The following report of the Special Committee appointed June 9th came before the Board:

"The undersigned committee appointed to examine matters connected with the recommendations made relative to the reduction of officers of administration and members of the faculty of the College and to the fixing of salaries and compensation of such officers and members; and to examine into any other matters relating to the welfare of the College, and to report thereon with its recommendations for action, respectfully submits the following report:

'in the opinion of your committee the present financial condition of the College as shown by the report of the 'resident, considered in the light of the explanations given by him and by the Treasurer, requires the most serious consideration. This is more particularly the case in view of the fact that the present indications are that even if there should be a general improvement in financial and industrial conditions throughout the country, it cannot reasonably be expected that this improvement will be sufficiently rapid to improve conditions for the College during the coming fiscal year of the College.

'But the cash operations of the College will show a deficit for the present year is evident, and while the amount of that deficit cannot yet be stated with entire accuracy, it will certainly be substantial in amount.

'This deficit results, not from the fact that "student loans" together with scholarship gifts and rebates have been made to an amount some $12,000, in excess of the maximum named by the Board at its meeting in February last; but certainly from the fact that a large number of the students have, so far, been unable to pay the amounts of tuition fees that these students were to pay in cash, irrespective of the amounts credited to them in the shape of loans, gifts and rebates.

'Even if the number of students attending the College can be maintained through the coming year, and of this there is as yet no assurance, it is still to be expected that, other conditions remaining unchanged, there will be an increase in the cash deficit for that year's operations, as we have been advised by the President and Treasurer that the requests from students, present and prospective, are more numerous than at the same time last year.

'To meet this situation, therefore, and to balance our budget, if that is possible, it will be necessary either to increase the income of the College or to decrease its expenses.

'We can see no practicable way to increase the income of the College. It has been fortunate in that there has been no default in the income derived from investments under its control, so that no improvement there can be expected.

'The College's income from conference funds and from various boards has been much curtailed; but our Board can do nothing about that, and no hope has been held out to us of any improvement in that line during the coming year.

'We think that there should be no increase in tuition charges, for, even if such action was otherwise desirable or necessary, we think that at this time the present rates are "all that the traffic will bear."

'There remains, therefore, the other alternative, namely, to reduce the operating expenses of the College.

'So far as a reduction of expenses may result from the elimination of some items and the cutting down of others, the details must, of necessity, be left largely to the discretion of the officers in charge of operations; but, as it relates to the compensation of officers and members of the Faculty, it rests, primarily, with your Board.

'In the opinion of your committee, none of the officers of the College and no member of the Faculty is overpaid at this time. It would be much more gratifying to this committee, as it would undoubtedly be to the Board, to increase, rather than to decrease the salaries now in force; but, if serious financial difficulties are to be avoided, the less agreeable course must be followed."
Your committee therefore recommends:

I. That all salaries of officers of administration and of members of the Faculty shall, except as hereinafter suggested, remain at the same figures as have applied during the college year ending July 31st, 1933; no increases whatever being granted.

II. That all of such salaries shall, beginning August 1, 1933, be subjected to a contingent reduction of ten (10%) per cent from the figures in force during the present fiscal year. By this is meant that during the year all payments shall be actually reduced in said amount; but if during the year it shall become clear that such reduction is more than is necessary, and that a smaller reduction would have accomplished the desired purpose, then the salaries shall be increased accordingly; but in no case shall any salary exceed what has been paid during the present fiscal year. The determination of whether the reductions made shall become absolute, or whether they shall be restored, in whole or in part shall rest exclusively with the Board of Trustees, and action in regard thereto may be made at any regular meeting of the Board or at any special meeting called for that purpose.

It should be impressed on the officers of administration that they are urged and expected to exercise the utmost economy in the discharge of their official duties and to avoid all unnecessary expenditures.

III. Your committee recommends that, except as specially noted hereafter, the recommendations for appointments to the Faculty made in the recent report of the President of the College be approved; but that the salaries of such appointees shall be as heretofore provided, instead of at the figures suggested in said report of the President.

IV. Your committee further recommends that the present dean of the College and the present deans of the classes be reappointed for the succeeding year.

V. Your committee recommends the reappointment of the other officers of administration, except the President of the College, for the ensuing year, at their present salaries, subject, however, to the contingent reduction previously recommended.

When in his report in June, 1932 the President suggested the probable retirement of Professor Patterson at the end of the present college year, we were given to understand that his department could be conducted, adequately, by Professor Barnes and Fink. Professor Patterson is reported as being confident that he can now conduct the department with the aid of a single assistant.

It is clear, we think, that with Professor Patterson resuming his full duties in connection with his department that the College would not be justified in retaining both assistants. Professor Barnes who came as a substitute for Professor Patterson during the latter's absence on leave, and who, therefore, might understand that on the return of Professor Patterson his own engagement would cease, has not been connected with the College as long as Professor Fink has been.

VI. Your committee, therefore, recommends that the employment of Professor Barnes shall not be continued after July 31, 1933. It further recommends that Professor Barnes shall receive from the College after July 31, 1933, the sum of $900.00 in equal monthly payments for twelve months.

VII. The attendance at the classes of Professor Quinby has been decreasing; those taking his courses being so few in number that the expense of maintaining that department is hardly justified under present conditions. Your committee recommends that the employment of Professor Quinby shall not be continued after July 31, 1934 unless his classes materially increase in numbers attending in the meantime, and the continuance of his employment after July 31, 1933 shall be dependent on his consent to take any other classes or work to which he may be assigned by the President.
VIII. Your committee has serious doubt of the desirability of the continuance of C. R. Walther Thomas as a member of the faculty. It therefore recommends that his salary for the ensuing year be fixed at $2,600, and that he be advised that his employment will not be continued after the next college year.

IX. Your committee recommends the reelection of the present officers of the Board of Trustees.

X. Your committee recommends that during the coming college year the matter of student aid, of every kind, shall be placed in the hands of the President or acting President of the College and of the Treasurer of the College, acting together; with the Dean of the College, acting as umpire in case of their failure to agree in any case.

XI. The committee recommends that the President and Treasurer of the College shall work out a definite budget for the college library for the coming year, fixing the maximum amount that may be expended in that behalf; and fixing also how many students may be employed as assistants in the library, and the amounts to be paid to them.

XII. The committee recommends that the matter of the issuance of transcripts of students' records to other institutions where the students are to do graduate work be placed in the hands of the Dean of the College, instead of in the hands of the Registrar.

XIII. Your committee recommends that the continuance in the employ of the College of Mr. Robert L. Brumhouse be referred to the acting President and Treasurer, with authority to act.

(Signed) J. H. Morgan
Merkel Landis
R. S. Hays
E. W. Biddle, Jr., Chairman
Lewis M. Bacon

E. W. Biddle, Jr. moved, seconded by J. H. McFarland, that the report be adopted after being considered serially.

Recommendation I, that all salaries of officers of administration and of the faculty, except as later suggested in the report, remain at the same figures as for the college year ending July 31, 1933, was adopted on motion of J. R. Edwards, seconded by J. H. Baker.

Recommendation II, that all such salaries beginning August 1, 1933, be subject to a contingent reduction of ten per cent, was adopted on motion of J. R. Edwards, seconded by C. H. Ruhl.

Recommendation III, that the recommendations for appointments to the faculty made in the report of the President of the College be approved, except as later noted in the report, but that the salaries be as provided in recommendations 1 and 2, was adopted on motion of J. R. Edwards, seconded by C. H. Ruhl.

Recommendation IV, that the present dean of the College and the present deans of the classes be reappointed for the succeeding year, was adopted on motion of Dean Hoffman, seconded by L. M. Bacon.

Recommendation V, that the present officers of administration be reelected at present salaries, subject to the contingent reduction previously recommended, was adopted on motion of Merkel Landis, seconded by L. M. Bacon.

It was moved and seconded that the recommendations in regard to Associate Professors Barnes, Quinby and Thomas be adopted. G. C. Chambers moved an amendment to the effect that these recommendations be referred to the incoming head of the college administration with power to act. The amendment was seconded and carried by a vote of 17 to 9. These recommendations as thus amended were then adopted.

At this point in the consideration of the report a question arose as to the time when the resignation of Dr. Waugh should become
effective and whether the salary should continue for one year from that date. Mr. Vail then stated that it was his understanding that the resignation should take effect at and upon the termination of the present meeting of the Board of Trustees but that the compensation should include the cash salary, house rent and insurance premiums for the fiscal year ending July 31, 1934.

E. M. Biddle, Jr., moved, and it was duly seconded and carried, that the resignation of Dr. Waugh become effective at the close of this meeting, but that his compensation for the current fiscal year be continued to July 31st and that his compensation be then continued until July 31, 1934.

Consideration of the recommendations of the committee was resumed and on motion of E. M. Biddle, Jr., seconded by Terkel Landis, the recommendation of the reelection of the present officers of the Board of Trustees was adopted, J. R. Edwards putting the question.

The recommendation that all matters of student aid of every kind be placed in the hands of the president or acting president of the College and the treasurer of the College, acting together, with the dean of the College as umpire in case of failure to agree, was adopted on motion of J. H. McFarland.

The recommendation that the president or acting president of the College and the treasurer of the College prepare a definite budget for the college library, including the matter of employment of students as assistants and compensation to them, was adopted on motion of C. C. Duke.

The recommendation that the matter of the issuance of transcripts of students' records to other institutions for graduate work be under the jurisdiction of the dean instead of the registrar was adopted on motion of J. R. Edwards.

On motion of G. G. Chambers the continued employment of Mr. Brunhouse was referred to the acting president with power.

The original motion for the approval of the report of the Special Committee, as amended, was then put and carried.

The question of an acting President of the College was then considered by the Board. On motion of G. G. Chambers, seconded by L. M. Bacon, the Board elected Dr. J. H. Morgan president, to continue in office at the pleasure of the Board and under conditions of his former services.

On motion of Bishop Hughes, seconded by G. G. Chambers, the sections of the report of the Special Committee dealing with faculty and administrative appointments were referred to Dr. J. H. Morgan, with our favorable recommendation.

The Secretary presented the resignation of Bishop W. F. McDowell as a trustee because he did not have the strength to give service and did not want to be nominally a trustee. On motion of the Secretary, the resignation of Bishop McDowell was accepted with regret. President Spahr appointed J. H. McFarland as a member of the Special Committee on Sesquicentennial in place of Bishop McDowell resigned.

President Waugh moved that in making nominations for trustees, twice the number to be elected with statement of their qualifications for the office be sent to all members of the Board prior to the time of their election. President Spahr referred this to the special committee on by-laws.

President Spahr reported that President Dodds of Princeton University agreed to speak at the main convocation of the Sesquicentennial on the morning of Saturday, October 21st next.
On motion of J. H. McFarland, seconded by D. M. Hoffman, the Board voted to reconsider the motion adopted June 9, to employ the United Engineers and Constructors, Inc. to advise on new boilers for the heating plant. Treasurer Malcolm reported that after his conference with J. H. McFarland, he had taken up this matter with Mr. H.H. Malon, who with Mr. Black, State inspector of boilers, had inspected the boilers, and that they recommended a new boiler which would cost $8,500 or $10,000, but that this price would not be available after June 28. J. H. Morgan moved that the President of the Board and the Superintendent of Grounds and Buildings be authorized to make a contract embodying the above recommendation at a price not to exceed $10,000. This motion was adopted.

The following paper was presented by J. H. McFarland and adopted by the Board:

"Resolved, That in accepting the resignation of Dr. Waugh as President, the Trustees here record their appreciation of his deep interest in Dickinson College and his high educational attainments. The Board of Trustees bid farewell to Dr. Waugh with regret and extend to him its hearty good will."

Dr. Morgan requested that help be given him and suggested that Gilbert Malcolm, in addition to his present duties, be elected as the Assistant to the President. On motion of Dr. Waugh, seconded by Paul Appenzeller, Gilbert Malcolm was elected Assistant to the President of Dickinson College.

E. M. Biddle, Jr. presented the following motion:

"That the President and the Faculty are authorized, in their discretion, to make changes relative to course of study, to the absence system relative to college attendance, which shall apply to absences of all instructors and faculty control of college conditions and hours of schedule; and to social regulations; and that those members of the faculty still in Carlisle be regarded as a faculty available to act on above mentioned matters."

On motion of D. M. Hoffman, this motion was adopted.

The above minutes were presented to the Board of Trustees and approved by majority vote.

On motion of E. M. Biddle, Jr. the meeting adjourned.

Signed

[Signature]

President

Attest:

[Signature]

Secretary