

ORGANIZATION OF THE STATE BOARD OF CONTROL
and
SOMETHING OF ITS EARLY HISTORY

Hon. S. W. Leavitt
First Member of the State Board of Control

It is with a feeling of sadness that I attend this meeting, contrasting it as I do and must with the first meeting of the Board of Control with the superintendents and wardens of the several institutions under our charge. Vividly I recall the pleasant faces, genial smiles, and hearty handshakes, as they welcomed us to our official duties at their institutions and pledged us their united action and best efforts in aid of the difficult execution of the Board of Control law. They were a fine body of men. Faithfully and well did they redeem those pledges. Since that day many have been called, but not one forgotten.

I am here today in response to the kind invitation of the Board of Control to tell you something of its early history, of the conditions prevailing in the state institutions prior to the enactment of the Board of Control law, and of the difficulties encountered by the Board in the organization of its work and in an honest endeavor to better business conditions at the institutions as we found them. If in so doing I quote to some extent from the first official report of the Board to the Governor, I trust I may be pardoned. I thus quote that much of what I have to say may have the confirmation of the entire Board and my hearers may not be obliged to depend entirely upon my personal statements or a possibly defective memory.

So far as I am informed, organization of the several state institutions under one board of control and the abolishment of the old many-board system was first recommended by Hon. R. C. Dunn, State Auditor, in his report for the years 1897 and 1898, and again in his report for 1899 and 1900. It was also mentioned by Governor Lind in his annual message to the legislature. Governor Van Sant, in his message to the legislature in 1901, urgently called for such action, and at his request a bill was introduced to that end. I need not tell you that it met with strenuous opposition. The several localities of the institutions, which had profited by large financial benefits under the old many-board system, organized for the battle, and the fight was on. Governor Van Sant, God bless him, kept his head as usual, and appointed a commission to visit other states where similar boards were in operation and report on their success or failure, as the case might be. Meanwhile many members of the legislature were making individual investigation for themselves. The report of the commission strongly favored the adoption of the system in our own state, a break was made in the ranks of the opposition, which gave Governor Van Sant an opportunity to exercise some of his famous diplomacy and, aided by my friend Jacobson, who in those days was a glutton for work and had more affection for the fray of a legislative battle for the right than he had for a good supper after a day of toil on his farm, the bill became a law.

On April 3, 1901, the Governor appointed Hon. C. A. Morey, of Winona, Hon. W. E. Lee of Long Prairie, and S. W. Leavitt of Litchfield, to constitute the first Board of Control. It was soon organized, Mr. Leavitt being chairman by

virtue of the law, and Mr. Morey appointed secretary pro tem, and the Board was ready to face what proved to be its exacting and many times unpleasant duties.

It is impossible to pass this period without my tribute to Mr. Morey and Mr. Lee, my colleagues upon the commission and the original Board of Control. I have many times thought, and now believe, that in the appointment of these two men as members of that Board Governor Van Sant "baldred better than he knew." I do not believe their superiors for the position could have been found in the state. Mr. Morey, firm, outspoken, quick to think and equally quick to act. Mr. Lee, slower in his conclusions, making sure of his ground and the correctness of his position, was not to be moved without sufficient cause. Both were needed in the introduction of the new system where politics and nepotism had heretofore prevailed and were expected to continue. Mr. Morey died early in his membership by reason of an accidental fall at the Capitol, and Mr. Lee later resigned to care for his private business. Their services were of great value to the state and the loss thereof irreparable. Frank, genial, affable, it was a pleasure to serve with them. Our work was hard, exacting, thankless, but I shall not soon forget the pleasant hours passed with them in the discharge of our official duties.

I should here state that before entering upon our duties under the law we were called by Governor Van Sant to his office and informed that in the execution of the law we were bound by no obligations other than our oath of office; that political considerations of every nature should be eliminated from the management of state institutions; that no attempt would be made on his part to influence appointments, and he should hold us responsible that none were permitted from any other source. That his instructions were carried out in good faith the records of the Board will disclose.

At our first quarterly meeting with the heads of the institutions, the chairman of the Board made a brief address in which he stated, referring to the subject under consideration (I now quote from the first report of the Board of Control to the Governor):

"While I do not think it necessary, I feel perhaps it is but fair to reiterate on behalf of the Board of Control that no person will be removed by this Board except for cause. We also believe that, in order that we may be justified in holding you responsible for every part of your institution, you should have absolute control of every employe, and for that reason you are to make all appointments without suggestion or influence from this Board, and we trust from no other source except your knowledge of the requirements of your institution and the qualities that you desire such employes to possess. We believe the position taken valuable, and trust it will be honored in the future by all who have to do with the Board of Control."

DIFFICULTIES ENCOUNTERED

The law provided that we should not exercise full authority over the institutions until August 1, 1901. On that date we assumed control of the State Prison, the State Training School for Boys and Girls, the State Reformatory, the State Hospitals for the Insane at Fergus Falls, Rochester and St. Peter, the State Asylums for the Insane at Anoka and Hastings, and the School for Feeble-Minded. We also assumed duties heretofore discharged by the Board of Corrections and Chari-

ties, that board having been abolished by the law. The law also provided that the Board of Control should have and exercise full authority in all financial matters over the State University, Normal Schools, State Public School, and Schools for the Deaf and the Blind.

The State Public School, Superintendent Merrill, School for the Deaf, Doctor Tate, and School for the Blind, Doctor Dow, were ready and anxious to have their institutions under the Board of Control, and we encountered no opposition from them. On the contrary, they gave us every assistance possible in making the required changes. Our relations with them were both cordial and satisfactory. We found their institutions in good condition, the inmates well cared for, and the superintendents efficient and humane in their treatment of those under their charge.

The Normal School Board at first made no objection to coming under authority of the Board of Control as to its finances. It passed a resolution appointing a committee of its members to meet with the Board of Control and have a clear understanding as to matters pertaining to finances. It is my duty to say we never had notice of the appointment of such committee if made, never saw the committee if appointed, and were never offered opportunity to meet with it. Seemingly regretting its surrender to the Board of Control and, as we believed, spurred on by some of the University authorities, the resolution was rescinded and an action begun in the courts against the Board of Control in an endeavor to have the law set aside as to the Normal Schools. It was not until the Supreme Court had filed its decision sustaining the law that they came under our management without further objections. Our business relations with the Normal School Board thereafter were as pleasant as could be expected.

With the University, things were different. We made every effort consistent with the law to do business with the Board of Regents, but all our efforts were futile. The law having clearly prescribed the duties of the Board of Control, we had no recourse but the courts, and action was commenced to enable us to perform our duties. It was not until after the Supreme Court had rendered its decision sustaining the law and declaring the University a charitable institution, and as such clearly under its provisions, that the Board of Regents threw up its hands and surrendered to the Board of Control.

At the legislative session of 1903 the Board of Regents made desperate efforts to get rid of the Board of Control, as they expressed it. They induced some friend to introduce a bill to that effect, and there are those yet living who remember the nature of the contest. It was opened by a barrage of vicious and untrue charges against the Board of Control. There may be crimes not charged against us—mostly by a dozen or more loquacious professors at the University—but murder is the only one that comes to mind just now. Many meetings of the legislative committee were held, attended always by the aforesaid professors, and at some of them the temperature attained dizzy heights. The Board of Control, however, was able to successfully defend itself, and the bill was killed. The professors referred to have not yet fully recovered from the shock suffered when informed by the Supreme Court that they were professors in a mere charitable institution instead of a great University.

As the session of the 1905 legislature approached, Hon. J. T. Wyman, President of the Board of Regents, a fine business man and gentleman, came to us and frankly said they wanted to get away from the Board of Control, and asked our help to that end. Having fully determined in our own minds that there could never be peace between the two boards and that a separation was not only desirable but for the best interests of the state, we as frankly told Mr. Wyman that we would be delighted to be rid of them, and if they would conduct their campaign fairly as to the Board of Control we would render them every assistance in our power; but if any untrue charges were made against the Board of Control, or undeserved criticism of its business methods, by the University professors, they would find us where we were at the previous session, with our fighting clothes on and ready for business. Mr. Wyman was able to muzzle his loquacious professors, and the bill, with amendments, became a law. Notwithstanding our efforts, the legislature absolutely refused to listen to them in the matter of buildings and repairs and the purchase of fuel, which duties remained with the Board of Control for some years. The venom thus engendered by the professors at the University is not dead, neither is it sleeping. It breaks forth yet at seasonable times and places, and is as vicious as formerly.

Other difficulties encountered were largely through efforts of persons, and papers published at institutional towns, to discredit the management of the Board of Control. I shall take time to mention but two instances characteristic of the many.

From a weekly paper published at Owatonna, home of the State Public School, I quote:

"For such price as the Board will pay, only the meanest of sweat shop, slop made, cotton shoddy goods can be bought. The consequence of such policy can readily be imagined. The child from the state school is so meanly clad that he is as much marked by his clothing as the object of charity as though he wore a uniform."

To those who know Superintendent Merrill and the institution over which he has so long and faithfully presided, it is unnecessary for me to say aught as to the truthfulness of the statement; but for others, if any, I quote from a letter from Mr. Merrill to the Board of Control in which he said, referring to the charge in question:

"I will say that such allegations are untrue. The quality of the clothing supplied under the present system is about the same as that supplied under the former system, and in my judgment the children are as well clothed as formerly."

Again, the editor of a weekly paper published at Fergus Falls wrote a letter over his signature to the Minneapolis Journal, in which he was pleased to say:

"Do Minneapolis and St. Paul people know that under the operation of the law introduced by Senator Snyder of Minneapolis that the butter which 1500 people spread upon their bread has been bought from the great Armour Packing Co.? Home market is a fine sounding phrase, but it depends where home is and who has got the market."

This is a case where, only after advertising in a Fergus Falls paper that cash would be paid for all butter and eggs brought by farmers to the state hospital, and after buying nearly 10,000 pounds of butter and numerous eggs, the supply being exhausted and the demand heavy, we advertised for bids for dairy butter, and, Armour & Company being the lowest bidders, butter was bought from them and shipped to the institution in the original containers in which it had been marketed by country dealers.

PREVIOUS CONDITIONS PREVAILING

As to conditions prevailing at the institutions prior to the enactment of the Board of Control law, much might be said but little mentioned within the limits of this paper. One of the important departments of an institution is the steward's department, through which all supplies are purchased. We found this department at most of the institutions in such an inexcusable condition, and the business methods so destructive, that I feel sure I may be excused for again quoting from the first report of the Board at some length.

"We found that in the past the matter of inventories of the state's property and stores at many of the institutions existed only in name; that while attempts at so-called inventories had in some instances been made, they were so incomplete and inexact and so little use made of them that it can be truthfully said they were of no practical value to the state. There were plenty of accounts showing that millions of dollars' worth of goods had been received, but what had been done with them was left largely to conjecture. The lack of inventories, the unbusinesslike manner in which the accounts at many of the institutions were kept and the business transacted, opened ways for systematic and extensive frauds which, had they been utilized, would have resulted in great loss to the state. On account of the manner in which the business was transacted and the accounts kept, it is impossible to determine whether this had been the case. It is but fair to say that the superintendents of the several institutions were in no way responsible for conditions."

Reporting still further as to the steward's department and conditions that had grown up under the old many-board system, the Board said in its report:

"Under the old many-board system the stewards were absolute monarchs in their departments. They purchased when and where they pleased, from whom they pleased, in what quantities they pleased, and paid what they pleased, and the superintendents had as little authority over them as the merchant from whom they purchased. The superintendents had neither the authority to employ nor dismiss, hence could but understand that the steward's department was a separate and distinct branch of the institution from which they received their supplies and of whom they were expected to ask no questions. Now all is changed; hence the deluge of criticism from those who profited from the old system."

I may say that the stewards' departments at institutions where needed received a thorough housecleaning, the superintendents were made masters of every department of their institutions by giving them sole power to appoint and dismiss, and with that authority went our holding of superintendents responsible for the acts of their appointees. Be it said to the credit of the superintendents, they approved of the steps taken and gladly assumed sole responsibility to the Board of Control for the conduct of their institutions.

NEPOTISM

Nepotism, the bane of any public institution management, or service, was early brought to our attention. It received a speedy and merciful execution through the issuance of a circular letter to the management of every institution under the full control of the Board of Control, from which I now quote:

"It is hereby declared as the policy of this board, to which it will rigidly adhere, that no relation of its members, either by blood or by marriage, shall be appointed to any position under said board."*

"That on and after August 1st 1901 no superintendent or warden of any institution under the full control of this board shall employ, or retain in his employ, any relation either by blood or by marriage to the head of the department or to the officer to whom such employe would be directly responsible in such institution."

This rule was strictly adhered to and enforced in both letter and spirit.

HUMANITY

During the passage of the Board of Control law through the legislature, the question of humanity, the fear that under one board of control that principle would be submerged by a desire to save dollars and cents, the unfortunate wards of the state neglected and their welfare and happiness overlooked, was used in argument against the passage of the bill more than any other principle. In order to disabuse the minds of the general public in this regard, the Board again quotes in its report from the remarks of its chairman when opening said meeting. He said, referring to the question of humanity:

"I think I may say, gentlemen, that the members of the Board of Control take a much broader view of this great question than that placed in our minds and hearts by the opponents of the bill before we received our appointment. We believe money may be saved by the introduction of different methods in the purchase of supplies and management of the institutions, but that is only a minor part of the great duties and responsibilities that rest upon the Board of Control and upon you, gentlemen, in a still greater degree."

The Board also said in its report:

"Too much humanity cannot be exercised by the state in caring for its helpless people, but humane treatment should not be confounded with extravagant business methods or inefficiency in public service."

That the Board of Control as it then existed does not claim, desire, or deserve all credit for the benefits that have accrued to the state and its institutions through the execution of the board of control law, I wish to attest by a quotation from its second biennial report:

"Acknowledgments

"We are indebted to the superintendents of the various institutions for the substantial support they have given us from the inception of our work, and for counsel and advice that have proven so valuable on many occasions. In this connection the employes of the institutions, and our own

office, as well, are entitled to consideration. They have been faithful to their trust, loyal to the state, and should receive a fair share of credit for whatever of good has been accomplished. In closing permit us to again thank you, Governor, for your unshaken confidence in the system we were called upon to inaugurate, for the loyal support you have at all times given us in your official capacity, and still more for the pleasant personal relations that have existed between us since we became members of your official family."

I wish at this time to add my personal attest to the deserving truthfulness of the credits here given, and my grateful thanks to every employe mentioned, for faithful support and loyal service during those troublous times, in which expression I am sure Hon. J. F. Jacobson, then a member of the Board, were he present, would heartily join me.

Kindly pardon me if in closing this perhaps too lengthy paper I do so with a final quotation from the report of the Board in question.

"We have decreased the cost of maintenance in the institutions under our control. We have eliminated politics from their management. We hold superintendents responsible for their success and good management, and have given them powers commensurate therewith. We have constantly had in mind the fact that the institutions are the property of the state; that the localities where they are situated have no greater proprietary rights in them and are entitled to no more consideration in their management than are the people living in other or remote portions of the state; believing that this course, if persistently adhered to, will in time so decentralize the several state institutions as to practically eliminate from legislative consideration the question of equalization of appropriations for the purpose of dispensing local benefits."

It is in the full belief that succeeding Boards of Control have utilized whatever improvements we made in the public service and, if you will pardon the expression, "have gone us one better," that I close this paper.

Mr. Swendsen: We certainly are grateful to Mr. Leavitt for his wonderful history. We all have enjoyed it, and some of us could follow his reminiscences from the very beginning.

Of course there has been a tremendous expansion during these years which have gone by. In the early days of the Board of Control I think there were about 6,000 unfortunates in the institutions. Today we have more than 16,000. They had between three and four thousand insane. I am sorry to say that we have over 8,000. Almost every legislature has added new responsibilities. I am thinking especially now of the Children's Bureau with all its various activities, the Soldiers' Welfare division, the divisions for the blind and the tuberculous, and so on. Six new institutions have been built since the organization of the Board. This expansion has been in accordance with the growth of the population of the state and is therefore not alarming.

Had Dr. Kilbourne been here today I am sure he would have been very happy to speak at this time. He has served the state about forty-eight years, and is well acquainted with the history of the Board of Control and the state institutions.

We have with us one of our highly respected superintendents who last October had spent forty-six years of his life in the service of the state of Minnesota. I am going to ask Mr. Merrill to give us some of his own reminiscences. Mr. Merrill.

Galen A. Merrill, Superintendent, State Public School: Mr. Chairman, Honored Guests and Friends—This program suggests a reminiscent trend of thought, but it is said that when a man becomes reminiscent it is an indication that he is growing old. I decline to be old, but I must confess that I am not so young as I was forty-six years ago when I was given charge of the State Public School at Owatonna. Memories of many pleasant happenings in days long gone come back, and among them past associations with the guests of honor today. It is indeed a privilege and a pleasure to have these men who wrought at the beginning of things in the establishment of the State Board of Control with us today. It has been my privilege and pleasure to know them face to face.

Way back in 1897 or 1898, I think it was, I attended a conference in the city of Winona. The members of that conference were invited to be the guests of Captain Van Sant on an excursion in one of his steamboats on the Mississippi river. The Captain was younger then than he is now. Having been called upon to make a speech, he said he was a farmer, he had plowed up and down the Mississippi for twenty years. I shall never forget that speech. It was a reflection of his personality. It revealed the sterling qualities, the intense patriotism, the notable ability and fine spirit which have made his career remarkable. He won the respect and confidence of all who heard him. An official from another state said to me: "Why don't the people of Minnesota make that man their Governor?" I told him that the people of Minnesota were going to make him their Governor, and two years later that prediction came true.

As has been shown, in his message to the legislature in 1901 Governor Van Sant recommended the establishment of the Board of Control for the state institutions. This meant the discontinuance of the State Board of Charities and Corrections, a supervisory board without governing power, and the several boards in charge of the charitable and correctional institutions, and centering in the new Board of Control full governing powers over all such institutions.

As has also been shown, there was strong opposition to this change which marked the beginning of a new regime, a new period in the history of social service in Minnesota. Naturally the boards and the people of the communities where the institutions were located opposed the change. They said it was bad policy to meddle with the institutions; that it was a move to put the institutions in politics.

Naturally we superintendents were concerned, accustomed as we were to working under separate boards and not knowing what might happen, but we had confidence in Governor Van Sant and believed he would appoint good men. We were certainly not disappointed when he appointed Mr. Leavitt, Mr. Lee and Mr. Morey to that first board.

In the legislature the bill to establish the State Board of Control, as has been shown, found a mighty champion in Mr. Jacobson. I have a warm spot in my heart for Mr. Jacobson for a good reason. He was the chairman of a committee of the legislature appointed in 1895 to investigate the state institutions. Having been superintendent of the State Public School from the time of its opening, a period of eight years, I was concerned in the findings of the committee in that investigation. I found a copy of the report of that committee the other day, and

I would like to quote the concluding statement of what it said about the State Public School: "The management and general expenditures of this institution are on a sound business basis and are particularly commendable." I supposed Mr. Jacobson would be here. I wanted to quote that to remind him of what he said.

It is a wise saying that men are more than methods. While the method of managing the institutions of Minnesota was changed when the State Board of Control was established, it was the high character and the notable ability of the men appointed to that first board that made it a conspicuous success from the very beginning, and it has been the high character and fine ability of the men and women who have served on the Board since that have maintained its high standing and splendid efficiency. Under the leadership of the Board the institutions of Minnesota stand among the most successful and most progressive in the Nation. We do not allow anybody to deny that. Even Boston admits it. Meddling with the institutions by putting them under a single Board of Control, against which we were warned, proved to be a great benefit to them. Instead of putting the institutions in politics, it put them out of politics and put politics out of them.

On behalf of the superintendents I desire to say that because of the unwritten law of the Board of Control that the institutions shall not be permitted to suffer from changes in party politics, superintendents have been encouraged to regard their work as a profession, to enter upon it not merely as a means of making a living or as a temporary makeshift, but as an inviting field of service, with reasonable assurance that they can look forward to a period of years in which to devote themselves to their task and give the best that is in them.

Of the men who were heads of the institutions at the time of the inauguration of the Board of Control, two others, my friends Dr. Kilbourne and Mr. Yanz, are still in the harness after having given a man's working lifetime to the service of the state. But I can't think of them as old men. I have been with them when they acted decidedly young. It is good for hard-working, grown-up men to frolic and act like boys on occasions. That is the effervescence of abundant and full life, the expression of wholesome good fellowship, the spirit of Youth carried on into Manhood's days.

Among the immediate beneficial effects of the new board's policy in the institution under my charge was to increase the means of support, to raise the standard of living for the children, and to equalize the salaries of officers and employes with those of the other institutions.

These quarterly conferences, inaugurated by the Board, where the executive officers meet with the Board to consider in detail questions of management and methods, in fact all questions affecting the work, are most helpful in the solution of difficult problems which beset the management of institutions.

The State Board of Control has been so eminently successful in the management of the institutions, and enjoys the confidence of the people in such a marked degree, that the legislature has from time to time extended its powers and duties to include in their scope many additional activities for the relief and protection of unfortunates, especially children. Among the most pleasant and most profitable

experiences of my life have been the friendships I have made and the associations I have had with the men and women eminent in their special fields, who have nobly served our common humanity in the state institutions of Minnesota.

Mr. Swendsen: I am glad Mr. Merrill called our attention to the fact that Mr. Yanz was in the service when the Board of Control was organized: I believe Warden Sullivan was, too.

J. J. Sullivan, Warden, State Prison: Well, not exactly. I was not at the prison at the time.

Mr. Swendsen: How many years have you served?

Warden Sullivan: Thirty-three years the tenth of October.

Mr. Swendsen: Then you were in the service at the beginning of the Board of Control's regime.

Is there not some superintendent present who would like to say something with reference to what he has heard today from such great and honored men as the Governor and Mr. Leavitt?

Warden Sullivan: Mr. Chairman, Honored Guests and Friends—This certainly has been a wonderful forenoon for me.

I remember Mr. Leavitt's first trip to Stillwater after his appointment to the Board of Control. Mr. Wolfer sent the carriage to meet the three members of the Board and take them from the street car to the old prison.

But my memory goes back even farther than that, to another great man who is here with us today, Governor Van Sant. His boats used to come to Stillwater and go down the St. Croix to the Mississippi. I do not know whether he remembers it or not, but some of us young fellows were kids looking for jobs. We all had to work if we wanted to eat. He took care of all the young men in Stillwater who thought they wanted to steamboat. On the boat they were known as roosters and nigger runners. A rooster's work was to get out on a raft, handle the lines, tie certain knots and split the raft for the piers of a bridge. The nigger runner was stationed in the engine room and operated a machine to which was connected two lines leading from the raft. Three bells was the signal to shorten the left rope and lengthen the right, and four bells the signal to shorten the right rope and lengthen the left. There was a speaking tube from the pilot house to the engine room, and if you did not answer the bells and operate the machine in a manner satisfactory to "Cap," you heard about it through the tube. I am dating back forty-five years. At that time Governor Van Sant was known as the "King of the Lumberjacks." He was called "The Skipper." So we worked along with him for years until he became Governor of the state.

I had the pleasure, after he was elected Governor, of going with Mr. Wolfer, while he was running the grass twine plant, to Governor Van Sant's house. Governor Van Sant said to Mr. Wolfer: "I have a dear friend on the prison board, a man I was in the army with. I want you back at the prison, but in order to appoint

you warden I must discharge that friend and appoint his son in his place." That friend was David Bronson; the son, Ross Bronson. The Governor discharged David Bronson and appointed his son to the board. In a week from that date Mr. Wolfer was reappointed warden, from which position Governor Lind had removed him.

A few years ago Governor Van Sant came to Stillwater when the citizens hired a boat to take him for a trip on the river. The Governor piloted the boat. He remembered all the old landmarks. It would give great pleasure to the citizens of Stillwater and of Bayport if you would again give us an opportunity to show you the old landmarks, Governor Van Sant.

When I was a young man, about forty-three or forty-four years ago, there was a boat on the Mississippi known as the Sea Wing. One Sunday morning the Sea Wing took a large number of persons on an excursion down the river into Lake Pepin. A terrible storm arose, the boat capsized, and there was great loss of life. Governor Van Sant's boat was coming up the Mississippi and picked up between thirty-five and forty bodies.

I want to say to you, Governor Van Sant, and to you, Mr. Leavitt, that this has been a great day for me.

Mr. Swendsen: Mr. Yanz, we should be glad to have a few words from you.

Wm. J. Yanz, Superintendent, Hastings State Asylum: I had only been at the institution a year and a half when the Board of Control was organized.

My relations with all the Board members have always been pleasant.

Inez B. Patterson, Superintendent, Home School for Girls: We make two extremes, the oldest and the youngest in service.

I thank you for this very pleasurable morning.

Mr. Swendsen: We all have had a very enjoyable time, I am sure.

I want to assure Governor Van Sant and Mr. Leavitt that we appreciate very deeply their coming here today.

The chairman, Mrs. La Du, has something which she desires to say to you.

Mrs. La Du: I would like to announce at this time, since the program does not continue this afternoon, that we desire to have a few meetings with different groups of superintendents after luncheon.

Drs. Patterson, Freeman and Heyerdale will meet with the Board as soon as possible after luncheon to discuss problems of nurses' training schools.

Dr. Burns would like to meet with Mr. Vevle and Mr. Elstad. If you wish to consult the Board before you get through with your conference, you may do so.

If there are any other superintendents who wish to take up any matters of business with us, we will be here at your service the rest of the day.

I wish to announce that the next quarterly meeting will be held the first Tuesday in February. The program will be sent you later.

At a meeting of the members of the Board, at which Mr. Swendsen was not present, Mr. Foley and I unanimously elected Mr. Swendsen chairman of the program committee for the coming year. He is to have the privilege of choosing the other members of the committee.

This has been a very happy day, but two or three regrets have been connected with it. I do regret sincerely the absence of our beloved coworker, Dr. Kilbourne, and the inability of Mr. Jacobson to be present, because of ill health. I know Mr. and Mrs. Jacobson personally, and it would have been a real treat to me, as well as to all the rest of you, to have had them here. And I suggest that the resolutions committee not only send a resolution of regret to Dr. Kilbourne but send one to Mr. Jacobson also.

I regret that I did not feel that I was entitled to the honor of introducing our distinguished guests. I would have loved to do it and would have considered it an honor, but I know that this honor belonged to the member older in service, Mr. Swendsen.

Governor Van Sant: Just consider that you did it.

Mrs. La Du: I, too, knew Captain Van Sant, Warden, in the earlier days, when I went to College. The first year I was at the Winona State Teachers College a group of girls, myself included, went up the river from Winona to Lake City on one of Captain Van Sant's boats. We were making collections for the botany class of Professor Holsinger that day. I recall that Congressman Tawney also was on the boat. Captain Van Sant himself was present. You can imagine how proud and honored some of the girls felt when he took a group of us to the pilot house and showed us how he "plowed" the Mississippi, as Mr. Merrill called it. I have not forgotten the day or the pleasure of meeting Captain Van Sant.