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Colorado State University Libraries
Archives and Special Collections
Report Survey Committee

Mr. R.L. Parshall
Colorado State College
Fort Collins, Colorado

to State Board of Agriculture

May 1938
June 8, 1938

Professor H. D. Eldridge
City Schools
Greeley, Colorado

Dear Professor Eldridge:

This is to acknowledge receipt of your letter of May 26 enclosing letter and professional record of Professor R. S. Sink, University of Wyoming, Laramie.

This is to advise that your letter together with Professor Sink's letter and statement is being handed to Dr. Lory.

Very truly yours,

R. L. Parshall
Senior Irrigation Engineer
Dear Parishal:—

The meeting of the Engineering Alumni of Colorado State has been called for 7:30 P.M. Friday at the Denver Y. M. C. A. 25 East 16th Ave. We hope you can be with us.

Yours sincerely,

Rt. F. Hendren
406 Custom House
Denver, Colo.
It shall be the policy of Colorado State College to offer a system of regular leaves of absence at intervals of about seven years upon the following bases:

1. That one-half salary be given for one year or two separate semesters or in occasional exceptional circumstances that full salary be given for one semester.

2. That while on leave the faculty member shall do work in one or more of the following three fields: (a) Advanced study toward a higher degree, (b) Research work in his special field, (c) Professional travel for the purpose of comparison of methods in other institutions.

3. The choice of a field of endeavor in (2) shall be made in advance with the full consent and approval of the administration.

4. Further restrictions in present use concerning return to the institution for at least one year after the termination of the leave shall be retained as safeguards against unfair practices.

5. That faculty members be considered for promotion only if they avail themselves of the opportunity for leaves of absence or do equivalent work in summers or vacations.

6. That faculty members who do avail themselves of the opportunity for leaves or their equivalent, and who otherwise merit advancement, shall ultimately be advanced in salary or rank of both.

7. That priority for leave shall be given those who have been longest without leave.

8. That leaves be optional for those over sixty years of age.

9. That the deans of the divisions act as coordinators for the administration of this system of regular leaves in order to prevent the simultaneous absence of too many heads of department and to prevent any other condition which would impair efficiency.
Denver, Colo
May 17, 1938

Mr. Ralph Parshall
Fort Collins, Colo.

Dear Mr. Parshall:

Several of the boys here are interested in finding out what can be done in the way of influencing the reorganization of the Engineering Department at the College and are getting together at lunch on Friday, May 16, at the Albany Hotel. Can you sit in with us to talk the matter over? If some other date is more convenient to you perhaps it can be arranged. It is difficult to get a date suitable to everyone and it looks like we will have to act fast if we attempt to do anything.

Sincerely,

Robert H. Herdman
406 Custom House
The purpose of the Alumni Curriculum Committee in making this report is four-fold:

1. To analyze the situation at the Colorado State College of Agriculture and Mechanic Arts

2. To offer constructive suggestions in the form of recommendations

3. To present this report directly to the Board of Agriculture for their consideration

4. To make a final report to the Alumni Association on action taken by the Board of Agriculture

This report will be briefed rather than detailed. It has been coordinated with the Faculty Curriculum Report in order to avoid unnecessary duplication. It is the request of the Alumni Committee that this report be made a matter of record in the official minutes of the Board meeting.

It should be significant to members of the Board of Agriculture that when an alumni association, as liberal-minded as ours, appoints an investigation committee to inquire into the affairs of the institution that conditions have reached a critical stage. This feeling has been shared for some time by farmers, farm organizations, faculty members and the student body. Neither the alumni association nor the alumni committee is radical or reactionary. It is hard to believe that the Board fully realizes the state of affairs which actually exists.

The committee recognizes the ability of the Board to manage the affairs of the institution. With the information presented by the Faculty and the Alumni Committees at hand no Board worthy of the trust imposed in it could evade its obvious duty. The consequences would be too serious and far-reaching to the institution.

The following analysis of the situation, as it now exists at the Colorado State College, is not a superficial one. Members of the committee have made careful investigation and, in addition, have had close association with the college for over twenty-five
I. Inefficiencies obvious in the resident faculty are:

1. Certain department heads have long passed their peak of efficiency.

2. Internal jealousies have undermined the spirit of cooperation which should exist in and between departments.

3. Promotions are not made on merit nor are many promotions made within a department.

4. Some of the resident faculty are still preventing students from graduating because they failed to make a passing grade on a final examination by 1/2 to 1%.

5. Advanced study is not required of the faculty. As a result, the faculty as a whole is an excellent example of retarded development. Most compare favorably with faculties of similar institutions that encourage research.

6. Advanced research is neither demanded nor possible under present conditions.

II. Reallocation of budget essential:

1. Reduce administrative costs which are 6% higher than the average for land-grant colleges.

2. Increase the salary schedule in the lower brackets. Salaries are 10% under the average for land-grant colleges.

3. Reduce cost of operation and maintenance which is 5% higher than the average for land-grant colleges.

III. Improvement of the curriculum imperative:

1. Recent curriculum changes have been made by faculty "experts" attempting to arbitrarily impose post-graduate standards on an undergraduate student body.

IV. Inadequate service is being rendered to farmers and inefficient instruction to students:

1. Colorado State College is primarily a service institution not a liberal arts college. However, research investigation and experimentation is carried on only to a comparatively limited extent. Aside from two or three men on the campus the resident faculty is practically unknown nationally. Few of them ever appear on the programs of national associations.

2. There is considerable dissatisfaction among farmers and farm organizations for the lack of assistance provided by the college.

3. The student body is decidedly dissatisfied with inefficient instruction, warfare between departments, the dropping of the engineering and forestry
departments from the accredited list and tampering with the curriculum.

V. The North Central Association Report shows a low rating in regard to:

1. Amount of research conducted at the institution.
2. Number of resident faculty continuing advanced study.
4. Per cent of total budget devoted to instructional service.

The significant fact about the North Central rating is not that the conditions cannot be corrected but that it has been allowed to develop over a long period of years.

The following recommendations are made as a result of the investigation by the Alumni Curriculum Committee:

I. Adhere strictly to existing compulsory retirement provisions. This is imperative to the future growth of the institution.

II. Department heads not eligible for immediate retirement who are found inefficient should be placed on an advisory status and removed from administrative responsibilities. Such men should be retained in the position of professor emeritus and given full pay until retired.

III. Improve the curriculum:

1. Employ recognized curriculum authorities to make a careful survey of the entire curriculum.
2. Employ competent curriculum authorities to revise the curriculum.
3. Reorganize the instructional staff for the purpose of applying the revised curriculum.

IV. Improve the services of the institution to farmers and farm organizations:

1. Provide an adequate fund for research and investigation, with qualified personnel in charge.
2. Regain lost confidence of farmers and farm organizations in the ability of the institution to assist them in meeting their daily problems.

V. Adopt broader administrative policies:

1. Increase the salary schedule in the lower brackets.
2. Promote the resident faculty on merit.
3. Require advanced study of the resident faculty.
4. Develop a research program which will render a maximum amount of service to the farmers and
citizens of the state.

5. Discharge inefficient employees.

6. Employ men of recognized standing on the faculty. Abandon the policy of employing a large number of graduates from our own institution.

7. Discontinue the granting of degrees in mechanical and electrical engineering. Subordinate these departments and expand the Civil Engineering and Irrigation department.

8. Raise the standard of departments not now accredited by the North Central Association.

9. Provide a system of exchange professors with other land-grant colleges.

10. Delegate authority more widely.

11. Reduce the cost of administration.

12. Reduce the cost of operation and maintenance.

The Alumni Committee has attempted to submit constructive recommendations for the consideration of the Board. The Board of Agriculture is the only agency delegated with the authority to correct the situation. Further avoidance of the issues involved will materially add to the difficulty of the situation.

The Alumni Committee is not dominated by the alumni, the administration, the faculty or the student body. Its investigation and recommendations are motivated entirely by a desire to be of service to the college. It does not fear or favor any individual or group. Its report will not be fully acceptable to any of these groups.

The Committee wishes to acknowledge the high type of service performed by the Board of Agriculture. Its interest, however, cannot be said to exceed that of the alumni who have ample reason to believe that the institution is definitely deteriorating. No group who have the slightest regard for their alma mater will countenance such deterioration if they can prevent it. It can be prevented. A searching investigation by the Board will reveal many conditions which contribute to the general lack of coordination and efficiency. Inability of the Board to correct these conditions will definitely establish the institution as a second rate college.

Respectfully submitted,

George Carr
Ralph Parshall
Hugh Eldridge, Chairman
REPORT OF THE SURVEY COMMITTEE

To the State Board of Agriculture

The committee of the Faculty Council to which has been assigned the duty of surveying the courses of study and suggesting such changes as will meet the requirements of various rating agencies, begs leave to report. It was felt that only a broad treatment of the subject would be adequate and therefore such phases as promised to shed light on the question were explored. The following topics were considered: faculty competence, teaching load, size of classes, salary scale, adequacy of buildings and equipment, the cost of instruction and the apportionment of funds to the various subdivisions. The survey was limited to resident instruction, no attempt being made to cover the work of either the Extension Service or the Experiment Station.

Methods

Questionnaires were sent to the separately maintained land grant colleges with which we could be properly compared as well as to the University and the Teachers College in our own state.

Letters were sent to each department head on the campus requesting that the staff members be consulted and a departmental survey be conducted, followed by a comprehensive plan of development during at least the next five years.

Special studies were assigned to individual committee members and exhaustive reports submitted.

Mention should be made of the aggressive action of the library staff in compiling a complete bibliography of all phases of the survey. Attention of the committee was thus drawn to many publications that would otherwise have escaped attention.

Faculty Competence

This subject is given first place in the discussion because all rating agencies consider competence of the faculty above all other considerations. Every member of the faculty in the past years has filled out a questionnaire on the subject in the Land Grant College Survey and for the North Central Association of Colleges and Secondary Schools.

In addition, the faculties in Forestry, Engineering, and Veterinary Medicine have submitted similar information to their respective rating agencies.

Dean Haggerty who for years dominated the rating of institutions by the North Central Association listed the factors on which the competence of the faculty could be judged in the order of their significance as follows:

- Attendance at meetings of learned societies
- Appearance on program
- Publications
- Membership
- Doctor's degree
- Experience
- Office in society
- Master's degree
- Graduate study
It should probably be added that while graduate study comes last it is not meant to be neglected. Rather the inference is that since most teachers have done graduate work it is no longer a special criterion of efficiency.

A similar statement may be made also of advanced degrees. Experience, while very desirable in a teacher, may actually be a mark of inefficiency if not accompanied by other evidence of scholastic attainment.

Our North Central rating under date of 1935-36 stood as follows:

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<th>Item</th>
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</tr>
</thead>
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</tr>
<tr>
<td>Publications - books</td>
<td>68</td>
</tr>
<tr>
<td>Publications - articles</td>
<td>63</td>
</tr>
<tr>
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</tr>
<tr>
<td>Master’s degrees</td>
<td>76</td>
</tr>
<tr>
<td>Graduate study</td>
<td>50</td>
</tr>
</tbody>
</table>

Your committee is informed that faculty competence has played no little part in some of our recent ratings. For that reason it may be well to discuss measures that would tend to raise scholarly achievement.

Salary: There is a general feeling that ability is correlated with salary. In other words, that the more able teachers will go where the highest salaries are paid. Our North Central rating on salary was 86. Comparison with the land grant colleges of the United States shows our salaries are about the average of the country. It is still further true that they average well with the other schools of the state with the possible exception of the Teachers College.

What then is the reason that our staff is found wanting in scholastic attainment? It is the opinion of your committee that the answer is to be found in our inability to retain the services of our more aggressive young instructors. When they are offered advancement in other institutions we seem not to be able to make the position here sufficiently attractive to cause them to remain. An institution such as ours must not expect to retain all of its able men but it does seem that the dead level of a salary scale tends to favor the less energetic. A more rapid advancement for the competent and a frequent re-appraisal of the older men would, we believe, improve the conditions. Recognition of ability by occasionally creating more than one professor in a department and the prompt retirement of men who are slowing down would operate in the same direction.

Sabbatical Leave: For twenty five years the question of leave for improvement, either by graduate work or by travel, has been agitated on this campus and while it must be admitted that leave by request has been quite generous, no definite system has been inaugurated. Apparently the feeling has been that if a young instructor desired to make the sacrifice necessary to do graduate work he was encouraged to do so, but the net result has been in too many instances that as soon as he raised his head above the general educational level he was offered a better job at some other institution.

The matter now must be faced from the opposite viewpoint, which is that of a compulsory leave for improvement, to shake the too complacent teachers out of their lothargy.
Retirement: This institution has an excellent retiring system. In fact, since it grew out of the old Carnegie plan after much study, there is probably none better. It is based on the promise that faculty members will want to retire at certain ages. Experience shows that this is not true. Nature is kind and she keeps up our self-confidence to the last. While your committee appreciates fully the delicacy of this situation and urges that every possible courtesy be shown to teachers who have given their lives to the service, it is convinced that institutional efficiency requires that administrative officers should recommend the retirement of teachers whenever it is apparent that they are no longer aggressive and alert. It may even be said that a gradual lessening of duties as the retirement age approaches would have the threefold advantage of preparing another to fill the place, of softening the shock of complete severance at one time and of maintaining the efficiency of the work.

Research: While some excellent teachers could never become investigators, it is almost the universal feeling of forward looking educators that a research spirit is essential to good college teaching. This institution is especially fortunate in having a well supported research plant as an integral part of the service. The stimulus of research is contagious and in well developed departments bubbles over into the student body. It is perhaps unfortunate that every department is not directly linked with the Experiment Station. However, some of the best research is being done in this country in connection with institutions where no special funds are available. Not even a laboratory is necessary. All that research requires is a strong desire and a little time. The really alert instructor will find the time.

This state and this institution abound with problems that are crying to be solved. And yet we are told by examining committees that the research spirit is dead in certain of our departments. If that is true it is perhaps needless to say that it should be revived.

Size of Classes

Reports of the registrar show that following out the old North Central requirement, long after that specification had been abolished, that college classes should not contain more than 30 students, teachers were lecturing to as many as five sections on the same subject in the same day. This practice enormously increases the labor and is deadening on the instructor. In some of our best universities lectures are being given to as many as 500 students at the same time. It is the opinion of your committee that the size of lecture classes should in general be determined by the size of the classroom and that where possible the classrooms should be increased in capacity. While we do not recommend classes of several hundred, we do think that from a hundred to one hundred and fifty are not too many. This statement does not apply to laboratories where the number per instructor should not run over 20 or 30.

Buildings and Equipment

While it hardly seems in the province of this committee to go extensively into the building program it is urged that a comprehensive plan extending over a period of years be speedily adopted and then as fast as money is available that the buildings be constructed according to plan. We recommend that plots of ground be selected on a divisional basis so that in the years to come all agricultural buildings will be brought together and all engineering buildings will form a separate group, and so on throughout the divisions.
We reiterate also that buildings for classroom and laboratory work are the immediate need and that buildings for general purposes should be delayed until the resident instruction has ample facilities.

While in certain departments the equipment has become antiquated and new and up-to-date materials costing thousands of dollars are urgent, we prefer that these needs shall be presented by the heads of the departments concerned.

**Finances**

There are presented herewith tables showing costs per credit hour in the various departments, the cost per student here as compared with several other land grant colleges, the distribution of the funds to the various divisions and a similar distribution in other institutions.

By reference to the table on cost per credit hour it will be seen the costs are highest in Electrical Engineering and in Animal Husbandry and the lowest in Mathematics. A few words of explanation seem appropriate. The cost in electrical engineering is high not because of excessive expenditure on that department. In fact, it is much too low to maintain an efficient organization. It is high because of the small enrollment in the courses offered. We are assured that the new courses required in the other two engineering lines will materially increase the work of that department. The cost of an animal husbandry course will always be high because the maintenance of livestock for teaching purposes is necessarily expensive.

The cost per credit hour in physical education seems high because only one-half credit is allowed for two hours of work in that department which is just half as much as the general allowance in other departments on the campus.

At the lower end of the scale the subjects which require no laboratories and no expensive equipment should be given at a minimum of expense.

**Cost per Student:** In the North Central report we stood in the 91st percentile in expenditure per student. Our annual cost per student is $356.41. A comparison with 12 other land grant colleges shows a variation from $187.04 at Utah to $490.69 at Iowa. The cost here is near the average of those other schools.

**The Distribution of the Budget:** A comparison of the distribution of the budget here with that at 12 other land grant institutions shows that our expense of administration is higher than in any of those studied. The average of the 12 is 10.59% whereas ours is 16.4%.

Twenty one and two-tenths percent of our budget is spent for operation and maintenance which is exceeded only by Montana State and Rhode Island. The average expended by the 12 is only 16.16%.

This expenditure for administration and operation and maintenance reflects in a lessened amount for instruction, the percentage being 59.01 which is the lowest in the list excepting Rhode Island. The average is 69.22%.

If our administration and maintenance could have been conducted on the basis of the average for the 12 schools mentioned it would have increased the amount of money available to the departments in 1937 by more than $70,000.

The conclusion on finance seems inevitable that we should make every effort to reduce the amounts spent for administration and operation and maintenance
in order to devote more to the departments of instruction.

The Departments with Low Ratings

Even before the committee came into existence the Department of Forestry had submitted a program for improvement. After going over the matter with the faculty of that department, we believe that they should limit their enrollment, that their teaching load can be reduced by combining sections, that they need a full-time man in place of Professor Ford (resigned) and that special facilities can be arranged for field work in Poudre Canon. With these changes they should be able to obtain a satisfactory rating.

The Engineering division has increased its entrance requirements and has revised its curriculum both of which changes have received the sanction of Dean Butler, chairman of their rating committee. Those changes may be sufficient to satisfy the requirements. Your committee is of the opinion, however, that something more radical than mere change of curriculum is required before engineering will occupy the position that it should on this campus.

Several questions arise in connection with Engineering that are peculiar to their problem. If the published statement of Mr. Griffenhagen is any indication, the state-wide survey which he is conducting will point out that the state is giving duplicate courses in the three lines that we are offering. The committee has been repeatedly urged to recommend that our engineering courses be given an agricultural slant. There is also a strong group that would have us do more work in the vocational arts. The committee feels that decisions can only be made on those questions after a more careful study has been made by specially selected and competent committees. It is making such recommendations to the Faculty Council.

The whole problem of rating courses seems to be growing. Many years ago the North Central association did pioneer work in raising standards in this region. One of the most notable examples was the activity of the Carnegie Foundation in the improvement of medical education. Now nearly every professional group is attempting to raise standards by improving the educational facilities. The methods are about as variable as the organizations and while we may smile at the crudeness of some of the attempts, we as an institution must not be unmindful of their importance. We cannot afford to maintain a course of study that does not measure up to the standards adopted by its national rating agency.

Before leaving this subject your committee would point out that several of our departments might be found as wanting as Forestry and Engineering if measured by the same scale. Veterinary Medicine has been living in constant threat of an unsatisfactory rating for the past four years and other courses have already been approached by their respective rating agencies.

The tendency is to do as little as necessary to comply with the minimum specifications. It is the feeling of the committee that many departments need a thorough overhauling and that the courses we offer should be of such strength that there will be no question of their standing up under any rating agency. In the final analysis the responsibility for presenting such a program goes back to the individual in charge of the course. Whether the program can be financed rests with the Board.
The low ratings given by these national agencies have been seriously re-
flected in the general morale of the institution. Both faculty and students
are asking themselves whether they care longer to be connected with an institu-
tion of such low standards. It should be kept in mind that the Colorado State
College has had a long and respected career and that it has had in times past
and now has on its faculty many able, conscientious teachers of national reputa-
tion. The committee has no intention of damming the whole faculty nor the
whole institution. This is no time for hysteria. All that is needed is strong,
aggressive action to correct glaring deficiencies. In the end the institution
will be better for having passed through this critical period.

Summary

The committee finds that minor causes such as teaching overload, entrance
qualifications and curriculum content can easily be or already have been
corrected.

The major causes are limitation of faculty, equipment and buildings but
above all, those factors which together make up faculty competence.

The committee finds that our finances are adequate as measured in terms of
total budget, average salary and cost per student, but that the distribution
allows too little to resident instruction as compared to administration and
operation and maintenance.

The committee recommends:

1. That a liberal policy be pursued in all those things that go to make
   for faculty competence such as attendance at meetings, sabbatical
   leave, substantial recognition of ability wherever found, re-appraisal
   of the staff at frequent intervals, and retirement, either partial
   or complete, whenever it is apparent that it would make for efficiency.
2. That every effort be made to cut the cost of administration and
   operation and maintenance in order to spend more on actual instruction.
3. That for the present, buildings for instruction take precedence over
   those for general purposes.
4. That the committee be continued to draw up a five year plan for the
   institution.

Should the Board desire to discuss any of the matters referred to in this
report the committee will be found ready and willing.

Committee:

J. C. Dawson
D. R. Bracken
W. C. Brant

H. S. Jordan
Dwight L. Brandt
Elfriede T. Brown

(8085)-38
### MEDIAN SALARIES

**Comparison of C.S.C. with Land Grant Averages in the U.S. and with Colorado Schools**

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<th>Assoc. Prof.</th>
<th>Ass't. Prof.</th>
<th>Instructor</th>
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<td>All</td>
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**Median Salaries by Divisions at C.S.C.**

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**Distribution by Ranks**

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<td>Zoo. &amp; Ent.</td>
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<td>4.94</td>
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*An. Husb. sales added 39.26 33.76 34.61 26.81 29.99 26.35 31.47 33.69 27.78 31.52

*Hort. sales added 16.38 27.49 13.76 12.15 12.06 11.15 12.92 14.77 16.67 15.26

1929-30 omitted because of change in budget year.

(8046-38)
THE NINE YEAR COST PER CREDIT HOUR COMPARED WITH THE 1937 COST

Math
Ec & Soc
English
Language
Botany
Chemistry
Zoo & Ent.
Civil Eng.
Physics
Forestry
R. & Voc. Ed.
Home Ec.
Agronomy
Hort.
Phy. Ed.
Animal Husb.
Elect. Eng.
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<tr>
<th>State</th>
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<tr>
<td>Utah</td>
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<tr>
<td>N. Dakota</td>
<td>$231.33</td>
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<tr>
<td>Oklahoma</td>
<td>$235.66</td>
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<tr>
<td>Oregon</td>
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<td>Montana</td>
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<tr>
<td>N. Mexico</td>
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<tr>
<td>Colorado</td>
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</tr>
<tr>
<td>Kansas</td>
<td>$358.63</td>
</tr>
<tr>
<td>Purdue</td>
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<td>R. Island</td>
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<td>Iowa</td>
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(8046-38)
### DISTRIBUTION OF TOTAL BUDGET

**Colorado State College**

<table>
<thead>
<tr>
<th></th>
<th>1927</th>
<th>1928</th>
<th>1929</th>
<th>1930</th>
<th>1931</th>
<th>1932</th>
<th>1933</th>
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<th>1935</th>
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<td>3.9%</td>
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<td>4.1%</td>
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<td>26.8%</td>
<td>26.5%</td>
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<td>Vet. Med.</td>
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<td>3.5%</td>
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<td>4.1%</td>
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<td>10.6%</td>
<td>8.2%</td>
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<td>10.1%</td>
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<td>C. &amp; A.</td>
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<td>19.3%</td>
<td>17.7%</td>
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<td>20.4%</td>
<td>20.3%</td>
<td>18.9%</td>
<td>18.4%</td>
<td>22.4%</td>
<td>19.5%</td>
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<tr>
<td>Admin.</td>
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<td>15.7%</td>
<td>15.7%</td>
<td>16.0%</td>
<td>15.8%</td>
<td>15.8%</td>
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1929 & 1930 omitted because of change in budget year.

(3046-38)
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<tr>
<th>State</th>
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<td>South Dakota State</td>
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<td>North Dakota State</td>
<td>68.8 %</td>
<td>12.9 %</td>
<td>15.1 %</td>
<td>3.4 %</td>
</tr>
<tr>
<td>Oregon State</td>
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<td>18.7 %</td>
<td>5.4 %</td>
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<td>Rhode Island State</td>
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<td>24.5 %</td>
<td>2.6 %</td>
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<td><strong>AVERAGE</strong></td>
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<td><strong>59.01%</strong></td>
<td><strong>16.4 %</strong></td>
<td><strong>21.2 %</strong></td>
<td><strong>3.5 %</strong></td>
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</tbody>
</table>
DISTRIBUTION OF BUDGET
COMPAARED WITH 12 LAND GRANT COLLEGES

- Administration
- Resident Instruction
- Library
- Operation and Maintenance

Average of 12 colleges
Colorado State
May 13, 1938

Mr. Ralph Parshall  
Colorado State College  
Fort Collins, Colorado

Dear Mr. Parshall:

I have just dictated a letter of appreciation to each member of the Board of Agriculture for the splendid service which they are rendering the institution. They were placed in a very difficult position and when the final test came, they had enough courage to take the necessary action.

No one can be more sympathetic with the individual professors involved in the situation than the members of our Alumni Committee, but this is once where personal feelings could not be considered.

I want to tell you how much George Carr and the officers of the Alumni Association appreciated your statements to the Board in regard to the Engineering Department. They were impartial and analyzed the situation in such a way that the Board could not ignore the testimony.

This whole affair has been an arduous one. I have offered the services of the Alumni Committee to the Board if we can be of any further service to them.

Very truly yours,

[Signature]

HUBERT D. ELDRIDGE  
SUPERINTENDENT
SUPPLEMENTARY ALUMNI
REPORT

May 6, 1938
SUPPLEMENTARY ALUMNI REPORT

May 6, 1938

The following Supplementary Alumni Report is being made for the purpose of reiterating certain statements made in the Alumni Report of April 2nd.

No adverse criticism has been made by the Alumni Committee in regard to the work of the Extension Department. Interested parties seeking to confuse the issues have mis-interpreted statements made at the last meeting of the Board of Agriculture to indicate a lack of support by farmers of the state of the Extension program. The Extension department deserves commendation for its efficiency in developing its far-reaching program. The Alumni Report refers to a lack of cooperation among the resident faculty and among departments on the campus in extending the influence of the college to farmers and farm organizations within the state.

The Alumni Report specifically recommended that "deans and department heads not eligible for immediate retirement who are found inefficient should be placed on an advisory status and removed from administrative responsibilities." The college has an excellent retirement system. The recommendation was made and is repeated that all faculty members without exception be retired upon reaching retirement age.

The question has been raised as to how fully the Alumni Association endorses the report of the Alumni Committee. Some indication of this support is shown by the telegrams and letters included in the Supplementary Report. Further evidence will be found in the next meeting of the Alumni Association to be held in June.

The Alumni Association is definitely committed to the following program whether it takes one or five years to complete:

1. Maintain accredited departments in all divisions on the campus.

2. Reorganize the budget to permit more efficient administration and higher salaries in the lower brackets.

3. Retire inefficient members of the staff and employment of recognized standing who practice research.

4. Develop a long-time building program which will adequately meet the needs of the institution.

While existing difficulties now facing the Board had their origin prior to the term of office of many members of the present Board the final responsibility for correcting the situation rests with present members of the Board. The Alumni Committee desires to cooperate with the Board of Agriculture in making needed changes before the situation becomes more acute.

Respectfully submitted,

George Carr
Ralph Parshall
Hugh Eldridge, Chairman
Be it resolved, that,

The Alumni Association of the Colorado State College of Agriculture and Mechanic Arts wish to express the sincere respect and admiration of the alumni for Horace B. Dye, President of the State Board of Agriculture whose sudden passing was a distinct shock to his multitude of friends.

We mourn the passing of a man who at all times had the courage of his convictions. His support of the alumni recommendations which were made to the State Board of Agriculture over which he presided was as wholehearted as it was sincere.

___________________________________________
President,
Alumni Association

___________________________________________
Secretary,
Alumni Association
ATTENTION MEMBERS OF ALUMNI INVESTIGATING COMMITTEE:

We, the undersigned as members of the Student Council of Colorado State College of A. and M. acting for the Associated Students of said College, do hereby put to pen our endorsement of the report submitted to the State Board of Agriculture by the Alumni Committee on Investigation, and do hereby give our sanction to any further steps taken by the Committee in this respect.

President — Donald S. Haines
Vice. Pres. — Alan L. Staley
2nd Vice. Pres. — Doris R. Christenson
Secretary — L. Johnson

Members of Council:

Ted Vidaen — Collegian Editor
Jean Romor
Milton Nelson — President Senior Class
Harold Short — Vice President elect
Claudine Racker
Konneth Nkans
Josephine Hoge
Betty Gay Hamnett
Maxine Honon
Barton H. Frazier

President Elect: John B. Egan

Art Herzberger — President of Yellow Jackets
Richard B. Kroutzer — Business Manager of the Collegian
ALUMNI RESPONSES TO ALUMNI REPORT

WESTERN UNION

April 6, 1938

Louis G. Davis
County Ext en Agent
Arvada

Congratulations on report believe your recommendations are founded on glaring needs we will back you whole heartedly let us know what we can do

Mr. and Mrs. Fred B. Hamilton
Charles L. Kimzey

*********

Pueblo, Colorado
April 23, 1938

Mr. Horace Dyo, Pres.
State Board of Agriculture
Fort Collins, Colo.

Gentlemen:

I wish to take this opportunity of informing this Honorable Board, that at a meeting of the Pueblo County Alumni Association, held in Pueblo on April 26th, a resolution was unanimously passed, supporting the report of our State Alumni Committee that was forwarded to you on April 2, 1938.

I remain,

Respt. yours,

E. J. McQuire
Pres. Aggie Alumni Association

*********

POSTAL TELEGRAPH

1938 Apr 27 PM 7 17
Lemar, Colo.

Louie Davis
Arvada, Colo.

The general sentiment of Prowers County Alumni favors endorsement of resolutions as recently adopted.

Hayes Williams
Raymond McMillen
Frank A. Ray

*********

1938 Apr 27
Denver, Colo.

Hubert Eldridge
High School

Regarding Colorado State Alumni report April sixth relative to curriculum and general conditions in the College stop we the Denver Alumni are in accord with this committee and hope your Board will take steps immediately to correct situation and make Colorado Aggies an outstanding institution.

Erv. Hinds
Manitou Springs, Colorado
April 29, 1938.

Mr. Lou Davis
County Agent
Arvada, Colorado

Gentlemen:

In recognition of the need for airing certain conditions felt to exist at Colorado State College, the association at Colorado Springs wishes to express its support of any activities initiated by the Alumni Association which are intended to further the efficiency and increased usefulness of our College.

Sincerely yours,

Colorado Springs
Alumni Association

J. S. Chick, President

*******

UNITED STATES DEPARTMENT OF AGRICULTURE
Bureau of Agricultural Economics
Land Utilization Program
Amarillo, Texas

Mr. Hubert D. Eldridge
Superintendent of Schools
Greeley, Colorado

Dear Mr. Eldridge:

As Colorado Agricultural College graduates who have remained inert too long, we compliment you and your associates for the splendid start you have made in rejuvenating the institution.

Let us know, collectively or individually, if we can assist you in any possible way.

Signed:

James C. Foster

E. Horbert Dyer

C. C. Wanoka

Robert Barkley

Tivis E. Wilkins

Lyle Lindesmith

Charles W. Townsend
Greeley, Colorado
April 25, 1938

Mr. H. D. Eldridge
1844 13th Avenue
Greeley, Colorado

Dear Mr. Eldridge:

I have followed the work of the Alumni Committee with peculiar interest. Last January when I was in Washington, I had occasion to talk with the head of an important commission that employs young men trained in the problems of forestry, grazing, and the like. He said something like this to me, "What's the matter with the Agricultural College in Colorado?", and added that he was using men from New Mexico and Utah because they had had better training.

I suppose that we are the last to know that anything is wrong with our own schools. I am sure I took it for granted that the one at Fort Collins was up to standard because at one time our son planned to matriculate in its school of forestry. When we made inquiries, however, we were told to send him to Washington, Ames, or Minnesota, but that the school of forestry at Ft. Collins just wasn't recognized.

Having three sons who will probably attend our state schools, I take a personal interest in anything done to raise the standards of these institutions and I know that you as a school superintendent, are likewise concerned in seeing that a school in which your graduates invest four or five years of their lives gives them the best training that that type of school is capable of giving.

I know the Alumni Committee is attempting a difficult and for the most part thankless task so I wanted you to know what I had found out.

Cordially yours,
(Signed) Mrs. W. E. Anderson
Colorado Springs, Colorado
April

Gentlemen:

As president of the Colorado Holstein Friesian Association I have been requested by several of our members and officers, more conversant with conditions at the Colorado State College than I am, to express, on their behalf, our concurrence in the recommendations recently made to you by a committee of the alumni of the Colorado State College.

Following certain observations made by several of our members during recent years we respectfully urge you to consider a few recommendations which, in general, agree with those already made by the alumni committee. These recommendations which we offer pertain particularly to our business and to the welfare of our sons and daughters attending the Colorado State College at this time.

It is our opinion that:
1. Immediate steps should be taken to combine the management of the college livestock and the farming operations under one central head, who shall be guided by the heads of the departments concerned, but be responsible only to the president.

2. No present head of any department should be discharged but should be given a professor emeritus standing, if under retirement age, in cases deemed advisable by the Board. In every case faculty members should be retired upon reaching retirement age.

3. Immediate steps should be taken to strengthen the teaching staff of departments that are at this time employing teachers who are not adapted to the work that they are doing. In some cases it is our opinion, judging from reports received by members of the student body, that the Board investigate the personnel of the departments and discharge men occupying subordinate positions who are totally unable to command the respect of the student body, making necessary replacements.

4. The future policy of the institution should be guided along lines whereby the department heads should be given greater discretionary powers in the administration of the affairs of their respective departments. Where heads of departments are unable to use such discretionary powers for the benefit of the institution as a whole and where such heads prove themselves unwilling or unable to cooperate with other departments for the good of the entire school such heads should be removed and their places filled by more capable and more willing personnel.

Respectfully,

Colorado Holstein Friesian Association
by C. L. Drumeller, President
A letter from an official of one of the largest farmers' organizations in the state which was confidential in nature makes the following statements:

"We know very little about the inner workings of the college, but have noticed a lack of coordination which I spoke of."

"In short, for some reason, or possibly for several reasons, the ordinary dirt farmer out over the state does not feel that the Agricultural College is his school."

"Lastly, we feel that there must be something very decidedly wrong at the College, but we do not know what it is."

The original letter is in the possession of the Alumni Committee.

***********

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

Confidential

April 7, 1938

Mrs. Mary H. Isham
Board of Agriculture
Brighton, Colorado

Dear Mrs. Isham:

Recent publicity on reorganization plans at the State College of Agriculture and Mechanical Arts in the interest of greater efficiency and higher standards calls to mind the interest of the American Association of University Women in such a program.

You may recall that graduates of the college in Fort Collins were placed on the approved list for membership in A.A.U.W. in the spring of 1933. At the national convention of A.A.U.W. held in Los Angeles in June 1935 the enclosed ruling was passed. I understand that State College does not yet have the approved rating of the Association of American Universities. I wonder if the attention of your Board of Agriculture has recently been called to the fact that if such rating by A.A.U.W. is not obtained by June 1, 1940, that automatically future graduates of State College will no longer be accepted for membership by the American Association of University Women. I am sure you would feel as badly as I would to have this recognition denied our women. The Aggie graduates who are now members of A.A.U.W. branches in various parts of the country would, I am sure, back you in any steps taken to secure rating from the Association of American Universities. A.A.U.W. is not a rating agency and we accept the rating of A.A.U. in determining the academic standing of institutions placed upon our approved list. Consideration is also given to the status of women within the student body and on the faculties of the colleges and universities that educate women.

While faculty and courses are being discussed for reorganization the time seems particularly opportune to push for an approved rating by the Association of American Universities. If I can be of any help to you as a director of the Rocky Mountain Section kindly let me know. I will be eager to hear of progress made toward recognition.

Sincerely,

(Signed) Agnes W. Garnsey

C O P Y
Convention ruling of 1935: That all institutions placed on the A.A.U.W. approved list since 1939 or in process of study at this time shall be required to have the rating of the Association of American Universities by the end of a five-year period ending June 1, 1940.
Mr. Ralph Parshall
Bureau of Agricultural Engineering
Colorado State College
Fort Collins, Colorado

Dear Mr. Parshall:

Since I saw you on May 10, I have learned of a vacancy in the Civil and Irrigation Engineering Department of the College. I have today written Dr. Long a letter in which I have asked his consideration of me for this vacancy. This letter was a very informal application as I intend to personally call on him in the near future for the purpose of presenting a formal application.

Would you care to support me in this application and if possible give me a boost? I certainly would appreciate it.

I am very enthusiastic about my present work but it requires considerable travel which of course makes my home life a rather interrupted affair. I would like to return to Fort Collins under more favorable conditions, which I assume will exist from now on. I believe that my present work has made a contribution to my experience and knowledge that will be very valuable in a return to the teaching
profession.

By the way I saw Carl Rohwer at Mcbridge Sunday night. We had a long chat on the possibilities of irrigation in this wide open country.

I certainly will be very appreciative of any help that you can give me. I expect to see you when I visit Fort Collins in the near future. Any questions you would like to ask me or any information which you might like concerning my work will be gladly answered if you will write to me at my home - 4814 Baldwin Avenue, Lincoln, Nebraska.

Thanks, Mr. Parshall.

Sincerely,

W. Minov Huckebi
Mr. Ralph Parshall  
Colorado State College  
Fort Collins, Colorado  

Dear Mr. Parshall:

In reply to your letter of May 21st regarding the advisability of the Alumni Curriculum Committee's making recommendations to the State Board of Agriculture to fill the positions now vacant, will say that my personal reaction is against such a policy.

I feel that, individually, we may be guided by our own judgment, but I would be opposed to making the Alumni Committee a clearing house for applicants. I have already had one written application and several personal applications for various jobs, and have taken the position that I have stated. Further, I believe that the Board of Agriculture would have reason to resent such action on the part of the Alumni Committee.

I am just as interested as you are in seeing that strong men be placed in the positions now vacated, and will lend my influence to that end.

With best regards,

Very truly yours,

HUBERT D. ELDREDGE  
SUPERINTENDENT  

May 24,  
1938
Fort Collins Colo.,
May 21, 1938

Prof. H. D. Eldridge
City Schools, Greeley, Colo.

Dear Professor Eldridge: Yesterday while in Denver I sat in with Heideman, Hammon, and Stewart at lunch and we discussed the matter of making recommendations to Mr. Sony and the State Board as to the new man to take Prof. Hensel's place on the faculty. I gathered from this conversation that the Denver group of Alumni engineers would like to act through our committee, myself as the contact man. It is the intention for us to meet in Denver next Friday evening about 7 o'clock but the meeting place was not decided. I am planning to meet with these men and would like to have your opinion as to whether or not you see any objections to this sub-committee working in conjunction with our alumni curriculum.
committee. Personally I think the plan the Kennon group has in mind may prove to be helpful in getting a good strong man for our engineering department. If convenient see how Dr. Carr feels in this matter and let me know your reaction by Friday 27th.

I am sending a copy of this letter to President Davis at Arkansas for his information and as soon as I hear definitely from Herdmann shall inform you and Davis as to meeting place in the event you and our president would care to sit in with us.

Very truly yours,

R. E. Marshall