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CLOSER RELATIONS BETWEEN TRUSTEES AND FACULTY.¹

I VENTURE to speak upon the topic: 'Closer Relations between Trustees and Faculty' because I am in this respect hermaphroditic. I have seen service upon both college bodies and, moreover, have studied certain problems of public school administration which present many points of analogy. I speak, however, with only that half-knowledge which we of the east, unfamiliar with state-supported universities, bring to the important questions of this conference.

It is a common cry that teachers—whether in colleges or in schools—are underpaid; and the complaint (especially if one has been a school official) seems amply justified. The imperative need of our American college faculties, however, is not higher salaries; it is larger professional authority and more genuine freedom. Those attained, the wage question will take care of itself. It is true that teaching offers no such money prizes as does law or medicine; nevertheless, the average professor or schoolmaster is in many ways better situated than the average lawyer or physician. Despite this patent fact, the number of youth who deliberately prepare themselves to be teachers, by years of serious study, is comparatively small. Young men of power and ambition scorn what should be reckoned the noblest of professions, not because that profession

¹Delivered at the Conference of Trustees of American Colleges and Universities, at the University of Illinois, October 17, 1905.