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TAYLOR UNIVERSITY BULLETIN

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ISSUED MONTHLY

(This issue of the Bulletin was written and edited by John F. Owen, Director of Theology and Endowment Treasurer, Taylor University)

THE PRESIDENT OF TAYLOR UNIVERSITY AND HIS PLAN OF ORGANIZATION

An Address by John F. Owen

This is the gist of the constructive argument in support of the President and his "Plan of Organization" which I had prepared to be delivered before the Legal Hundred at its Special Meeting, April 20th, 1926. I may say before beginning my formal discussion that the Legal Hundred, in above session, adopted by a large majority, the President's "Plan of Organization."

I.

The President Himself, and a Brief Survey of His Administration at Taylor.

For twenty years I have known of John Paul; for fifteen years I have known him personally, and for twelve years I have had intimate association and fellowship with him in the ministry of a full redemption gospel. I know quite fully his eminent standing in the two great Methodisms and in the Full Salvation Movement of the Nation.

He began his ministry with the Gulf Conference, Methodist Episcopal Church, 25 years ago. Through the years of his editorial work with the Way of Faith and The Pentecostal Herald, and his teaching and administrative work at Meridian and Asbury Colleges, he held conference relation in the Methodist Episcopal Church, South. Just a few days ago he was transferred from the Kentucky Conference, M. E. Church, South, to the North Indiana Conference, M. E. Church. Taylor University is located within the bounds of this conference which numbers among its preachers 60 or 70 Taylor men.

Since 1905, John Paul has been 9 times engaged preacher for the annual convocation of the famous Indian Springs Campmeeting in Georgia, the greatest campmeeting in the South. He returns this year to Mountain Lake Park in Maryland for 5th consecutive engagement. He ministers every year in other large camps of the nation.

Regarding his spiritual leadership at Taylor he has by his rightful initiative as President engaged for the various Evangelistic Campaigns held in the school every year, outstanding, sane, positive preachers of regeneration and entire sanctification by faith in the blood of Christ; men who interpret these great doctrines in full accord with

the doctrine of Christian perfection as taught by John Wesley. This year he has brought to the school Evangelists Reverend Raymond Browning, of North Carolina, Reverend C. W. Ruth of Indianapolis, Indiana, and Reverend Joseph H. Smith of California, who is now President of the National Association, and who has just recently closed a most gracious "School of the Prophets" among us, to which faculty and students alike crowded to enjoy his rich and spiritual expositions of the Word of God. In these revival campaigns conviction is deep, sinners are led to repentance, backsliders are restored, believers enter the experience of perfect Love, and young folks are called to the ministry and to other Christian service. My own personal gratitude in this matter is beyond expression when I recall that within the two years I have been on the faculty of Taylor, three of my own children have professed to enter the experience of full salvation. Personally I ask for no purer, saner, more wholesome emphasis on Scriptural Holiness, than we get at Taylor University, under the leadership of our sane and conservative President. His own ministry is distinguished by refined spirituality, doctrinal integrity, and the wise treatment of a variety of gospel and practical themes, all centering about the great truth that Christ is able to save to the uttermost. Twenty-five years of service at the heart of the movement, never once turning aside to any other type of ministry than that afforded through the Holiness movement in its close and wise coordination with his own and other evangelical churches of Christendom, witness his loyalty to the movement, and his sane bearing toward the Church Universal with its world movements for the Kingdom of God. Such a leadership I fully endorse and approve for myself and my family. Despite false doctrines and false standards of conduct in some circles in our older and larger denominations I am praying God that my own sons and daughters whose spiritual welfare I would guard as I would their very lives, may never be indoctrinated in Holiness with such a spirit and emphasis as to render them incapable and unfit for a sane, constructive, courageous service through the regular channels of the church.

II.

His Educational Leadership and Administration.

Through 14 years of teaching and of administrative work in our Holiness Colleges he has proven his genius for organization. For 6 years as Vice-President of Asbury College and 4 years as President of Taylor University, he has wrestled with problems of college standardization and ad-

ministration. He is thus the most experienced man in that field among the Presidents of our interdenominational colleges. He is regarded by some leaders of the movement as our most capable school man in the field of higher education. At the time of my coming to the faculty of Taylor University, Dr. John L. Brasher, at that time President of John Fletcher College, wrote me these words: "You are going to work with a great man who can appreciate talent without getting jealous." I wish to state as my own profound conviction, that there is no man in the Movement in my judgment, that could take the place of Dr. Paul as President of Taylor University at this time, with the same or equal promise of pre-eminent success. I believe in his moral, spiritual, ethical, and doctrinal integrity as heartily as I believe in his ability and resourcefulness as an educator.

III.

His Financial Leadership and Administration in Taylor University.

His genius for organization has been powerfully exercised in Taylor's Business Department. His origination of the plan and idea of the Legal Hundred as the governing body of Taylor University has laid the foundation for much of the financing that has been done in the recent period of Taylor's forward movement. The idea of the Legal Hundred was suggested to Dr. Paul, as he believes under the illumination of the Holy Spirit, through his knowledge of John Wesley's Legal Hundred, to whom he intrusted the financial resources of early Methodism. There is no possible way of estimating the bearing of this organization upon Taylor's recent financial success and her future financial history. It has afforded manifold new contacts and enlisted new and substantial friends and supporters. It has been one of the chief inspirations for the field finances of the school, since the Legal Hundred was organized, and has been a potent factor in securing gifts and subscriptions, and in the selling of bonds. It has affected and will affect our Financial Department more vitally if possible than any other department of the school, since it lays the foundation for the permanent and successful financing of the institution. The conviction that the Legal Hundred organization gives promise of permanency and stability was expressed by Bishop Oldham in an address at Taylor University Chapel at the time of the Fall Meeting of the Legal Hundred last October. Prominent business men, some of them in the Legal Hundred, have expressed the conviction that the President has just begun to tap the financial resources that may be secured for Taylor University through the Legal Hundred Organization.

The President's publicity work through the Taylor Bulletin and the religious press is a powerful factor in the financing of the school. Our bulletin goes out once every one or two months, 65,000 strong, to carry to the friends of Taylor throughout the world the message of Taylor's aspirations, Taylor's burdens and needs, and Tay-

lor's hopes for the future. Through this bulletin from the pen of the President and other literature he has sent out, he has achieved a phenomenal success in financing since January 1st of this year. Mr. J. E. Bartlett of Florida and Michigan through the President's appeal in the December bulletin has given Taylor University \$66,000, in substantial securities in addition to \$10,000 which he had already given in cash within the last year. Brother Bartlett has confirmed to me personally that it was through Dr. Paul and his splendid publicity that he was led to make this gift to the school. In addition to this \$66,000 secured from Brother Bartlett, Dr. Paul has secured through his pen and some fine team work by Mr. H. C. Miller, a \$10,000 real estate pledge. In addition he has secured through a special appeal letter, more than \$3,000 in cash, an amount almost equal to his year's salary. Sale of bonds and other responses to the May bulletin sent out a few days ago bring the total secured through the pen of the President within the last three months to more than \$80,000. It is but fair to the President to remember in conclusion that his fine publicity has been back of all the field financing of every man in the Business Department of the Institution and has had vitally to do with their success and achievement in the field.

IV.

President Paul's Proposed Plan of Organization

We come at once to that part of the plan that fixes and defines the President's relation to, his rights and prerogatives in, the Business Department of Taylor University. The theory of college administration involved in this plan is that the President should be allowed to be President of the Business Department in the same vital sense that he *must* be President of other departments. He asks to be permitted to organize and direct the field force for the financial program of the school making every man in it directly responsible to the President himself. He submits to the Legal Hundred a plan of organization to harmonize with the major premise, that the President is capable of full direction of the Business Department. What kind of field organization and office force is President Paul capable of organizing and directing? A number of strong men could be brought into the field and a strong field organization recognizing the authority of the President to direct their activities could be perfected. There are, we think, very marked advantages in such a plan. It would enable a strong group of strong men to stand together on a common level in the department and at the same time make it impossible for any one man to assume a superauthority that would require every other man in the field regardless of his ability, calibre, or efficiency, to be *under* him and subjected almost to his sole judgment in matters of field organization and finance. Such a plan would unify leadership and authority and remove the possibility of a type of organization that would tend to divided leadership. On April 19th, Dr. Harold Paul Sloan in a telegram to Dr. Paul sent these words: "Sudden death in Church has delayed me.

Say for me to Legal Hundred that the President of the University must be protected in his executive responsibility. A double header leadership is always a confusion. I would vote to sustain the unity of responsibility of and leadership of the President."

The opposite theory and philosophy of school government and finance rigidly interpreted and enforced is an impossible one from the standpoint of a strong, resourceful President. It is psychologically impossible. If he is resourceful enough to be President, he can not put and hold himself in a frame of mind that harmonizes with such a philosophy. He *must* study the Business Department in its relation to all the other departments and he *must* feel that he is as vitally responsible for the successful administration of the Business Department as he is for the administration of other departments and this is entirely out of harmony with the proposition that he must regard himself as a figure-head or a mere advisor to the manager of that department. Such a philosophy is morally impossible. He can not morally consent to thus surrender his initiative in the most important department of a school like Taylor University with its overwhelming financial need. If any department breaks him it is likely to be the Business and Financial Department, the burdens of which he must carry day and night as no one else in the institution is capable of carrying them if he is big enough to be a real President. Two of our most rugged college Presidents have broken in health under the strain of college administration along with their other ministries. We have reason to believe that the need of adequate finances to meet the growing need of a growing school was the burden most crushing to these men.

Stalwart, versatile, resourceful preachers are the greatest financiers in the world for Christian institutions. Such men are often great in the getting of finances for institutions, and some men of this type have proven themselves no less adept in the economical administration of those finances when secured. By laws as unchangeable as God himself these men are pre-eminent in the *securing* of finances for Christian institutions. These institutions *must* depend upon a moral appeal to enlist and secure financial support, and men of this type have, as no other men *can have*, the ear and confidence of those who give their money in response to a moral appeal. When such a type of man is President of a Christian College the majority of the Constituency of that Institution think of its possibilities in terms of the policies and the leadership of its President. Dr. John W. Hancher states that through his financial organizations he has raised eighty millions of dollars for religious institutions. Dr. William Fielder, President, for the past 10 years, of Snead Seminary, Boaz, Alabama, one of the largest secondary schools in Methodism, has raised two millions of dollars for educational institutions for Methodism. At Boaz he has done the finest pieces of financing, singlehanded, both in securing and administering school finances I have ever known in any institution. He built a dormitory for young

men, a new administration building, and a new gymnasium, the three buildings costing about \$250,000. He raised the entire funds for these buildings through his publicity work and his public and private solicitations. He collected 95% of all subscriptions secured. He was his own business manager and field secretary, and chairman of his own building committee, employing only an office stenographer or business secretary. For 15 years I have been on the Board of Trustees of this school and know whereof I speak. Dr. John L. Brasher has stated that while President of John Fletcher College, he personally secured for the school three hundred thousand dollars at a cost of less than 1% for collection. What sums of money have gone into the building of Asbury College through the pen, ministry, and magnetic leadership of Dr. H. C. Morrison, for 15 years its president!

There are two phases of financial administration in which Dr. Paul is justly distinguished: 1st, In his unsurpassed publicity bringing to the college large gifts and endowments through the appeal of his trenchant pen, and cultivating the field in a way to greatly reinforce the men out in the field seeking aid through private personal solicitations. 2nd, In his genius for organization and his ability to enlist and direct men of large financial ability, which should enable him to organize and direct a strong, adequate field force and thus inaugurate a successful program of Finance for Taylor University at this hour of her supreme need and her supreme opportunity.

These considerations move me to heartily support the President and his Plan of Organization.

Future Financial Policy of Taylor as It Relates to Building Program

Appreciating as we do our group of magnificent buildings for women, which were so imperative as to be almost indispensable, regardless of the heavy indebtedness incurred in their erection, we pledge our constituency that we have determined to adopt a more conservative policy in our future Building Operations—a policy embracing the following principles of sound economics: First, We shall provide from our various Sources of Income ample funds to take care of our legitimate and unescapable current Expenses fully and promptly. Second: We shall begin no Building Enterprise till we have money enough in our Building Fund, or available for Building, to enable us by cash and by temporary loans to build the entire Structure on a cash basis.

BIG DAYS AT TAYLOR

Our coming commencement season bids fair to be a gracious event spiritually, and one of Taylor's greatest. The convention comes June 6 to 13. On the 13th, baccalaureate Sunday, the commencement proper begins, and the days will be crowded full of interest till noon of the 16th. Tuesday the 15th is Legal Hundred and Alumni Day. Graduation exercises come on Wednesday 16th. Write to the Secretary of Taylor University, Upland, Indiana, for program, if interested.

To Serve the Present Age

ONE MILLION DOLLARS FOR TAYLOR IN TEN YEARS

Yes, a million dollars will be needed within 10 years for Taylor's normal growth and expansion. Indeed \$1,100,000 would be conservative as the following figures indicate.

Taylor's Needs

First: For permanent endowment an additional \$400,000.

Second: Additional funds for the complete financing of the magnificent group of buildings for women, (the third unit of which is now under process of construction) to the amount of \$100,000.

Third: A new Library and Administration Building, in one or two buildings, at a cost of \$200,000.

Fourth: For the retiring of bonds, \$100,000.

Fifth: To provide larger and more adequate buildings for the Departments of Music and Expression; to provide adequate building and equipment for the Department of Science; to provide the proposed Oldham Auditorium and to provide a larger dormitory for men, an amount totaling \$300,000.

This program outlines at least the paramount material needs of the Institution.

Will our Million Dollar Dream Come True!

Why not?

God has His seal upon Taylor University, founded through the prayer and faith of Bishop William Taylor and the pioneer builders of this "School that cares for the Soul." God has given Taylor a host of true friends who have made possible her glorious history and who hold her future destiny.

Taylor's Granite Rock Foundation and Support

To say nothing of Taylor's World Constituency which embraces quite an army of loyal alumni, and another army of parents who have toiled that their sons and daughters might be educated at Taylor (most of whom will praise God forever for the intellectual and spiritual transformation resulting from that education), the Legal Hundred alone has the power, and the resources, to make Taylor's future history glorious with an immeasurable glory! The Legal Hundred alone can assure the Permanency of Taylor, and the Perpetration of every high ideal, and every spiritual standard the school has ever cherished. The Legal Hundred alone can make secure beyond the possibility of failure the Financial Status of Taylor. Taylor University, under God, cannot and will not fail in her Spiritual and Educational Missions unless she is basely betrayed by the Legal Hundred. Taylor University, under God, cannot and will not fail financially, unless she is Betrayed and Abandoned Financially by the Legal Hundred. I am not expecting that the Legal Hundred will Betray the School in either of the above senses. I am accord-

ing to other members of this body the same sincerity and purity of motive that led me to accept membership in the Legal Hundred for life.

What can the Legal Hundred do to Insure the adequate and Permanent Financing of Taylor? I can name ten persons now members of the Legal Hundred, whose reputed personal wealth aggregates from Seven to Ten Millions of Dollars.

A Challenge

Should any man or woman in the Legal Hundred or out of it put up a challenge to Taylor to match every dollar the various financial agencies of the School should raise in *cash* to the amount of \$50,000.00 between now and January 1st, I am confident the school could raise \$50,000.00 in cash by January 1st, 1927, and I believe it could be done before that date.

Should any Friend of Taylor put up a similar challenge limiting the maximum of his gift to \$5,000.00, \$10,000.00, \$20,000.00 or any substantial sum less than \$50,000.00, it would prove a tremendous stimulus to Taylor's Intensive effort for the securing of immediate cash gifts, which is now on and will be on for months to come regardless of whether any one furnishes the added *Incentive* of a *Challenge* such as I have indicated.

Without waiting for any challenger to respond to this Bulletin Appeal, I issue the following *Challenge* myself to the 65,000 men and women now on our Taylor Bulletin Mailing List: Aside from the unpaid balance of my subscription to Taylor (which is now \$300.00) I will give an additional \$300.00 in cash to Taylor not later than Legal Hundred Day at Commencement, June 15, 1926. My urgent challenge to each reader of the Bulletin is that he or she make a cash donation between now and June 15 if possible, aside from any other obligations large or small, that have been assumed on behalf of the School. Thank you in advance for your response to this challenge which has been made urgent by the enormous amount we have invested in the construction of the Group of Magnificent Buildings for Women, which are nearing completion and which when completed will accommodate near 300 young women and furnish them as fine a home and a home as modern in its equipment as any similar building in Indiana.

A FINANCIAL COUNCIL

The Board of Directors of Taylor University recently elected a Standing Committee or Financial Council, of five members including the President of the Institution, who is Chairman of the Council. The duty of this council is to study together and to advise with the President on matters of current financing, on the proper shaping and investing of the school's endowment funds, etc. Among the able and substantial business men elected to this council are H. C. Miller and J. E. Bartlett.