Irish a moment) -- is an auditorium. I have for ten years been calling attention to this need. We have had no assembling place since we cut up our temporary chapel for class rooms some ten years ago. This lack is about as great and about as constantly felt as the lack of a living room in a home. Can I say more? Then we need teaching space. A recent authentic study shows that the ideal is about two hundred square feet of class room, library, laboratory and corridor space per student. The norm of the country is possibly about one hundred fifty square feet. We have approximately fifty-eight square feet per student. It is the more important that we realize this, because we are often blamed for not "filling up" the school -- as if we had room to spare. Then we need a dormitory. Our rooms were all built for two students; all rooms that can accomodate three have been

carrying three for several years. And this condition, as was observed last year, is becoming more and more objectionable to students from better homes -- the kind of students we most want. We are living and working in quarters about as if a family of ten were living a house of four rooms. The plans for the Auditorium annex, so called, provide for the auditorium and six class rooms with offices. The plans for the third dormitory are like those of the first. The two buildings (and equipment) call for about \$100,000.00 each -- possibly \$125,000.00 for the "Annex". We should set our stakes firm, and work for both these buildings at the next session of the Legislature. We need a surfaced play ground, bleachers, and, indeed, a real gymnasium. So much for the needs of the plant.

"By way of enlarged service, we should begin to think of a school of commerce -- not just another business college -- but a real collegiate school of commerce such as is found now in many of the best colleges for both men and women. But we can not consider this until we secure a considerably larger appropriation for maintenance, and more room. We should be working for at least \$100,000.00 maintenance at the next session of the Legislature. It is almost a tragedy that just at this juncture when in so many ways the call is to go forward, the State's arrearage with us forces us to retrench."

Certain minor needs should be mentioned. The refurnishing of the rotunda was authorized in last year's budget; but the financial stringency made it necessary to content ourselves with only re-upholstering the chairs, settees, etc. This has done very well, but the equipment is growing pretty bad -- almost dowdy. The best of the old furniture might well be used for the upper floor of the rotunda, which has never been furnished; but new furnishings according to Dean Hopper's recommendation should be provided for the lower floor before next September. This has been provided for in the budget.

Another greatly needed improvement is a covering for the library floor. The wooden floor is too noisy for the quiet which should obtain in a library. The covering should be of battleship linoleum or of heavy rubber tile. Mr. Dusenbury secured prices on some rubber covering at about \$450.00, but the material, only one-eighth of an inch thick, is entirely too light for the heavy wear on the floor. We have no other prices, but imagine that a flooring of proper weight would cost at least \$1000.00. This sum would have to be taken from the reserve. I have not included this item in the budget, but recommend that if the Legislature accepts our budget as submitted to it, the proper amount be drawn from the reserve and the floor be covered.

Having spoken of needs it is a pleasure to mention two items of progress for which our thanks are especially due to the Finance Committee. They are that recently after a hard struggle the College has been granted much more satisfactory rates on

electricity, and that during the year group insurance has been generously provided for the whole faculty.

I should speak a word as to the legislative outlook for the College this summer. In that we have two members of the Board in the Senate and one in the House we are in a happy situation. As the Speaker of the House certainly, and the President of the Senate probably, will be South Georgia men, and as both are very cordially disposed toward the College, we should be in no worse condition for that. But still we have a grave situation to face. There is no doubt forming a concerted drive to reduce appropriations for education, and this drive will have an almost complete newspaper backing. In fact the Atlanta and Macon dailies have been giving most warped and prejudiced reports of the situation as to schools and school finances. I do not know that they are in a conspiracy to injure the educational institutions; I hope they are not; but they could hardly follow a more hurtful course if they were. I hope the members of the Board will realize the seriousness of the situation and use every legitimate means in their power to protect the interests of the College.

I suggest the appointment today of a special legislative committee of the Board to give its attention to this matter. Of course I assume that the members of the Board who are members of the General Assembly will be on the committee.

In closing I wish to thank both the Executive Committee and the Finance Committee as well as individual members of the Board for their helpful cooperation in forwarding the interests of the College during these trying times.

.....

The report was adopted as read.

The budget was discussed and adopted as read.

The report of the Executive Committee was presented by Mr. McCrackin as follows:

"The Executive Committee begs to submit the following report:

Owing to the loss of two members of the Committee, one by death and one by the expiration of his term on the Board, and owing to other conditions, it has been very difficult at times to secure a quorum; so the meetings of the Committee this year have not followed the stated program accurately, but meetings have been called to attend to regular business. The main business of the Committee has been to check the budget operations and see that requisitions have been within the limits of the budget. While some items of the budget have had to be increased, retrenchments have been made in other directions, so that the balance forward on hand is somewhat larger than the surplus

adopted in the budget. The General Assembly of Georgia at the extraordinary session last winter passed a bill requiring that the budget be submitted to the State Budgeting Commission not later than May 20th. Notice of this requirement was served on May 8th. The President therefore prepared the budget as in previous years and submitted it to the Executive Committee as promptly as he could, but there was no time in which to call a meeting of the general Board and make it binding on the institution. So with notice to the State Budgeting Commission that this was the case, the budget was forwarded to the Commission with the approval of the Executive Committee only. The same is submitted today in the President's report.

Respectfully submitted,

Jas. F. McCrackin
Chairman, Executive Committee"

The report was adopted as read.

The report of the Finance Committee was read by Mr. Dekle, including financial tables, which are found in the book of financial tables. The report follows:

"Your Finance Committee begs to submit herein its report for the year just ended.

Regular monthly meetings of our Committee have been held, the records of which are at any time subject to your inspection.

In regard to expenditures, we have lived within your budget.

In connection with the detailed financial report attached hereto, it might be proper to enumerate a few of the results obtained in the dispensing of the funds of the college during the past year.

Food.

The Committee has, at all times, authorized the selection and handling of abundant, wholesome food for the students.

An automatic electric refrigerating plant was purchased just prior to the opening of the term, at a cost of \$ 760.80, not only effecting a saving of approximately \$ 50.00 per month that had been spent for ice, but also saving in food wasted by reason of fluctuation of temperature under the old method of ice refrigeration.

The distribution of drinking water has been improved by installing ice chilled coils in the barrels, providing pure cold water which has not been touched by hand or exposed to the dust of the air.

The committee feels that the excellent showing in health of the students is largely attributable to the care used in the selection and handling of the food and water consumed.

PLAY EQUIPMENT

One of the accomplishments of the year has been the building and equipping, at nominal cost, of a modern play ground for the training school children. A miniature golf course, one additional tennis court and an archery field have been added. By largely using material already owned, these improvements were made at a cost of approximately \$ 400.00, and comparisons with manufacturers' prices show an appraisal value of over \$ 1200.00. The present facilities provide indulgence by the students of the physical education department in: regular golf, miniature golf, tennis, basket ball, volley ball, hockey, archery, croquet, and hurdle races.

Sanitation

Plumbing apparatus have been provided for janitors. Open kitchen drains have been connected with the sewer system. Broken pipes repaired. The mule stable situated in the edge of the lower grove is kept clean and disinfected against flies. Drainage ditches have been dug in the branch to prevent water seepage and the incubation of mosquitoses.

CAMPUS AND STREETS

In addition to keeping the campus in presentable condition at all times, considerable improvements have been made in the appearance of the groves to the north and south of the campus. Trees, flowers, and shrubs have been planted.

Arrangements were made for the use of a street grader, until permanent paving might be made. If the State is unable to provide permanent streets, the grader may be purchased at approximately one third of the price of a new one.

TERMITE EXTERMINATION

It was discovered that termites were destroying timbers under all of the buildings. Repairs were made where found necessary. Investigation was made as to the best methods of combating this destructive insect. The committee discarded a proposition from a concern specializing in termite eradication that would have cost \$ 1900.00 initial payment. The U.S. Government recommended constant attention and spraying of a certain formula. One of the janitors was equipped with an electric lantern, trowel, and spraying outfit, and he attends to this work regularly each week, and the cost is not over \$ 6.00 per week.

REPAIRS AND REPLACEMENTS

All wooden buildings, including kitchen were painted, also all outside windows in three brick buildings. Painting was also done inside where found necessary. Cabinet book cases and coat racks provided for the training school. The vocational expression department was provided with a stage and other equipment. Partitions were built for the music department, and also in the mimeograph room. Repairs were made to window screens, dining tables, and other furniture, including upholstering of furniture in the rotunda. A chair hospital was started, at which the yard men work on rainy days. The men are also being trained to repair certain plumbing and electric equipment. Hauling of trunks and freight is being done by the college dray, that was formerly parceled out. The water line was run by the yard men to the training school play ground.

FUEL

The fuel account has run considerably over the budget. There were few days from October to April 1st when the large boilers were not fired. Although the cold was not intense, it was continuous. A large leak in the steam line under ground (West Hall) was discovered and repaired. Leaks under Converse Hall were also stopped. It is estimated that a considerable saving in fuel is thus effected. Boilers were thoroughly cleaned, repaired, and inspected, and every step possible taken to conserve fuel, and at the same time to furnish full warmth to the buildings at all times. The committee is recommending the purchase of an automatic, thermostat controlled boiler attachment known as Iron Fireman, which is guaranteed to save at least 25% in the amount of the fuel bill, as compared to the past year.

LIGHTS

It was thought that the college was paying too much for electric current, and this was proved by a questionnaire to some thirty other colleges in the State. A comparative report was made and this matter referred to attorney O.W. Franklin for presentation to the Public Service Commission. As a result we are glad to announce that a special rate was made whereby a saving of approximately \$ 1000.00 per year will be affected, as compared to the past year.

POLICING

Upon recommendation by the president, one of the retired city police, responsible to the city and to the college, has been employed at \$ 10.00 per week, to serve the college from 4 P.M. to 10 P.M. each day, thereby giving protection to college property and department.

GROUP INSURANCE

Following the trend of other large institutions, the finance

committee saw fit to purchase group insurance on all employees and officials, ranging from \$ 1000.00 to \$ 2500.00, based on salary received. The total cost on this policy to the college is approximately \$ 70.00 per month. We would be glad to have the approval of the Board on this action by the committee.

SALARY BUDGET- WOOD AND BESWICK.

The committee recommends the payment to Mr. J. F. Wood of \$ 200.00 in excess of the salary budget for this year, for the reason that, after deducting from his salary the amount guaranteed Mr. G. W. Beswick, his supply while ill, the amount was deemed insufficient.

FINANCING

As will be seen from the financial report, the State is greatly delinquent in the payment of maintenance appropriations, and consequently, the college is hampered in meeting its obligations for salaries and maintenance promptly. It is to be hoped that this condition may be relieved soon. In view of adverse reports emanating from certain State officials with reference to the legality of the 1929 appropriations, and also as to the legality of loans to State institutions, we wish to thank the officials of the First National Bank of Valdosta, and the Citizens and Southern National Bank of Valdosta for the liberal support that they have given to this institution.

THE FINANCE COMMITTEE

By E. E. Dekle
Chairman "

The report was adopted as read, and thanks were extended by the Board to the Committee for its admirable service.

The following resolution was introduced by Mr. McGrakin:

"Whereas, the college has been greatly handicapped by reason of the State's failure to provide funds with which to carry on the work of the college, and particularly in paying the faculty their salaries, and

Whereas, the teachers have cooperated most admirably without complaint, and rendered the best services of which they were capable.

Now, therefore, be it resolved by the Board of Trustees that the Board as a whole take great pleasure in expressing its appreciation and commendation of the cooperation of its faculty."

The Chairman, Judge Thomas, was requested any other member of the Board to serve with him as a committee to communicate at once with the Governor and urge him to send money for teachers salaries.

A motion by Mr.Christain to reestablish the position of Dean in the college was tabled.

By resolution, a page was set apart in the minute book to the memory of Mr.J.Robert Dasher,deceased.

Under election of officers,Judge Thomas was unanimously reelected Chairman. The Finance Committee,Mr.Dekle,Mr.McCrackin, and Mr.Blitck, were unanimously reelected. For the Executive Committee,Mr.McCrackin,Mrs.Strickland, and Mr.Turner, were reelected, and Mrs.Cater and Mr, Gardner elected to vacancies on the Committee, all by unanimous vote. Unanimous consent was requested by Mr.Dekle to amend the by-laws providing for a vice-chairman as a regular officer of the Board. Unanimous consent was granted, and the amendment was adopted. Mrs.A.J.Strickland was unani- mously elected vice-chairman.

On motion of Mr.McCrackin, the Executive Committee was instructed to fill, upon nomination of the President, any vacancies that might occur in the faculty after the adjournment of the Board.

The summer school faculty list with salaries was adopted by the Board as presented.

On motion, there was appointed a Legislative Committee to look after the interests of the College before the Legislature this summer. The committee is as follows: Mr.Dekle, Mr.Turner, Mr.Bennett, and Judge Thomas; and Judge Thomas was authorized to invite such other members of the Legislature as he may see fit to cooperate with this committee, Mr.Tucker of Berrien County being specifically named as one member whom it is desirable to invite.

The Board adjourned.

September 2, 1931.

The Executive Committee met in the President's Office at 4 p.m. There were present the following members: Mrs. Strickland, Mrs. Cater, Mr. Turner, and Mr. McCrackin. Mr. Gardner was absent.

The President read the following statement and presented the revised budget following it:

THE PRESIDENT'S STATEMENT

Ladies and Gentlemen of the Executive Committee:

The action of the General Assembly in cutting the appropriation of the College from \$85,000.00 to \$72,000.00 for 1931-32 and 1932-33 makes it necessary to revise our budget radically. In making this revision, however, it is necessary for us to keep in mind that we must so handle the reduction if possible as not to be removed from the accrediting associations of which we are members. Should we lose our rating as an accredited college we should also lose most of our students, for they demand a standard college education. There are certain minimum requirements of the associations that must be met. One of these is that the faculty must have not less than a certain minimum preparation, and must receive not less than a certain minimum compensation.

Now, our faculty does not quite meet in some departments the preparation required, and is not far above minimum requirements in any department. Our salary schedule is not quite up to standard, and we have been warned by the Association on that deficiency. So we can not safely cut faculty salaries for the immediate reason that it would endanger our standing at once, and for the more remote but no less real reason that in a year or two it would result in resignations from our present group and replacements of a lower efficiency, which would in turn equally endanger our standing. I have therefore in making cuts left the faculty untouched. And this is as it should be for two other reasons. One is that we have made our contracts with the faculty, and it is not right to violate contracts; the other is that the faculty is the heart of the school -- it is not wise to cut at hearts,

In all the cutting and slashing, therefore, I have had constant regard to minimum requirements of the Associations.

Again, owing to the fact that the State's cut does not become effective until January first, 1932, we run for half of our fiscal year on the old appropriation. So we are some \$6,500.00 better off this year than we shall be next year. I have therefore thought it wise to leave our surplus untouched, if possible, to serve us in the harder years ahead.

Before considering the reductions in the Disbursements approved last June, there are two considerable items not provided for in that budget which should be taken care of. The first is the balance unpaid on the summer school of 1931. In the hope that the summer session might be self-sustaining I followed the practice of former years and made no appropriation for it in the annual budget. But as was stated as a possibility at the June meeting of the Board, the summer school was not self sustaining. It fell short of that condition by \$1,802.89. The other item is an obligation left over from the summer school of 1929. The Executive Committee finding that the session was falling far behind, requested the faculty who were conducting the nine weeks session to take a cut of one-fourth of their salaries. This the faculty did very cheerfully, and the

Committee passed a resolution that the cut should remain an obligation against the College and should be repaid as soon as the financial condition of the College should justify it. I have never since felt that we were justified in including the item in the budget; but now that the Board of Trustees has been discontinued, effective January first, next, and that the Board of Regents will come into control at that time, it seems to me that it would be well to pay up this item out of money to be received from the W. and A. rentals and have no obligation hanging over in this rather uncertain form. I am therefore including the item (\$1,193.11) in the revised budget along with the amount for the 1931 summer session. The total is \$2,996.00.

The budget of current operations has been cut from \$106,940.00 to \$96,050.00. Add the two items just mentioned and we have total disbursements of \$99,046.00.

We had at the opening of the year, July 1, a surplus or balance forward of \$11,891.87. Of this \$1,069.16 is the old debt of the defunct Georgia National Bank of Athens, and about seven or eight hundred dollars is of old student notes and accounts that will hardly be collected. Let us deduct this, and we have a real balance forward of approximately \$10,000.00. Let us assume this as the real surplus or balance forward, Judging by quotations we have recently had on used books for sale, it seems that our former estimate is too high. We will be safer to revise it to \$1,200.00. I am so doing.

Last year we transferred from the dormitory account to the regular account \$4,725.13. I think we can safely count on \$5,000.00 this year. We shall try that.

So we proceed to the budget, pausing only to remark that it leaves the surplus not only untouched, but added to by about \$150.00.

The budget follows:

(For budget see Book of Financial Tables of even date.)

Both the budget and the statement were adopted as read.

The President suggested that if further reduction in disbursements was to be made, that the item, Insurance, be cut, though if this be done the faculty be given the opportunity to pay the premiums for group insurance through the Board, and so maintain the group insurance.

The President's nomination of Miss Sapelo Treanor for the position of instructor in French at a salary of \$1,800.00 was approved.

Without the nomination of the President, the Committee elected Mrs. R. H. Powell half-time Instructor in German at a salary of \$1,000.00.

Though the payment of both the unpaid balance on salaries for 1931 and for 1929 were included in the approved budget, the Committee also by vote specifically authorized the payment of these two items

as they were not included in the budget approved June 9th.

The President was authorized in case it became necessary to allow Miss Elizabeth Fitzgerald of Camilla to make final payments to the College next spring not exceeding \$100.00 by means of a note.

The Committee adjourned.

For minutes of the Executive Committee meeting of September 26, 1931, see page 91.

December 17, 1931.

The Executive Committee met in the President's office at 3:30 o'clock. There were present Mrs. Cater, Judge Gardner, Mr. McCrackin, Mrs. Strickland; absent, Mr. Turner. On motion, the Chairman of the Committee was requested to prepare a statement to the Board of Regents turning over the business of the College to them. On motion, the Financial Agent was instructed to include interest on all unpaid salaries as part of the unpaid salary obligation of the College to be handed to the Board of Regents. On motion, all requirements for the uniform of college students were abolished, this regulation to become operative September '32. On motion, the budget was revised in the following respects: There was added Training School Administration, \$125.00, office equipment, \$175.00, and for the purchase of a new car for the President's office, \$300.00, all of these additions to be taken from the surplus if necessary. The arrangement suggested as for a car was as follows: The old car to be turned in at about \$250.00 for first payment, the remaining payments to be distributed through one year, the \$300.00 provided to pay the first six month's installments, the rest to be taken care of in next year's budget. The President presented as information the letter from Mr. Huntley, Executive Secretary of the Association of Colleges and Secondary Schools of the Southern States, indicating requirements to be met during the next year, but the Committee felt that it would have no further jurisdiction in this matter. The Committee unanimously passed a vote of appreciation to the President and Faculty for their loyal support of the College through its trying days of late, for their excellent service and excellent results in building and developing the College, and the President was requested to communicate this vote of appreciation to the faculty.

The Committee adjourned sine die.

Six Members Make a Quorum

ORDER OF BUSINESS

1. Call of Roll.
2. Reading of Minutes.
3. Report of the President.
4. Report of the Executive Committee.
5. Report of the Secretary.
6. Report of the Treasurer.
7. Report of Special Committees.
8. Deferred Business.
9. New Business.
10. Election of Officers - Even Years.

Oliver	<u>Quartermaster</u>	32	
Wheeler		33	- Deck
Wardner		32	
Wentley		32	
Wheeler		28-34	
Wheeler		30	<u>30</u>
Wheeler		33	
Wheeler		28-34	
Wheeler		30	<u>30</u>
Wheeler		28-34	
Wheeler		33	
Wheeler		33	
Wheeler		30	<u>30</u>
Wheeler		33	

September 26, 1931.

The Executive Committee met in the President's office. There were present Mrs. Cater, Mr. McCrackin, and Mrs. Strickland; absent, Judge Gardner and Mr. Turner. The Committee having before it information that the Finance Committee purposed using all funds coming from the State for paying obligations to the banks and open accounts, leaving salaries to the last, passed the following resolution which the Chairman of the Executive Committee was directed to hand to the Finance Committee:

A RESOLUTION

Whereas the operations of the Georgia State Womans College are becoming difficult to carry on because the State is in arrears with its appropriations and other funds are not available to pay its obligations; and

Whereas the obligations of the College are partly in the form of contracts,-- notes and salary payments of equal validity at law, and partly in the form of open accounts for the purposes of the permanent operations of the college of equal importance; and

Whereas the policy of the Finance Committee shown in recent disbursements indicating that it intends to close certain accounts before making payments to faculty salaries is making the operations of the College even more difficult; and

Whereas the Governor of the State has written to the President of the College that all obligations of the State to the College will be paid, so that all obligations of the College will be paid in due time; and

Whereas the Governor has also advised the President of the College that unless the available funds of the College are disbursed on an equitable basis among its creditors with the primary purpose of carrying on the operations of the College he will withhold all vouchers from the College for the rest of the year; and

Whereas such action on the part of the Governor would render practically impossible further operation of the College for the rest of this year; now therefore

Be it resolved by the Executive Committee of the Board of Trustees of the Georgia State Womans College, acting under the authority of Section III, paragraph 2 of the by-laws of said Board of Trustees;-- "During the intervals between the meetings of the Board of Trustees all authority needed to carry on the operations of the College shall be exercised by the Executive Committee", that the said Executive Committee does hereby respectfully request and direct the Finance Committee of the Georgia State Womans College to make disbursements of all funds coming into its custody on the basis of the status of College accounts on September first, 1931, together with reasonable expectations for the rest of the year of 1931. This status is herewith inserted as follows:--

Status of College accounts September 1, 1931 together with reasonable expectations for the rest of the year 1931.

Receipts

Balance cash on hand August 31, 1931	92.16
Expected from W. and A. Rentals (State Auditor's Estimate)	16,000.00
Expected maintenance warrants (State Auditor's Estimate)	24,000.00
Student fees:	
Living expense	
200 at \$22.50 - 4 payments	18,000.00
Matriculations, etc.	6,000.00
	64,092.16
Deduct checking account and cash items	6,000.00
Available	58,092.16

Obligations

Notes:

C. and S. Bank	11,000.00
First National Bank	11,000.00
Swift and Company	3,000.00
Sou. Stationery and Prtg. Co.	3,000.00
Pine Branch	1,282.00
Open accounts 9/1/31	17,549.38
Open accounts to 1/1/32 (estimate)	6,000.00
Salaries (regular) 9/1/31	27,149.16
Salaries Summer 1929	1,293.11
Salaries to 1/1/32	27,039.66
	108,313.31
Cash items and checking accounts	6,000.00
	114,313.31

For the purposes of estimates the amounts may be states in round numbers as,- obligations, \$108,000; available funds, \$58,000.

1. It is noted that notes and salaries are both contractual obligations and stand alike at law. Open accounts in this case should be treated as other obligations.

2. It is directed that payments be made generally in accordance with the proportion: Total of obligations (\$108,000.00) is to total available funds (\$58,000.00) as the total of any given obligation is to the amount to be paid on it, and that interest when due, be included in determining proportions.

3. As from the State check of \$8,000.00 which arrived early in September the sum of \$3,500.00 was paid on the notes of each of

the banks, creditors of the College, and as from the fees paid by students during the week beginning September 14th -- about \$10,000.00 -- \$7,000.00 was paid on other accounts and notes not including salaries, and \$2,300.00 was paid on salaries,-- it is further directed that from the next funds coming into the hands of the Finance Committee there be paid on faculty salaries the amount of \$15,353.00 and interest, which together with the \$2,300.00 already paid will bring the quota on salaries up to the proportion paid on the obligations to the banks; and that to the division of general accounts and notes there be paid the sum of \$2,807.00 and interest, which will bring this item up to the same ratio. The individual accounts within the general classes should be pro rated in the same proportions as the general classes.

4. It is further directed that after the adjustments indicated above have been made, and after provision has been made for cash items (labor, lights, water, etc.) as they arise and for a reasonable checking account in each bank, not more than \$1,000.00, all further funds coming into the hands of the Finance Committee be distributed to the banks, to the faculty, and to other creditors on the ratio indicated in paragraph 2 above.

(Signed)

J. F. McCrackin
Chairman.

The Committee adjourned.

Memorandum

See minutes Sept. 21, 1929 - Page 56.

List of faculty members accepting cuts of summer school salaries
June 20, 1929, and the amounts due each.

R. H. Powell	\$ 208.34
J. F. Wood	175.00
Annie P. Hopper	125.00
Edith Patterson	75.00
B. H. Henderson	105.00
Augusta Rentz	79.18
Mrs. Nannie Hagan	47.25
Ethel Adams	75.00
Gertrude Gilmer	108.34
Jessie Pearl Rice	75.00
Wilbur L. Hoff	75.00
Mildred Larsen	45.00
Total	<u>\$1193.11</u>

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That H. Y. Tillman, of the County of Lowndes be, and he is hereby appointed a Member of the Board of Trustees of the Georgia State Womans College at Valdosta from the State at Large, for a term beginning this date and expiring August 17, 1933, to succeed A. T. Woodward, resigned.

This July 27, 1927.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department.

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That J. R. Dasher, of the County of Lowndes be, and he is hereby appointed a Member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term beginning this date and expiring September 5, 1932, to succeed Millard Reese, resigned.

This September 21, 1927.

L. G. Hardman,
Governor

By the Governor:

Mattie H. Carrington

Secretary Executive Department.

-OFFICE OF-
T. W. REED
SECRETARY, TREASURER AND REGISTRAR
UNIVERSITY OF GEORGIA
ATHENS, GA.

April 16, 1928.

President R. H. Powell,
Valdosta, Georgia.

Dear Dr. Powell:

I have today received notice from Chairman Russell of the appointment of Hon. I. J. Hofmayer, of Albany, and Hon. A. Pratt Adams, of Savannah, as members of the Board of Trustees of the Georgia State Womans College. I have notified them of their appointment and am giving you notice also.

With best regards, I am

Yours very truly,

TWR

TWR:s

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That the following persons be, and they are hereby reappointed Members of the Board of Trustees of the Georgia State Woman's College at Valdosta for terms of six years beginning September 5, 1928 and expiring September 5, 1934:

J. Y. Blich, Valdosta

T. B. McDowell, Blakely

Mrs. A. J. Strickland, Valdosta.

This August 28, 1928.

L. G. Hardman,
Governor

By the Governor:

Mattie H. Carrington

Secretary Executive Department

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That Hon. E. E. Dekle of the County of Lowndes be, and he is hereby appointed a Member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term expiring August 17, 1933, vice H. Y. Tillman, deceased.

This January 23, 1929.

L. G. Hardman,
Governor

By the Governor:

Mattie H. Carrington,
Secretary Executive Department

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That Hon. W. E. Thomas of the County of Lowndes be, and he is hereby reappointed a Member of the Board of Trustees of the Georgia State Woman's College for a term of six years expiring September 5, 1936.

This October 11, 1930.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That Dr. T. H. Askew of the County of Berrien be, and he is hereby appointed a Member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term expiring August 17, 1933, to succeed Hon. W. R. Friar, resigned.

This October 11, 1930.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That Mrs. Charles Cater of the County of Brooks be, and she is hereby appointed a Member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term of six years expiring September 5, 1936, to succeed Hon. Louis W. Moore.

This October 11, 1930.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department

State of Georgia
Executive Department
Atlanta

Nov

BY THE GOVERNOR:

ORDERED: That Hon. P. C. Quarterman of the County of Lowndes be, and he is hereby appointed a Member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term expiring September 5, 1932, vice Hon. J. R. Dasher, deceased.

This November 13, 1930.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department

State of Georgia
Executive Department
Atlanta

BY THE GOVERNOR:

ORDERED: That Hon. Clarence Christian of the County of Tift be, and he is hereby appointed a member of the Board of Trustees of the Georgia State Woman's College at Valdosta for a term expiring September 5, 1936, to succeed Hon. B. D. Purcell.

This March 16, 1931.

L. G. Hardman,
Governor

By the Governor:
Mattie H. Carrington
Secretary Executive Department

T. W. REED
SECRETARY, TREASURER AND REGISTRAR
UNIVERSITY OF GEORGIA
ATHENS, GA.

April 22, 1931.

Dr. R. H. Powell, President,
Georgia State Woman's College,
Valdosta, Ga.

Dear Dr. Powell:

Chairman Russell has just named Hon. John W. Bennett of Waycross and Hon. R.C. Ellis of Americus as ex-officio members of the Board of Trustees of the Georgia State Woman's College. Hon. Byron B. Bower of Bainbridge is the third member.

Yours very truly,



Secretary

LH