THE FOUNDING AND HISTORY OF BETHEL COLLEGE OF INDIANA

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ALBERT JACOB BEUTLER

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This is to certify that the

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THE FOUNDING AND HISTORY OF
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ABSTRACT

THE FOUNDING AND HISTORY OF
BETHEL COLLEGE OF INDIANA

By

Albert Jacob Beutler

This study traces the development of the influences and events which led to the founding of the only church-affiliated college in the United States of the United Missionary Church, formerly known as the Mennonite Brethren in Christ Church. The Indiana District of the Mennonite Brethren in Christ Church founded the school, but they were joined by two other districts--Michigan and Ohio--prior to the opening of the school. A fourth district, Nebraska, joined the college project in 1950. The history illustrates the factors that have led to the development of many of the church-related colleges in the United States.

Bethel College was opened in September, 1947, as a co-educational liberal arts college in Mishawaka, Indiana. It has been led by two presidents, Woodrow I. Goodman and Ray P. Pannabecker. The history is developed around the tenure of the presidents, illustrating the importance of human leadership in the development and history of small church-related institutions.

The twelve years of the Goodman administration, June, 1947, to July of 1959, are analyzed in five areas. The first area was the acquisition of physical space to both get the institution started and meet the

expanding need of facilities. The second item which was inextricably bound to physical plant relates to finance and the fiscal policies of the board. A third problem centered on the recruitment and development of an academically qualified faculty. Fourth was the development and expansion of the curriculum to meet the needs of the students and fifthly, extra-curricular activities and student life are considered.

Ten years, July, 1959, to July, 1969, of the Pannabecker administration comprise the chapter on "The Second Presidency." The issues of physical plant development, finance and the Board of Directors, the academic community and student life are discussed in this chapter, also. It was during President Pannabecker's tenure that Bethel began seriously to pursue accreditation by the North Central Association. The self study that was instituted to implement their goal led to considerable change. The statement of college objectives was revised, curriculum revision was implemented, the library was upgraded, and a new academic calendar was adopted. In the process of curriculum development a general studies program of fifteen courses was instituted. All degree programs but the Bachelor of Arts were phased out and the School of the Bible was discontinued. Bethel achieved "Candidate Status" on March 30, 1966, and a Self Study was submitted to North Central Association in May, 1969.

In conjunction with the merger of the United Missionary Church and the Missionary Church Association in 1969, Bethel College became a denominational school. It is presently one of two church-controlled colleges of the Missionary Church, both of which are located in Indiana.

THE FOUNDING AND HISTORY OF BETHEL COLLEGE OF INDIANA

By

Albert Jacob Beutler

A THESIS

Submitted to
Michigan State University
in partial fulfillment of the requirements
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DOCTOR OF PHILOSOPHY

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1970

TO

The many individuals who have given of themselves both unreservedly and sacrificially to establish and develop Bethel College, my alma mater.

ACKNOWLEDGMENTS

I wish to thank Dr. Edward B. Blackman, my adviser, for his understanding, encouragement and helpful suggestions during my course work and writing of the dissertation. I also wish to express appreciation to Dr. Walt P. Risler of Indiana University at South Bend for his careful reading of the manuscript and helpful suggestions regarding the organization and style of the narrative. A special word of gratitude is due Mrs. Sarah Hedegaard for her skillful typing of the various drafts and final manuscript.

TABLE OF CONTENTS

CHAPTER PAGE

CHAPTER PAGE

CHAPTER I

INTRODUCTION

I. DESCRIPTION OF THE STUDY

Bethel College, the only institution of higher education of the United Missionary Church in the United States, was opened in 1947 as a coeducational college. The founding of Bethel College was the culmination of several unsuccessful attempts to establish an institution of higher education to serve the needs of the church. A study of the influences and events that led to the founding of Bethel College and a historical study of the school since it was established are the purposes of this dissertation. This introductory chapter describes the general nature of the study and its purpose. A definition of the terms used and the sources upon which the study rests are given. Finally procedure and organization of the study are outlined.

II. STATEMENT OF THE PROBLEM

Since a written history of Bethel College does not exist, the basic problem was to establish with some degree of reliability the factors that led to the establishment and early history of the school.

III. PURPOSE OF THE STUDY

The purpose of the study is threefold: (1) to organize in one volume the facts relating to the establishment and development of Bethel College in order to make such source material readily available for

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future study and evaluation; (2) to determine whether Bethel College was founded in response to a need for Christian higher education for the young people of the United Missionary Church as well as an institution for the training of ministers and Christian workers; and (3) to present the historical development of Bethel College as a contribution to the literature on higher education in America.

IV. DEFINITION OF TERMS

Mennonite Brethren in Christ Church. The Mennonite Brethren in Christ Church is a branch of the Mennonite Church of America. It evolved out of a series of amalgamations of four small kindred groups, three of which had seceded from the Mennonite Church primarily because of doctrinal differences.[1]

One group, made up of small congregations in Ontario and Indiana organized in 1874 in Berlin, Ontario, became known as the Reformed Mennonite Church.[2] A second church, formed as the New Mennonites, was a small Canadian splinter group of advocates of revivals which had withdrawn from the main body of Mennonites and ultimately merged with the Reformed group under the name of the United Mennonites.[3]

A third group known as the Evangelical Mennonites organized in Pennsylvania in 1853. In 1879 they consolidated with the United Mennonites forming a new body called the Evangelical United Mennonites.[4]

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[1]C. Henry Smith, The Story of the Mennonites, (Berne, Indiana: Mennonite Book Concern, 1941), p. 609.

[2]C. Henry Smith, The Mennonites of America, (Scottdale, Pennsylvania: Mennonite Publishing House, 1909), p. 312.

[3]Ibid., p. 313. [4]Ibid.

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The fourth member group of the emerging combination was the Brethren in Christ, which had seceded from the River Brethren in 1838. In 1883 at Jamtown, (now Englewood) Ohio, this group joined with the Evangelical United Mennonites to form the Mennonite Brethren in Christ Church.[5]

The church was principally distinguished from other Mennonite groups by its agressive evangelism and practice of immersion as the method of baptism.[6] The theological position of the church may be identified as Wesleyan-Arminian. From its inception the denomination was greatly influenced by the camp meetings made so famous by the Methodist Church in the nineteenth century. The spirit of evangelism and missionary zeal remain as identifying marks of the church.

The United Missionary Church. At the 1947 General Conference of the Mennonite Brethren in Christ Church, held in Potsdam, Ohio, the name United Missionary Church was adopted to replace the former name. One district, Pennsylvania, not concurring with the majority of the church, continued using the name Mennonite Brethren in Christ in association with the United Missionary Church. In 1952, they decided to withdraw because of doctrinal differences and continue to use the name Mennonite Brethren in Christ.[7]

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[5]C. Henry Smith, The Story of the Mennonites, (Berne, Indiana: Mennonite Book Concern, 1941), p. 611.

[6]Daniel Kauffman (ed.), Mennonite Cyclopedic Dictionary, (Scottdale, Pennsylvania: Mennonite Publishing House, 1937), pp. 230-31.

[7]General Board of the United Missionary Church, The Constitution and Manual of the United Missionary Church, (Elkhart, Indiana: Bethel Publishing Company, 1956), p. 11.

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Higher Education. In this study higher education refers to a school which requires a certificate of graduation from a secondary or high school as a prerequisite for entrance and offers a diploma or baccalaureate degree as a certificate of graduation from the school.

V. SOURCES OF DATA

The main sources of data used in this study are: (1) The Gospel Banner, the official church periodical; (2) Conference Journals which are the official minutes and record of proceedings of the various church conferences; (3) minutes of the Inter-Conference Educational Committee; (4) minutes of the Indiana Conference School Board; (5) minutes of the Board of Directors of Bethel College; (6) letters; (7) personal interviews; and (8) various kinds of material at the college. Such materials include:

College catalogs and bulletins
Faculty handbooks
Institutional studies
Minutes of faculty and committees
Official documents
Reports of administrative officers
Scrapbooks
Student handbooks
Student publications

VI. PROCEDURE AND ORGANIZATION

The historical method is the research technique used in the development of this study. Primary and secondary data are subjected to external and inter criticism.

The plan for presentation is to enumerate and discuss the factors and events that led to the founding and establishment of Bethel College; to review the early history of the school under its first president whose tenure covered the period, 1947 through June, 1959; and to treat the

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development of Bethel during the ten years from 1959 through 1969.

Chapter I is an introduction which describes the study. The problem and purpose of the study are stated, terms used in the report are defined and the sources of data are listed.

The study of the college proper is prefaced by chapter II which reports the events and influences which led to the founding of Bethel College. The antecedents of Bethel College stem from an interaction of forces within the Mennonite Brethren in Christ Church. A resolution passed by the 1944 Indiana Annual Conference brought the issue into focus. Within three years a property was purchased and preparations were made for the opening of Bethel College in 1947.

Chapter III presents the early history of Bethel under the leadership of Woodrow I. Goodman. Emphasis is placed on the development of the physical plant, fiscal policies of the board, the academic community and student life during the twelve years that Goodman was president.

The history of Bethel College from 1959 to 1969 is covered in chapter IV. The organization of the material covering the tenure of President Ray P. Pannabecker is similar to that of chapter III. The final chapter summarizes the study and includes recent church developments which may influence the future of the institution.

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CHAPTER II

EVENTS AND INFLUENCES WHICH LED TO THE FOUNDING OF BETHEL COLLEGE

The purpose of this chapter is to describe the events and influences which led to the founding of Bethel College. To get a complete view of those influences one must examine the attitudes of the people of the church prior to 1940. Since very little is found on higher education in the church periodical, The Gospel Banner, or the Conference Journals of the church in the thirties, the material that is available from 1920 to 1930 was examined. This material seems to be representative of the position of the church prior to 1940.

An action of the 1944 Indiana Annual Conference was an important impetus to the issue of higher education in the church. After reporting the action of this conference three articles were discussed that appeared in The Gospel Banner. These articles are representative of the views of a number of church leaders in the early forties.

The development and work of the Inter-Conference Education Committee is discussed in detail. A survey of the work of this committee leads to a discussion of the proposals of several of its subcommittees, especially the subcommittee on Real Estate and Location.

This discussion is followed with an account of the development and work of the Indiana Conference School Board. The work of this group ultimately led to the founding of Bethel College. A relating of the steps taken by three additional conferences (Michigan, Ohio and Nebraska) to affiliate with the college concludes this chapter.

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I. EVENTS AND INFLUENCES FROM 1920 - 1940

The attitudes and influences which culminated in the founding of Bethel College cover a span of at least two decades. There was evidence of a steadily mounting consensus that the church should become specifically involved in offering higher educational opportunities to its young people.

Jasper A. Huffman, renowned in Mennonite circles as an educator, author and Bible Conference speaker, became a key figure in the development of plans for higher education under the auspices of the church. He summarized his conviction in the early twenties in the following statements:

> What a change has come about on the part of our young people concerning education in the last fifteen years! Instead of stern and unyielding opposition, our young people are now receiving a measure of approval from even conservative sources. The problem of education is a big one, and worthy of most careful consideration, but our people are beginning to see that if our young people, ministry and laity, are to make any worthwhile contribution to the generation in which they live, they must meet them upon their own plane, whether it be in the homeland or abroad.[1]

At this time the various districts of the church had limited their involvement with the higher educational needs of their young people to the recommendation of an existing college or two, "trusted" as types of schools which could be recommended to youthful communicants. Additionally, church leaders encouraged capable and trained individuals in the church to accept positions in such approved schools and colleges with the thought in mind that as educators and staff members they could provide appropriate guidance to the young people of the church and help

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[1]J. A. Huffman, "Our Young People In School," The Gospel Banner, Vol. 47, No. 37, (September 18, 1924), p.578.

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stem the loss of them to other denominations.[2]

In his memoirs, Huffman, when writing about his thirty-one years of teaching at Bluffton College in Ohio and Marion College and Taylor University in Indiana said,

> I did not consider myself merely filling a position in the college I was serving, but as a pioneer in pursuit of the solution of the educational problem of my own church.
>
> The several colleges in which I served through the period of quest, I considered as 'borrowed colleges' in which the solution of the educational problem of my church was partially and temporarily solved.[3]

Another individual interested in planning higher education for the young people of the church was Jacob Hygema, a diligent student of the Bible and regarded by some as the pioneer Bible teacher of the denomination.[4] His concern focused more specifically on the training of ministers and missionaries. In 1920, Hygema announced that Fort Wayne Bible School in Indiana had appointed him to a faculty position and that he would be happy to meet young people of the church interested in pursuing their education at that school.[5]

He would occasionally report through The Gospel Banner the names of young people attending Fort Wayne Bible School and on general developments in the school.

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[2]J. A. Huffman, "A bit of Wise Counsel Concerning the Schooling of Our Young People," The Gospel Banner, Vol. 50, No. 47, (December 1, 1927), p. 738.

[3]Jasper A. Huffman, Seventy Years with Pen Pointer and Pulpit (Elkhart, Indiana: Bethel Publishing Company, 1968), p. 42.

[4]Everek Richard Storms, History of the United Missionary Church (Elkhart, Indiana: Bethel Publishing Company, 1958), p. 195.

[5]Jacob Hygema, "Fort Wayne Bible School," The Gospel Banner, Vol. 43, No. 35, (August 26, 1920), p. 556.

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Through the encouragement of educational leaders like Huffman and Hygema and with the strengthening of the general economy in the United States after World War I, more and more young people of the church were finding their way to Bible schools and church-related colleges. It became apparent that young people themselves were increasingly becoming convinced that a college education was vital to them. Late in 1927 J. A. Huffman noted that,

> The day has arrived when young people of the M.B.C. Church are insisting upon higher education, and the parents are slowly but certainly awakening to the fact that, provided the M.B.C. Church is to have a future, we must allow our young people the necessary training for the sacred callings, and the legitimate professions of life.[6]

As one might suspect, the stock market crash and the depressed economic climate that prevailed in the thirties had an adverse effect on the impetus of the higher education movement. The only references to higher education in the church literature from 1929 to the early forties were the election of individuals to Boards of Trustees of church-approved schools and an occasional statement grimly underscoring the fact that given the precarious business conditions, there was to be no financial commitment for educational services by the church district.[7]

Thus, if the decade from 1920 to 1930 was characterized by steady growth both in the attendance at colleges by the young people of church and in the development of positive attitudes toward higher education by the leaders and laity of the church, the ensuing decade was

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[6]J.A. Huffman, "A Bit of Wise Counsel Concerning the Schooling of Our Young People," The Gospel Banner, Vol. 50, No. 27, (December 1, 1927), p. 738. (M.B.C. became a common abbreviation for the church during this time.)

[7]Indiana and Ohio Annual Conference, Conference Journal, (Wakarusa, Indiana: Mennonite Brethren in Christ Church, 1934), p. 11.

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characterized by responsiveness to the economic condition of the period with issues and actions relating to higher education being pushed into an unstated future.

II. THE 1944 INDIANA ANNUAL CONFERENCE

An editorial in The Gospel Banner signaled the revival of interest in higher education just prior to the close of World War II. The editor, Ray P. Pannabecker, who was to become the second president of Bethel College, wrote the following:

> If you can see any possible way to further your education, you ought to do it! Boys just out of high school would do well to get in a year of study in a good Christian College or Bible School before facing the draft. . . .
>
> The associations formed at one of these schools would give you a national or even international interest, for you would meet students from many different sections of the country. Thus your interests and friendships would be enlarged and your life broadened.[8]

At the 1944 Indiana Annual Conference an official position was taken which was destined to have far-reaching influences on the direction of thought and action regarding higher education in the church.

A report was given by the Committee on Education criticizing the lack of any development in the past year in the area of higher education. The committee admitted that young people of the district were continuing as before to pursue their education primarily in institutions approved by the Conference, namely Fort Wayne Bible Institute and Taylor University. They indicated further that this kept the youth from scattering widely and that, therefore, they did not return with differing

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[8]Ray P. Pannabecker, "To Go or Not To Go?," The Gospel Banner, Vol. 67, No. 22, (June 1, 1944), p. 3.

viewpoints concerning faith and practice.[9]

However, the committee then revealed a deep concern over "some situations against which our church is coming" ambiguously implying that the church could not long continue to count on exerting control over the educational future of its youth without becoming increasingly involved in that future.[10]

The committee recommended that the conference approve being represented on the Trustee Boards of Taylor University and Fort Wayne Bible Institute until a better solution to the educational problem could be found. Second and third recommendations related to the specific representatives who should serve on the boards of the two schools. They recommended a person to serve on the Taylor Board and nominated two individuals, one of whom was to be elected to the Board of Fort Wayne Bible Institute.[11]

But it was the fourth recommendation which was to have far-reaching effects for the church and higher education. The committee which was chaired by Jasper A. Huffman flatly stated that:

> The time has come when it appears that the very future of our church is in serious jeopardy unless it makes definite provisions for the sacred callings. We further recommend that the Education Committee, when the occasion arises, work together with the Conference Executive Committee, and they shall prayerfully and vigorously consider the advisability of the opening of an M.B.C. School; that they be asked to consider the type and location of such an educational institution as would serve our needs; and a suitable location for the same, and to make report, and, if in their judgement it appears wise, to formulate recommendations to our next annual conference.[12]

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[9]Indiana Annual Conference, Conference Journal, (Wakarusa, Indiana: Mennonite Brethren in Christ Church, 1944), p. 26.

[10]Ibid. [11]Ibid. [12]Ibid.

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The conference gave a large block of time to the discussion of the recommendation which led to their enthusiastic adoption of the report.[13]

A new Education Committee was elected and organized at the Annual Conference, naming Quinton J. Everest, a minister who attended Fort Wayne Bible Institute, chairman and Joseph H. Kimbel, a minister who graduated from Taylor University, secretary. The committee introduced a resolution seeking authority to join with the Executive Committee of the Indiana Conference to contact other conferences of the church to determine their interest in joining with Indiana in this new educational venture. The resolution was passed and additionally they were authorized to seek pledges and offerings to support the endeavor.[14]

III. THE INFLUENCE OF THE CHURCH PERIODICAL

Within several months after the 1944 Indiana Annual Conference a number of articles appeared in The Gospel Banner which dealt with the subject of a denominational school. In August, Ward M. Shantz, who was the head of a district Bible School in Ontario, wrote on the value of such a school and listed a number of benefits that would accrue to the church if a denominational school were founded. He suggested that bonds of loyalty would be created by drawing students closer to their denomination through attendance at the school and uniting members of the church in the responsibility of supporting the school. Shantz noted that more young people would avail themselves of the opportunity for post high school education if they could identify with a church school and that a sure by-product of this increased involvement would be more trained

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[13]Ibid. [14]Ibid.

workers for the ministerial and missionary positions in the church.[15]

Finally, Shantz reflected on the doctrinal position of workers within the church, insisting they would become more unified if a denominational school was available to train its Christian workers. He felt that the church tended to obtain a proliferation of viewpoints from the number of different schools holding a variety of doctrinal beliefs. Shantz advised that the denominational school must definitely present the teachings of the denomination or fail in its purpose, although warning against too narrow a sectarianism which might hinder students in their recognition of the true spirit of Christ in those who differ in points of religious belief.[16]

In another article appearing the same year C. W. Severn, a minister from Nebraska, listed reasons why a school should be established. He observed that "no religious movement has ever succeeded to any great extent which does not train its leaders."[17]

Severn called attention to the high loss rate of talented young people to other church groups largely because of attendance at other church-related institutions. He argued for the need of a trained ministry, stating that, "The day is past when men step from the plow handle to the pulpit."[18]

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[15]Ward M. Shantz, "Value of a Denominational School," The Gospel Banner, Vol. 67, No. 32, (August 17, 1944), p. 4.

[16]Ibid.

[17]C. W. Severn, "About an M.B.C. School," The Gospel Banner, Vol. 67, No. 48, (December 7, 1944), p. 6.

[18]Ibid.

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In an article penned by the man who one day would be named the first president of Bethel College, Woodrow I. Goodman spelled out the steps that needed to be taken to accomplish the task of developing a church school of higher education:

1. To become aware of our need for a church-supported school of higher education.

2. To seize our opportunities. There will never be anything more than a daydream unless we have the freedom and the boldness to take opportunity when it comes.

3. To measure up to standard. State laws and regional accrediting agencies have some standards that must be met if the students' credits are valued.

   Briefly, some standards that will need to be met for a junior college include: an endowment or guaranteed annual income; faculty members with a M.A. degree or higher; several thousand volumes of selected books for the library; adequate facilities for teaching the sciences, music, and art; and buildings adequate for their purpose, meeting state building codes.

4. To meet the standard the church must be ready to pay the price.

5. Before the school becomes a reality, we must be ready to consider the place. It is important that the school be easily accessible to the source of the largest number of students. The size and cosmopolitan character of the student body will be determined by its location.

6. The school must be in a position to provide for the student. Many students must have help to meet room rent, board, laundry, clothes and other expenses. The college can aid in one of two ways. It can locate in a metropolitan area and secure agreements with employers to hire students or provide factory and farm work under the college direction.

7. There must be a readiness on the part of the entire church to sustain the school. The laity is the largest potential source of enrollment and the source of the most substantial contributions beyond student fees.

These are the seven things that we as a church must do in order to make the vision of a Church Theological school and Junior College a reality.[19]

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[19]Woodrow Goodman, "Seven Steps to College," The Gospel Banner,

IV. THE INTER-CONFERENCE EDUCATIONAL COMMITTEE

Even as individuals were airing these views further official steps were being taken by the Indiana Conference. Using the authority vested in their Education and Executive Committee to contact other districts, they sent letters through the secretary, Joseph H. Kimbel, to the District Superintendents of most of the districts in the United States.[20]

In replies from the Michigan[21] and Ohio[22] Districts interest in meeting with members of the Indiana District was indicated. Chairman Everest called a meeting of representatives of those districts interested in discussing the possible establishment of a college. This meeting was to be held on September 13, 1944, in Elkhart, Indiana.[23] Representatives from Indiana, Michigan and Ohio met and organized an inter-conference committee, naming Q. J. Everest, chairman and M.J. Burgess, the secretary.

The resolution of the 1944 Indiana Annual Conference was read and the group began discussing the need for a denominational school and possible solutions to the educational problems of the church. The minutes of the meeting reveal that Dr. Huffman was present and reviewed the history of higher education as it related to the church. Huffman

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Vol. 68, No. 12, (March 22, 1945), p. 4.

[20]Letter from Joseph H. Kimbel to Jasper A. Huffman, July 8, 1944.

[21]Letter from J. A. Avery to J. H. Kimbel, June 29, 1944.

[22]Letter from R. P. Ditmer to J. H. Kimbel, June 28, 1944.

[23]Letter from W.E. Manges to Q. J. Everest, September 1, 1944.

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recommended to the group that a Mennonite Brethren in Christ School include a Bible Institute program, a Junior College curriculum, and a collegiate program with appropriate majors for training in theology.[24]

The newly formed Inter-Conference Educational Committee reached uninimous agreement that the M.B.C. Church should make an immediate and strong effort to establish a school and that further consideration be given the Huffman proposals with a view toward implementing them.[25]

A second meeting of the Inter-Conference Committee was held in Detroit, Michigan, at an Inter-Conference Ministerial Convention on February 13, 1945. Interest had not waned in the interim period and committee members took advantage of an unusual opportunity to present their sustaining viewpoints to ministers attending the conference. Reaction to spokesmen of the committee about proposed school plans were very favorable.[26]

At the 1945 session, the Inter-Conference Committee adopted several resolutions which were to be acted upon at the respective annual meetings or conferences of the participating districts:

> Be it resolved: That the Ohio, Indiana, and Michigan Annual Conferences for 1945 be asked to consider their interest in the establishing of a church school and to decide whether or not to take part in the same.
>
> Be it further resolved: That if the above decision is favorable, that five men, including at least two laymen, be elected by the cooperating conference to act with a like group from the other conferences as the incorporators, to formulate the provisional by-laws to the charter, to appoint a finance, publicity, or any other committee that they deem necessary,

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[24]"Minutes of the Inter-Conference Educational Committee," September 13, 1944.

[25]Ibid.

[26]Ray P. Pannabecker, "Mid-Year Conference," The Gospel Banner, Vol. 68, No. 8 (February 22, 1945), p. 3.

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to act as the first trustees with the power to acquire property and to deal with the problems arising from the same, to deal with the problems of curriculum, staff, administrative policies, and all other problems incident to the establishing and maintaining of a school.

Be it further resolved: That the provisional by-laws to the charter be submitted to each of the next Annual Conferences which follow the incorporation for ratification by the co-operating Annual Conferences before the by-laws become the permanent directive organ of the school.

Be it further resolved: That any other M.B.C. Conference may make application for an interest in the school, and if conditions prescribed by the administrative board are met, they may be accepted and secure representation on the board.[27]

The annual meeting of the Ohio Conference was held in April, 1945. A committee appointed to consider the school problem and recommendations of the Inter-Conference Committee reported initially that "they considered the need of a church school to be one of the imperative needs of our church and conference."[28]

The Ohio committee felt, however, that the financial burden might be too heavy if a school of the type described by the Inter-Conference Educational Committee were developed, and suggested that consideration be given to providing a Bible School as the first step in the creation of a church school.[29]

Of the five individuals elected to represent the Ohio Conference in further meetings of the Inter-Conference Committee, three were ministers (R. P. Ditmer, F. L. Huffman and H. E. Bowman) and two were laymen (O. F. Riffell and J. E. Seeker).[30]

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[27]Michigan Annual Conference, Conference Journal, (Port Huron, Michigan: Mennonite Brethren in Christ Church, 1945), p. 16.

[28]Ohio Annual Conference, Conference Journal, (Potsdam, Ohio: Mennonite Brethren in Christ Church, 1945), p. 28.

[29]Ibid. [30]Ibid., p. 29.

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The Indiana Annual Conference was held in June of 1945, at which time the Education Committee reported on what had transpired during the year. Their report reviewed the resolutions of the Inter-Conference Committee at Detroit and recommended their adoption. They also reported that the Indiana representatives on the Inter-Conference Committee had had some thoughtful discussion regarding the type of school that should be planned and had concluded that the first and paramount need was to organize a Bible Institute providing:

1. A definite training for Christian workers as well as for laymen;

2. The fulfillment of the Ministers' Reading Course requirements in the school curriculum; and

3. a thorough Bible study based on the Armenian doctrines with a Wesleyan emphasis. A second need is for a BIBLE COLLEGE which would enable students to supplement a Bible curriculum with basic college courses. Whenever it is practical, the above program should be extended to meet the requirements of a Junior College so that young people preparing for other legitimate professions and callings may secure preliminary training under the supervision of M.B.C. teachers. It is our conviction that steps should be taken for the careful laying of plans for the opening of the Bible Institute unit of the school in September of 1946.[31]

The report and recommendations of the committee were adopted and they proceeded to elect three ministers and two laymen to the Inter-Conference Educational Committee. The ministers elected were Q. J. Everest, W. E. Manges and Joseph Kimbel, the two laymen were Edgar Freed and Seth Rohrer.[32]

The Michigan Annual Conference was also held in June of 1945. A committee was appointed to make recommendations regarding resolutions

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[31]Indiana Annual Conference, Conference Journal, (Wakarusa, Indiana: Mennonite Brethren in Christ Church, 1945), pp. 22-24.

[32]Ibid., p. 37.

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from the Inter-Conference Committee. It was recommended that the Michigan Conference go on record as "definitely favoring the establishment of a Bible School as the first step in supplying this need."[33]

Michigan followed the pattern of Ohio and Indiana in recommending that three ministers and two laymen be elected to represent them in further planning by the Inter-Conference Committee. They also suggested that any plans involving financial commitments be subject to the approval of the conference. Having adopted the recommendations, they proceeded to elect the members of the committee. M. J. Burgess, J. E. Tuckey and J. S. Wood were the ministerial members and D. V. Wells and J. Kitchin the lay representatives.[34]

Thus, by the end of June, 1945, Indiana, Ohio and Michigan had formally joined together to establish a fifteen member Inter-Conference Educational Committee composed of nine ministers and six laymen. Conferences varied in the amount of authority each was willing to vest in this committee and each had a somewhat different impression of the type of school that should be launched. But there seemed unanimity on the fact that something needed to be done to provide more adequate educational advantages. The success or failure of this committee was to depend on the ability to work from points of agreement to a proposal that would be acceptable to each of the cooperating conferences. At least the members could look upon themselves as having reached one rather important milestone, for indeed this was the first time in the history of the

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[33]Michigan Annual Conference, Conference Journal, (Port Huron, Michigan: Mennonite Brethren in Christ Church, 1945), p. 28.

[34]Ibid.

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church that several conferences officially approved a joint effort toward the establishment of an institution of higher education.

The new and officially sanctioned Inter-Conference Educational Committee met for the first time in July, 1945. Their first official action, beyond matters relating to organization, was to pass a motion that a Bible Institute be opened by September of 1946. Once this decision was reached they set about establishing and organizing subcommittees to promulgate this aim. Provision was made for and individuals were named to five basic subcommittees.

Subcommittee on Constitution and By-laws
Subcommittee on Curriculum and Faculty
Subcommittee on Real Estate and Location
Subcommittee on Promotion
Subcommittee on Finance

These subcommittees were to begin their work and report progress at an October, 1945, meeting.[35] The activities of the subcommittees on Constitution and By-laws, Curriculum and Faculty, and Real Estate and Location were particularly important.

Chairman of the Inter-Conference Committee, Q. J. Everest, called a two day meeting to be held in Elkhart, Indiana, on October 8 and 9 to receive the reports of the various subcommittees. The Committee on Constitution and By-laws presented a tentative Constitution and By-laws. Significantly the first draft of this document included a statement of purpose of the proposed school:

> To establish, maintain, conduct and carry on an institution for the instruction and education of students in religion, theology, arts, sciences, and such other subjects consistent with recognized academic, college, and theological training in preparation for the sacred callings and legitimate professions and occupations of life, and to confer such degrees as

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[35]"Minutes of the Inter-Conference Educational Committee," July 26, 1945.

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are consistent with the curriculums outlined and courses pursued.[36]

The Subcommittee on Curriculum and Faculty submitted a tentative curriculum for a General Bible Course. Analysis of the recommendations reveals that the proposed curriculum resembled the established Bible Institute program with a prolific number of religious and very few liberal arts courses.[37]

The same subcommittee also presented a list of names of prospective faculty members and requested and received permission to contact them in order to determine interest in becoming members of the faculty. These included: Gerald A. Foster, Woodrow I. Goodman, Willard R. Hallman, Ray P. Pannabecker, Kenneth L. Robinson, Lawrence R. Schoenhals, Stanley M. Taylor, Raymond M. Weaver, Peter Wiseman and Gordon A. Wood.[38]

Considering the fact that the members of the Inter-Conference Committee had little familiarity with activities relating to higher education they had presented a list of excellent candidates. Everyone was destined eventually to spend some time in the field of higher education and many are yet occupied in it today. Seven of the ten were ultimately employed at the school shortly to be founded. Three of the ten are presently presidents of church-related colleges. The minutes do not indicate how they formulated the list of prospects, but the committee, if asked, might have cited this evidence that God was answering prayers that He lead them in opening a school and in finding personnel to operate it.

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[36]"Minutes of the Inter-Conference Educational Committee," October 8 and 9, 1945.

[37]Ibid. [38]Ibid.

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V. THE SUBCOMMITTEE ON REAL ESTATE AND LOCATION

The activity of the Subcommittee on Real Estate and Location was destined to be by far the most significant of the groups formed. For out of its efforts grew division of opinion among the conferences represented and an important interruption of the three state cooperative venture leaving the Indiana Conference to move forward on its own, at least until the Michigan and Ohio Conferences had reconsidered their position.

The men of this subcommittee realized that if they were to accomplish the goal of opening a school by September, 1946, it would be absolutely essential to determine a location and do so promptly.

Since they had been organized in July, 1945, they were able to report at the October meeting some of their initial thinking on the matter of location.[39] It developed that, in fact, various members of the Inter-Conference Committee also had been searching for prospective locations prior to the July meeting.

The Kletzing College Proposal. Probably the first proposal to be made regarding the location of a school site came through Jasper A. Huffman from C. W. Butler, President of Kletzing College at University Park, Iowa. Butler proposed through Mr. Huffman that the M.B.C. Church take an active interest in Kletzing. He suggested that he would be able to convince the Board of Trustees of Kletzing to elect a number of M.B.C. Church members to the Board, and also elect Huffman as president of the school to replace Butler who wanted to retire. It was the considered judgment of President Butler that the M.B.C. Church people could

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[39] Ibid.

ultimately gain a majority of seats on the Board of Trustees and thus practical control of a campus worth a quarter of a million dollars.[40]

Mr. Huffman shared the information with Q. J. Everest,[41] Chairman of the Inter-Conference Educational Committee, who proposed that Mr. Huffman, Mr. Everest, and Mr. Huffman's son, D. Paul, make a trip to Iowa to inspect the site and operation and then have further discussion concerning the potential of the location to meet the educational needs of the church.[42]

Upon investigation these men concluded that the Kletzing College property was not the right location for an M.B.C. Church school and that the constituency of the church would not want to get involved when the property did not belong to the church.[43]

At about the same time that the Kletzing College proposal was being rejected, information was obtained regarding the closing of several public school buildings in Toledo, Ohio. These buildings were inspected and considered inadequate to meet the needs as projected by the committee.[44]

The Ferris Institute Property. During the summer and fall of 1945, at least five additional proposals for location of a new school were considered. Four sites were located in Michigan and one in Indiana. The site in Indiana was a six acre plot in the southeast section of Elkhart owned by J. C. Bontrager, a layman of the church. He

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[40]Letter from C. W. Butler to J. A. Huffman, May 8, 1945.

[41]Letter from J. A. Huffman to C. W. Butler, May 10, 1945.

[42]Letter from J. A. Huffman to Q. J. Everest, May 10, 1945

[43]Personal Interview, J. A. Huffman, March 7, 1969.

[44]Personal Interview, Joseph H. Kimbel, March 3, 1969.

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was willing to sell the property at a reasonable price if the committee would be interested in it. The limited size of the plot in a doubtful location caused the committee to react negatively to the offer.[45]

In search of additional leads for possible locations, J. E. Tuckey of the Michigan Conference wrote to the Grand Rapids Chamber of Commerce in August of 1945. The Chamber referred the letter to realtors in Grand Rapids who responded to Mr. Tuckey's letter.[46]

One property that was mentioned by a realtor was the John Robinson Hospital in Allegan, Michigan.[47] Another property was a large building in Grand Rapids, described as sufficient in classroom space but not at all satisfactory as a school site.[48] A third site was a church property in Detroit which, however, was never seriously considered for purchase.[49]

A fourth Michigan property considered by the Committee was Ferris Institute in Big Rapids. Negotiations relating to this property covered a rather lengthy period of time. Mr. C. C. Wonders, of the Dutcher Realty Company in Grand Rapids, wrote Mr. Tuckey about the Ferris Institute property in the latter part of August, 1945, and followed that letter with more comprehensive information in September.[50]

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[45]Personal Interview, Mr. Edgar Freed, February 28, 1969.

[46]Letter from J. E. Tuckey to Seth Rohrer, September 10, 1945.

[47]Letter from J. E. Tuckey to J.&B. Doverman Co., October 24, 1945.

[48]Post card from W. E. Manges to J. E. Tuckey, September 14, 1945.

[49]Letter from J. E. Tuckey to R. P. Ditmer, October 16, 1945.

[50]Letter from C. C. Wonders to J. E. Tuckey, September 4, 1945.

Mr. Tuckey reported the information about Ferris Institute to the Inter-Conference Committee at their October meeting, which resulted in a recommendation that further investigation be made.[51]

Further communication about the Ferris Institute property led to a visit of the campus by the Subcommittee on Real Estate and Location on November 12, 1945.[52] Prior to the committee's visit to the campus, they were informed that the Ferris Institute Board had established a tentative price of $75,000 for the property. This price included all land, buildings, classroom and office equipment, library holdings, and tools and supplies in stock.[53]

On November 14, the subcommittee reported to the entire committee at a meeting in Elkhart, Indiana. The Ferris property was thoroughly discussed, and it was decided that an attempt should be made to arrange for a meeting of the Inter-Conference Committee with representatives of the Ferris Board of Trustees and Mr. Wonders of Dutcher Realty. J. E. Tuckey was authorized by the committee to make contact with the individuals involved and attempt to arrange to meet December 27, 1945. The members of the committee wanted to have the opportunity to view the property while the students were on vacation in order that they might make a more complete investigation.[54]

As the result of the December 27 meeting, each of the three cooperating districts of the church were asked to call a special meeting

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[51]Letter from J. E. Tuckey to C. C. Wonder, October 24, 1945.

[52]Letter from C. C. Wonders to J. E. Tuckey, November 7, 1945.

[53]Letter from C. C. Wonders to J. E. Tuckey, October 27, 1945.

[54]Letter from J. E. Tuckey to C. C. Wonders, November 15, 1945.

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of their annual conference members to discuss the Ferris Institute property with a view to purchasing it for a church school. The meetings were held and the committee met again on January 15, 1946 in Elkhart, Indiana. The representatives of each conference reported the actions of the special meetings of their respective conferences.

The Indiana Conference, which was held on January 8 at Wakarusa, Indiana, instructed representatives to cooperate with the representatives from Michigan and Ohio in the purchase of Ferris Institute, should that be the desire of the Inter-Conference Committee.[55]

The Michigan Conference requested that further investigation be made into the purchase of the Ferris property. They were interested in knowing the cost of repairs and remodeling, operating costs, the plan for financing the purchase and operation, and the academic rating of the school. Questions about faculty requirements were also raised. The material was to be presented at another specially called meeting.[56]

The Ohio Conference approved proceeding with the purchase of the property provided certain conditions be met. These conditions related to the possible remodeling of the administration building; maintaining of the accreditation that Ferris Institute possessed; and issues relating to curriculum and finance.[57]

After these reports were given, the committee gave considerable time to the issues and questions that were raised by the Ohio and Michigan conferences. The discussion ultimately turned to the advisability

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[55]"Minutes of the Inter-Conference Educational Committee," January 15, 1946.

[56]"Minutes of Special Michigan Conference," January 7, 1946.

[57]"Minutes of the Inter-Conference Educational Committee," January 21, 1946.

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of purchasing the Ferris property. After further consideration and individual group meetings by the representatives from each conference, a vote by conferences was recorded. The Michigan representatives asked for a one-week extension in order that they could present the necessary information to their own conference members and receive further instruction. Both Ohio and Indiana voted as being favorable to the purchase of Ferris Institute conditioned upon Michigan's favorable action. A motion was then presented and passed by the committee which authorized that an offer of $50,000 be made for the purchase of the Ferris Institute property.[58]

The representatives of the Michigan District immediately called another special conference which was held on January 21. Information was presented on the issues and questions that were raised at the January 7 conference and the recommendation of the recent meeting of the Inter-Conference Committee was reported. After these items were discussed, the conference voted to approve cooperation in the purchase of Ferris Institute.[59]

The following day, January 22, Q. J. Everest and Seth Rohrer met C. C. Wonders and conveyed to him the offer to purchase the property for $50,000. After they worked out the details of the financial arrangements, which included a $2,500 escrow check, Mr. Wonders indicated he would present the offer to representatives of the Ferris Board. On January 25, Mr. Wonders called Mr. Everest indicating that the Ferris Board could

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[58]"Minutes of the Inter-Conference Educational Committee," January 15, 1946.

[59]"Minutes of the Second Special Michigan Conference," January 21, 1946.

see their way clear to accept $64,000 for the property but that this was as far as they could go because this amount was needed to cover the liabilities against the school. He went on to say, however, that if the Inter-Conference Committee insisted on holding their offer at $50,000, the Ferris board would call a meeting of the one hundred or more people who held bonds from the Ferris Institute Board to see if they would be willing to accept less than one hundred cents on the dollar on their bonds.[60]

Since the motion passed by the Inter-Conference Committee stated an exact amount without authorization for bargaining, Mr. Everest felt he had no choice but to insist that the $50,000 offer stand. He agreed to give the Ferris Board until February 22 to indicate their acceptance or rejection of the proposal.[61]

On February 6 a group of the Ferris Board went to Elkhart, Indiana, to meet with some of the members of the Inter-Conference Committee. There are no official minutes but at least two letters were found that refer to the meeting.[62]

The members of the Ferris Board were apparently interested in the type of school the M.B.C. Church people had in mind. They were also interested in learning about the plans the church officials had for financing the school.[63]

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[60]Letter from Q. J. Everest to J. E. Tuckey, January 25, 1946.

[61]*Ibid.*

[62]Letter from J. E. Tuckey to Seth Rohrer, February 8, 1946; Letter from J. S. Wood to J. E. Tuckey, February 2, 1946.

[63]*Ibid.*

While the committee was in conference on the above date there was considerable discussion over the matter of the presidency of the proposed school. Dr. J. A. Huffman had been meeting as an advisory member of the committee at many of its sessions but he was not going to be available for the February meeting. He, therefore, wrote a letter to Chairman Everest expressing his views about the importance and desired qualities of the president who would be appointed. It was generally assumed that Dr. Huffman would be a natural choice for the presidency since he was so intimately involved in matters of higher education in the church and had teaching and administrative experience in at least three different colleges. The requisites which Huffman listed in his letter as important qualifications that a candidate should possess indicated that he was disqualifying himself as the prospective first president of an M.B.C. Church school.[64]

The February 6 meeting did not bring positive results on the Ferris property issue. By February 26 they were still waiting for the Ferris Board to communicate a decision about the $50,000 offer.[65] In a few days, however, word was received that the offer was rejected and the earnest money was returned by the realtor. This brought to an abrupt end six months of investigation and bartering, and the committee was without any specific leads as to where they might locate a property.

The Mishawaka, Indiana Property. The end result was that members of the committee became depressed and divided. A number of them seemed ready to accept the failure to successfully negotiate the Ferris property

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[64]Letter from J. A. Huffman to Q. J. Everest, January 18, 1946.

[65]Letter from J. E. Tuckey to Ronald D. Jones, February 26, 1946.

as a sign that they should not pursue the establishment of a school at all. Chairman Q. J. Everest, however, was not prepared to allow all the effort made to go down the drain because of this setback. He contacted a South Bend businessman and realtor, Mr. Clifford Gould, regarding property in that area that could be developed into a college campus. In a short time Mr. Gould reported that he had found two properites that might qualify. One of these properties, located in South Bend, was known as the Herman Light addition. The other site, at the corner of McKinley and Logan streets in Mishawaka, Indiana, was a forty-acre plot owned by Freeman Yeager, a South Bend businessman. Contact was made with Mr. Yeager, who indicated willingness to sell the forty acres and the buildings--a house, clubhouse, horse barn, and an office for $35,000. Everest called W. E. Manges and Seth Rohrer, requesting a meeting with them to talk about the Yeager property. After the discussion Mr. Manges wrote a personal check for $500 to hold the property until the Inter-Conference Committee could meet and take official action.[66]

The committee members from Michigan and Ohio indicated that they felt a responsibility to report to an official meeting of their conferences before committing them to financial responsibility.

On Monday, March 25, Michigan held an informal session of their delegates and ministers. Less than half of the conference members attended and they failed to ratify the proposed purchase.[67]

The Ohio District had its regular Annual Conference scheduled for March 26 to 29, thus their representatives recommended that the issue

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[66]Personal interview, Q. J. Everest, March 2, 1969.

[67]Letter from J. E. Tuckey to Q. J. Everest, March 17, 1946.

be discussed during one of the conference sessions. The entire Sixth Session of the Conference was given to the report concerning the school. They then proceeded by passing a resolution rejecting the proposal to purchase the Mishawaka property, instructing their Conference Educational Committee to investigate possible closer alliance with existing schools of similar doctrinal standing.[68]

The Inter-Conference Educational Committee discussed the various conference decisions and passed the following resolution:

> Whereas, the Ohio Conference has failed to ratify the proposed Mishawaka, South Bend School site, and whereas the Michigan Conference in a special informal session also failed to ratify said proposed purchase,
>
> Be it resolved that we as an Inter-Conference Education Committee terminate our negotiations with Mr. Freeman Yeager for the purchase of said property.
>
> However, since the Indiana Conference has paid down the sum of $500 on the purchase of said property, we would encourage them to proceed to make such decision and disposition as they may deem wise.[69]

This motion proved to be the last official action of the committee. There is no record of any further meetings and the school issue seemed to rest solely in the hands of the members from Indiana.

The Indiana Conference School Committee. The Indiana representatives called a special meeting of the Indiana Conference in the early part of April, 1946, at Wakarusa, Indiana. They informed the delegates of the decisions made by the Michigan and Ohio Conferences and then

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[68]Ohio Annual Conference, Conference Journal, (Englewood, Ohio: Mennonite Brethren in Christ Church, 1946), p. 26.

[69]Michigan Annual Conference, Conference Journal, (Cass City, Michigan: Mennonite Brethren in Christ Church, 1946), p. 15.

presented information about the Yeager property recommending that the Indiana Conference proceed on its own. A ballot vote was taken and of the eighty-four votes cast, only two were against purchasing the Yeager property for the purpose of establishing a school.[70]

Since the five representatives on the Inter-Conference Committee would now be working alone, they requested that the Special Conference elect four additional members to the committee. In response to this request two additional ministers (D. Paul Huffman and Kenneth Geiger) and two laymen (Milo Miller and Lowell Hunsberger) were elected. This enlarged committee was renamed the Indiana Conference School Committee. It immediately complied with the action taken at the Special Conference contracting for the purchase of the Yeager property in Mishawaka.[71]

The first official action of the Indiana Conference School Committee after purchasing the Yeager property was to invite the Michigan and Ohio Conferences to reconsider their decisions about participating in the school project. While the door was left open for their involvement, it was made clear that the basis for cooperation would need to be negotiated at the time either or both of the Conferences expressed an interest.[72]

The 1946 Indiana Annual Conference was convened in June. The School Committee reviewed the incidents of the past year bringing the Conference up-to-date on the school situation. This included a report

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[70]Letter from Q. J. Everest to J. E. Tuckey, April 25, 1946.

[71]Indiana Annual Conference, Conference Journal, (Wakarusa, Indiana: Mennonite Brethren in Christ Church, 1946), p. 31; "Minutes of the Indiana Conference School Committee," April 12, 1946.

[72]"Minutes of the Indiana Conference School Committee," April 12, 1946.

that they had contracted for the purchase of the Yeager property.[73]

VI. THE INDIANA CONFERENCE SCHOOL BOARD

The members of the Indiana Conference did not become disheartened over the hesitancy of the Michigan and Ohio Conferences. Instead they forged ahead, passing a resolution in June, 1946, creating a School Board to be incorporated under the laws of the State of Indiana.

> Whereas, the Indiana Conference has had definite leadings and has already taken initial steps toward the opening of a Junior College and Theological School, a site at Mishawaka-South Bend, having been contracted for, and
>
> Whereas, the opening of an M.B.C. school is of importance, urgency, and no small undertaking,
>
> Be it resolved:
>
> 1. That the Conference elect a School Board of nine persons, five of whom shall be ministers and four laymen, three to be elected for 1 year, 3 for 2 years, and 3 for 3 years. Thereafter all elections be for three years.
>
> 1. That this School Board shall be authorized to incorporate under the Laws of the State of Indiana.
>
> 3. That said Board shall take all necessary steps toward the opening of the School in the autumn of 1947. Such steps being the securing of funds, erection of buildings, electing a President who shall organize Departments, arrange curriculum and, by the approval of the School Board, secure a necessary faculty.
>
> 4. That, in the event all departments of the School cannot possibly be opened in the autumn of 1947, steps be taken to begin the Theological Dept. at that time.
>
> 5. That the School Board be authorized to receive the co-operation of any other M.B.C. Conferences, in ownership and operation of the School, which Conferences shall certify to the School Board their desire and readiness for such co-operation. Details for such co-operation to be agreed upon by the M.B.C. School Board of the Indiana Conference.[74]

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[73] Indiana Annual Conference, Conference Journal, (Wakarusa, Indiana: Mennonite Brethren in Christ Church, 1940, p. 31.

[74] Ibid., p. 36-37.

The School Board election resulted in the reappointment of the former nine-man Education Committee. The election was as follows:

> Warren E. Manges, Quinton J. Everest, and Seth Rohrer were elected for a three-year term.
>
> Kenneth Geiger, D. Paul Huffman, and Edgar Freed were elected for a two-year term.
>
> Joseph Kimbel, Milo Miller, and Lowell Hunsberger were elected for a one-year term.[75]

Before the newly elected School Board members left the conference they met for an organizational meeting. The following officers were elected: chairman, Q. J. Everest; secretary, D. Paul Huffman; and treasurer, Seth A. Rohrer.[76]

The following week the board met again to establish committees to carry out the various phases of their work. Committees on Publicity, Finance, Buildings and Grounds, Incorporation and By-laws, and a Search and Screen Committee for a president were appointed.[77]

Whether these men realized when they agreed to serve that they were going to become a working board is not known, but a cursory examination of the minutes of their meetings reveals that this group of nine men spent many hours working on ideas, plans, and proposals in order to facilitate their goal. As a rule each committee would share its activity and findings at each of the meetings, which were held monthly. The board collectively analyzed the proposals, sometimes making suggestions for the committee to consider between meetings.

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[75] Ibid., p. 34.

[76] "Minutes of the School Board of the Indiana Conference of the Mennonite Brethren in Christ Church," June 20, 1946.

[77] Ibid.

Within a month's time from their election, the School Board was able to finalize the purchase of the Yeager property in Mishawaka. The following is a copy of the deed which was filed in the St. Joseph County Court House.

WARRANTY DEED

Freeman C. Yeager and Helen F. Yeager
husband and wife

of St. Joseph County State of Indiana

To

The Indiana Conference of
The Mennonite Brethren In Christ, Inc.

of Elkhart, County in the State of Indiana its successors and assigns for the sum of $1.00 and other valuable consideration the following Real Estate in St. Joseph County.

The Northwest quarter of the Northwest quarter of Section Numbered Nine (9) in Township Numbered Thirty-seven (37) North, Range Numbered Three (3) East, Containing Forty (40) acres more or less, and now within and a part of the city of Mishawaka.

Subject to all legal highways, Reserving to the grantors herein the possession of the premises for a period of sixty days from this date.

In Witness Whereof, the said grantors' above named have hereunto set their hands and seals this 24th day of July A.D. 1946.

Charles P. Wattles
Notary Public

Recorded
July 29, 1946

Wm. J.Walsh Recorder[78]

High on the list of priorities of the Board of Education was the selection of a president. Considerable discussion was given to this

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[78]Deed Record St. Joseph County Indiana, Book 407, pp. 254-255.

issue at several meetings. During the July 20, 1946 meeting, the Committee on the President was instructed to contact Jasper A. Huffman and discuss with him his availability for the position.[79] The committee reported at the next meeting that they had twice interviewed Dr. Huffman and had received a letter stating that, "it would be the part of wisdom for me to ask that because of family health considerations, to have my name withdrawn entirely from consideration as a possible head for our new school."[80]

Dr. Huffman, however, had observed a young man who he felt possessed the qualifications necessary to carry the responsibilities of the presidency for the new school. He indicated to the board that Woodrow I. Goodman, a twenty-seven year old minister who was completing a master's degree at Wheaton College, should be given serious consideration as a candidate. Huffman stated that he saw in Mr. Goodman a man of great vigor, selfless concern and interest in higher education.[81]

The Committee on the Presidency interviewed Mr. Goodman and presented a report to the board on August 12, 1946. During that meeting Woodrow I. Goodman was elected to be the first President of the school which was to be opened within a year. His election was for a three-year term of office to begin on June 1, 1947.[82]

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[79]"Minutes of the School Board of the Indiana Conference of the Mennonite Brethren in Christ Church," July 20, 1946.

[80]Ibid., August 6, 1946.

[81]Interview with Jasper A. Huffman, March 7, 1969.

[82]"Minutes of the School Board of the Indiana Conference of the Mennonite Brethren in Christ Church," August 12, 1946; Ibid., September 10, 1946.

Meanwhile, the Committee on Buildings and Grounds had begun to investigate possible approaches to solve space needs of the school they planned to open in September, 1947. They were unable to come to any conclusion in the fall of 1946 and actual construction of buildings was delayed until the following spring. Because of the scarcity of steel during the post war period, the board gave serious consideration to constructing a number of prefabricated buildings to serve as offices, classrooms and dormitories.[83] They were, however, interested in constructing more permanent buildings if at all possible. This caused them to engage representatives from Trinity Builders of Chicago to present plans for a building which would contain space for offices, classrooms, dining facilities, and possible temporary dormitory space.[84]

For a while it appeared that the board was going to forego building a permanent type building and attempt to open the school by constructing a large number of Steelox one-story buildings which measured twenty-four feet by thirty-two feet.[85] Finally, by the middle of April, 1947, they decided to at least construct the basement section of a three-floor building that would be of a permanent structure. It was concluded that the basement portion of this building, supported by a limited number of the Steelox buildings, would be sufficient to care for the space needs for the first year of the school. They set about to accomplish this task in the next four months.[86]

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[83] Ibid., December 5, 1946.

[84] Ibid., January 9, 1947.; Ibid., February 4, 1947.

[85] Ibid., March 4, 1947.; Ibid., April 12, 1947.

[86] Ibid.

The board, faced with the matter of publicity and recruitment of students, needed to name the college quickly since printed materials should carry the name of the school. Articles of Incorporation and By-laws also required a college name. In the summer of 1946 printed information circulated about the proposed school carried an invitation to interested members of the church to suggest a name for the institution. In response to this circular, Jasper A. Huffman wrote a letter suggesting the name "Bethel College." He listed several reasons why he felt this name should be given serious consideration. Foremost in his thinking was that it "is a Bible name with beautiful suggestiveness. It came of a Hebrew compound meaning House of God." He also noted that "our institution is supposed to place all possible religious emphasis upon all courses, and specialize in the Biblical. This name will splendidly accommodate itself to College, Theological College, or Seminary work."[87]

The School Board of the Indiana Conference made its decision to name the school Bethel College in January, 1947.[88]

Articles of Incorporation which were approved by the board were filed with the Secretary of the State of Indiana on March 5, 1947.[89] The next month the By-laws of Bethel College, Inc., were adopted.[90]

After many years of struggle and hours of hard work by members

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[87]Letter from Jasper A. Huffman to Education Committee of the M.B.C. Church, August 26, 1946. The handwritten letter of Mr. Huffman is still in excellent condition. A copy is included in the appendix of this study.

[88]"Minutes of the Board of Directors of Bethel College," January 9, 1947.

[89]Ibid., February 4, 1947; Ibid., March 4, 1947.

[90]Ibid., April 12, 1947. Copies of the Articles of Incorporation and By-laws may be found in the Appendix.

of the board and other interested individuals, the Mennonite Brethren in Christ Church could finally say they had a college. There were many tasks that still needed to be accomplished before they could, in fact, announce that Bethel College was in operation; however, they had a forty-acre campus which was now known as Bethel College. They were also formally organized and rapidly coordinating plans for buildings, curriculum, faculty, library and student recruitment. They were moving ahead with faith and confidence that Bethel College would be in full operation in September of 1947.

VII. THE MICHIGAN, OHIO AND NEBRASKA CONFERENCES JOIN THE COLLEGE ENDEAVOR

For a period of time it appeared that Bethel College would be founded and operated by one conference or district of the church -- the Indiana Conference. This, however, did not happen. The Michigan and Ohio Conferences exhibited an interest in the work of the Indiana Conference School Board and occasionally sent representatives to the board meetings. At one of these meetings the representatives from Michigan requested information regarding the basis on which they might be readmitted to the project. The Indiana School Board responded by passing the following resolution:

> 1. The Michigan Conference shall be admitted on equal basis of ownership and operation.
>
> 2. The Michigan Conference shall make a preliminary solicitation for funds for the payment of grounds and property; a general membership financial drive shall follow within the Conference year for funds for school finances.
>
> 3. The current membership of the nine members from the Indiana Conference and five from Michigan shall constitute the Board until their respective annual conferences, at which time each conference shall elect five members to the Board of Education. Michigan may, however, if they so elect, increase their

membership to nine until their annual conference at which time elections shall be conducted in accordance with the Constitution and By-Laws of the Institution and the Board.[91]

The Michigan Conference considered the proposal holding two special conferences to discuss the issue. They finally decided to take the necessary steps to join Indiana in the school project[92] and were admitted into full cooperation at the March, 1947, meeting of the Bethel Board.[93]

The Ohio Conference also had representatives at the March meeting of the Bethel Board. They indicated that there was a growing interest among their constituency toward the proposed school.[94]

During their Annual Conference held in March, 1947, the Ohio District voted to cooperate in the school project electing board representatives as outlined in Article IV of the By-laws.[95]

The first item on the agenda of the April, 1947, meeting of the Bethel College Board of Directors was a report from the representatives from Ohio. A motion was then passed to accept the Ohio Conference as a cooperating district in the establishment of the college with the elected representatives being made members of the Board.[96]

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[91] Ibid., August 6, 1946.

[92] Michigan Annual Conference, Conference Journal, (Brown City, Michigan: Mennonite Brethren in Christ Church, 1947), p. 33.

[93] "Minutes of the Bethel College Board of Directors," March 4, 1947.

[94] Ibid.

[95] Ohio Annual Conference, Conference Journal, (Gettysburg, Ohio: Mennonite Brethren in Christ Church, 1947), p. 34.

[96] "Minutes of the Bethel College Board of Directors," April 12, 1947.

Approximately three years had now passed since the 1944 Indiana Conference acted to take the necessary steps to establish a church school. The decision of these two conferences to join in the endeavor gave added impetus to the board in their effort to indeed open the doors of Bethel College within six months.

Although the Nebraska District had been included in the invitation to attend meetings concerned with establishing a church school, they did not indicate much interest in the project. After Bethel was in operation for one year members of the Board of Directors initiated contact with the Nebraska Conference officials.[97] Since no official action was taken by the Nebraska District at its next two conferences, another proposal was made by the chairman of Bethel's Board.[98] After considering this proposal, the Nebraska Conference, meeting in August, 1950, voted to affiliate with the college and elected two representatives to the Board.[99]

In their meeting the following month the Board of Directors of Bethel passed a resolution officially admitting Nebraska to affiliation:

> Whereas the Nebraska Conference has taken official action on August 29, 1950 to affiliate with Bethel College and has officially communicated this intention, be it resolved that their action be approved and that the Nebraska Conference be recognized and granted full rights and privileges as accorded by the Constitution and By-Laws.[100]

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[97] Ibid., September 21, 1948.

[98] Ibid., March 14, 1950.

[99] Nebraska Annual Conference, Conference Journal, (Weeping Water, Nebraska: United Missionary Church, 1950), p. 16.

[100] "Minutes of the Board of Directors of Bethel College", September 19, 1950.

With the Nebraska Conference included in the college endeavor all of the United Missionary Churches in the Midwest were now affiliated with a church school.

The four conferences claimed a total of about 6,500 church members. Collectively they were tackling a large task. Could they successfully operate a college?

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CHAPTER III

THE FIRST PRESIDENCY

Woodrow I. Goodman was named first president of Bethel College in August of 1946. Although his term of office was not to begin officially until June 1, 1947, the Board of Directors requested his immediate assistance in perfecting plans to open the school. Goodman managed to simultaneously honor this request and complete the requirements for the Master of Arts degree in Biblical Literature.[1]

The twelve years of the Goodman administration, June, 1947, to July of 1959, were to be preoccupied with five critical problems related to the development of the new college. First and foremost was the acquisition of physical space to house classes and administrative offices, student services and dormitory facilities to accommodate unmarried students as well as married couples. A second problem, inextricably bound to physical plant expansion, was the need to acquire funds for development and operation through a fiscally conservative board. A third problem centered on the recruitment of an academically qualified core of instructors. Fourth was the need to expand the curriculum of the college to embrace secular as well as sacred educational training. And fifthly, Goodman had to monitor the development of a style of student life in a manner which would satisfy the needs and desires of the students but not ostracize the conservative groups within the church who advocated rigid

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[1]The South Bend Tribune, June 11, 1947, p. 8; "Minutes of the School Board of the Indiana Conference of the Mennonite Brethren in Christ Church," August 12, 1946.

restrictions on conduct. Most persons will agree that President Goodman demonstrated unusual skill and administrative persuasiveness in meeting the challenging areas of developmental problems.

I. BIOGRAPHICAL SKETCH OF PRESIDENT GOODMAN

Woodrow I. Goodman was born at Olive Hill, Kentucky on August 21, 1918, the sixth of eight children born to Rev. and Mrs. William P. Goodman. William Goodman was an ordained minister in the Pilgrim Holiness Church, but farmed and had other employment. Mr. Goodman attended grade school in Kentucky and Ohio and graduated with honors from Lebanon High School, Lebanon, Ohio, in May, 1935. That fall he enrolled at Marion College, Marion, Indiana, graduating with a Bachelor of Arts degree and a Bachelor of Science degree in education in June, 1939. While a student at Marion he earned a four-year letter in debate and served as president of the Student Council. He was also elected by the faculty to Who's Who in American Universities and Colleges.

Goodman continued his education in the summer of 1939 enrolling in graduate courses at Miami University at Oxford, Ohio. On September 30, 1939 he married E. Marie Everest. They have three children, Annetta Marie, born November 12, 1940; Dennis Rae, born September 24, 1944 and Sandra Kae, born May 30, 1952.

During the 1939-40 school year Goodman taught in the public school in Trenton, Ohio until he moved to Indiana in June, 1940 to join the Indiana Conference of the Mennonite Brethren in Christ Church. He was assigned the pastorate of the Indiana Chapel Church near Lakeville, Indiana where he remained for three years until 1943. In June, 1943 he moved to an M.B.C. Church near Bronson, Michigan where he served until

June, 1945. While at Bronson, Goodman decided to continue his education by making plans to enroll at Wheaton College Graduate School in Wheaton, Illinois. To help finance these plans he taught at the Bronson High School during the 1944-45 school year.

In June, 1945 Goodman enrolled at Wheaton as a part-time student since he was also employed full-time to support his family. The requirements of the Masters degree were a little more than half completed when the Indiana Conference School Board approached Goodman about the presidency of Bethel College in August of 1946. He received the Master of Arts in Biblical Literature in June, 1947, the same month he began his tenure as president.

At the close of his fifth year at Bethel (1952), Taylor University, Upland, Indiana, awarded Goodman the honorary Doctor of Divinity degree. Four years later, 1956, Houghton College, Houghton, New York, granted him the honorary Doctor of Letters degree for his work as the first president of Bethel College.[2]

II. PHYSICAL PLANT DEVELOPMENT

One of the most pressing problems facing the Board of Directors in their preparation to open the school was the development of a physical plant. Mr. Goodman spent many hours working with the board on these problems even before his tenure began.

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[2]Data for this biographical sketch was obtained from various sources: Personnel File, Office of the Dean at Bethel College; Biographical sketch in the Archives at Bethel College; Who's Who in America, Vol 34. (Chicago: A.N. Marquis Co., 1968), p. 801.

Initial Physical Plant Arrangements. In a report to the Board of Directors in March, 1948, President Goodman reviewed the quick succession of make-shift physical plant arrangements that characterized the early efforts to get the college opened. A clubhouse was converted into a library. A barn was remodeled into a men's dormitory. Fourteen prefabricated steel buildings were purchased and hastily erected for use as dormitories and faculty housing.[3]

In the later part of March, 1947, ground had been broken for the erection of the first new permanent structure--an administration building.[4] However, only the basement level of the structure was completed in time for the opening of school. A kitchen, a dining hall (which was also used as a chapel) and four classrooms occupied this area.[5]

Indeed, as things turned out in the years to follow, progress in the first year was dynamic in comparison to later development. Financial problems and an absence of campus and physical plant planning led to a series of monor disasters which virtually halted developments.

In December, 1947, in a special meeting, the Board of Directors assessed the financial condition of the college and ordered all further construction on the administration building halted until current indebtedness was secured and money made available to continue.[6]

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[3]"President's Report to the Board of Directors of Bethel College," March 9, 1948, p. 1.

[4]The South Bend Tribune, March 28, 1947, p. 15

[5]Ibid., September 11, 1947, p. 9.

[6]"Minutes of the Board of Directors of Bethel College," December 30, 1947.

Two months later, in response to urgings of its Building and Grounds Committee, the board relaxed its ruling to allow construction to begin on a utility building to provide a trailer park for married students.[7] Even before the foundation for this modest structure was completed, the project was abandoned when it was learned that a private owner was planning to develop a similar facility on property that adjoined the south edge of the campus. The prospective builder indicated that married students would be given preference for locating their mobile homes in the park.[8]

The Buildings and Grounds Committee responded to Goodman's urging that a critical need existed for science laboratory facilities. He proposed that materials that had been purchased be used to construct the first wing of a science building. The board agreed to begin construction immediately and a tiny concrete block building was erected at a cost of $6000, housing one laboratory and a small classroom. It was designed, of course, so that additional wings could be added. Unfortunately, as the campus developed it became apparent that a science structure would need to be erected elsewhere on the campus. The unused structure still stands but is scheduled for demolition when the construction of a library building begins.[9]

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[7] Ibid., March 9, 1948.

[8] "President's Report to the Board of Directors of Bethel College," September 21, 1984, p. 1.

[9] "Minutes of the Board of Directors of Bethel College," September 21, 1948.

The Completion of the Administration Building. A new impetus to the building program was introduced largely through the involvement of Dr. Jasper A. Huffman. Speaking to the board at their September, 1949 meeting, Huffman emphasized the critical need to complete the Administration Building if the College was going to move forward. In response to his challenge, a special meeting of the board was planned for October to review the financial status of the college and to further consider the completion of the building.[10]

Additionally, Dr. Huffman offered to contribute the royalties from the sale of his books, proposing that these funds be placed in an account designated for the completion of the Administration Building. Though the board held additional meetings, it failed to move very rapidly on the proposed project. Dr. Huffman did not, however, let this deter him.[11]

On his own, he established a five-member group known as the "Bethel College Building Fellowship." He led this committee to commit themselves to a pledge of $16,000 and urged the membership to contact others for cash and pledges.[12]

The success of this group sparked a similar action on the campus of Bethel. A joint faculty-student committee formulated plans for the solicitation of funds. The faculty and students each named three representatives to join with President Goodman to form a committee of seven.[13] This group organized plans for a fund-raising chapel with an initial goal

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[10]Ibid. [11]Ibid., October 17, 1949.

[12]Ibid., March 14, 1950.

[13]"Minutes of the Faculty of Bethel College," January 31, 1950.

of $7000. By the close of the chapel program pledges totaling $10,966 were tabulated. The total cash and pledge commitment to the "Bethel Building Fellowship" reached $31,700 by March, 1950. To these funds were added monies earned on a "student work day"; students did a day's work in the community and donated their pay to the college.[14]

The cumulative success of the Huffman committee and student-faculty fund raising efforts influenced the Board of Directors to approve plans to proceed with work on the Administration Building, within the limits of available finances. However, the strong stand against borrowing funds was maintained and the board restated that no borrowed funds were to be considered available financing. President Goodman estimated that the upper two floors could be completed and equipped for approximately $70,000, if the college would act as the contractor and employ a construction superintendent. He suggested construction could develop in two stages: (1) construct the shell of the building at a cost somewhere between $35,000 and $40,000; (2) complete and equip the building at an estimated cost of $30,000.[15]

A plan to complete phase one by the end of the summer of 1950 was approved but hindered by delays. The final blueprints of the building were not approved by state officials until early summer. Building materials were also difficult to get because of shortages attributed to the involvement of the United States in Korea. These problems caused

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[14]"President's Report to the Board of Directors of Bethel College," March 14, 1950, pp. 3, 13; The South Bend Tribune, February 17, 1950, p. 6.

[15]"Minutes of the Board of Directors of Bethel College," March 14, 1950; "President's Report to the Board of Directors of Bethel College," March 14, 1950, p. 3.

delays which made the Administration Building unavailable for use until the end of September. Since there was very little space available for classrooms the fall semester of 1950 was not started until October 2.[16]

The fact that the completed shell did not add to useable space led immediately to firm expression of opinion that phase two must be started at once even if money had to be borrowed.[17]

As a hedge against the necessity of borrowing, a Thanksgiving offering was planned in the supporting conferences of the church and another student-faculty pledge drive was authorized. These ventures were successful enough to warrant a decision to proceed with dispatch on phase two.[18]

A factor which influenced the members of the Board to proceed was the memory of the excellent collection rate on the pledges from the students and faculty. Their first campaign had netted about $500 more in cash than initial pledges. A large portion of these funds were received from students, a majority of whom were working to pay part or all of their college expenses.[19]

Construction progressed so rapidly that it was possible to dedicate the building in conjunction with the baccalaureate service in June, 1951. It was indeed a gratifying experience for the 1951 graduating class, the class that entered as freshmen the year Bethel's doors first

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[16]Ibid., September, 1950, p. 2.

[17]"Minutes of the Board of Directors of Bethel College," September, 19, 1950.

[18]Ibid., March 13, 1951.

[19]"President's Report to the Board of Directors of Bethel College," March 13, 1951, p. 1.

opened, to be seated in the chapel on the third floor of the newly completed building for the commencement program.[20]

Besides the chapel, the completed structure provided space for a library, administrative offices and additional classrooms.[21]

The Construction of Goodman Auditorium and Shupe Hall. During the March, 1952 Board of Directors meeting, President Goodman presented an "Advance Bethel Crusade" proposal which was a seven-point program blueprinting the future of the institution. The sixth point related to dormitory facilities. A master plan for a dormitory unit which would house from 125 to 135 students was presented, the estimated cost of which was about $150,000. It was proposed that an annuity fund drive cover this expenditure. The board however did not take immediate action on the proposal.[22]

The seventh point in the crusade proposed the construction of a physical education building. During the 1951-52 school year students and faculty had discussed the raising of sufficient funds for facilities that would provide a place for indoor recreation. They had raised more than $25,000 for the Administration Building in a two year period so it was suggested that a four-year fund raising plan might cover the cost of a gymnasium and heating plant as the first unit of a physical education

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[20]The South Bend Tribune, June 3, 1951, p. 18 and June 4, 1951, p. 4. Among the nineteen graduates who comprised the class of 1951 was the writer of this account. See Table XXI, Appendix C for a list of the number of graduates by year of graduation.

[21]Ibid.

[22]"President's Report to the Board of Directors of Bethel College," and "Minutes of the Board of Directors of Bethel College," March 11, 1952.

building. The board approved the plan of student sponsored fund raising for such a project with a proviso that construction not begin until eighty percent of the cost was available in cash, and work not progress beyond cash and pledges for the project.[23]

The initial pledge drive to raise funds was quite successful, but in the next two the students fell far short of their goals. By the end of the third year of the campaign only $22,000 had been raised toward the project.[24]

Dr. Goodman told the students and faculty that the prospect of constructing a gymnasium depended almost entirely on the success of their pledge drives since the board was too involved with debt liquidation and dormitory needs to give any assistance toward that project.[25] The President attempted to support the students in their desire for a recreational facility by keeping the constituency of the church informed through The Bethel Herald, which was published by his office. In one issue, when reporting on a pledge drive by the students, he said, "No one can see the great need for such a building as the students at the college."[26]

The President's interest in helping the students achieve their goal did not, however, distract his attention from the dormitory needs. He made reference to this need in one way or another in practically every report he made to the board. In the spring of 1955 he confided to the board that,

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[23]Ibid.

[24]The Bethel Herald, Vol. 3, No. 3, February, 1956, pp. 1-4.

[25]Ibid., Vol. 1, No. 4, February, 1954, pp. 1-4.

[26]Ibid., Vol. 2, No. 3, December, 1954, p. 4.

> Balanced budgets, debt liquidations and a new dormitory all seem like insurmountable mountains that require a miracle for their accomplishment. Wise planning, diligent effort, and Divine blessing is the recipe for the accomplishment of this miracle. By God's grace I believe it can be done.[27]

While the board was concerning itself with these issues the students were contriving methods to get enough funds to construct what they began to call an "auditorium-gymnasium" building. In February of 1956 student leaders proposed to their fellow students and the faculty that they raise an additional $10,000 in a pledge drive. If successful, they would have cash and pledges equal to approximately seventy-five percent of the cost of the shell of the proposed structure. The challenge was met, for they netted $10,258.[28]

With this information impressed on their minds, the Board of Directors approved plans for construction as soon as a detailed set of blueprints could be approved.[29]

Construction got underway in the fall of 1956. The student body volunteered countless hours of labor on the project and continued to sponsor "Community Work Days" to raise additional funds for materials.[30] Construction costs exceeded the initial estimate by a considerable amount which stopped construction before the roof was completed. The Students rallied for a fifth fund drive using the slogan "Let's Raise the Roof,"

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[27]"President's Report to the Board of Directors of Bethel College," March 15. 1955. p. 4.

[28]The South Bend Tribune, February 9, 1956, p. 32.

[29]"Minutes of the Board of Directors of Bethel College," March 13, 1956, p. 6.

[30]The South Bend Tribune, October 17, 1956, p. 47 and October 28, 1956, p. 49.

once again succeeding and the Tenth Anniversary Commencement was held in the new structure.[31]

In the fall of 1957, even though many segments of the auditorium-gymnasium remained unfinished, President Goodman urged the board to take specific steps toward constructing a women's dormitory. They responded favorably, organizing a committee to promote and implement the dormitory project.[32] By the summer of 1958 sufficient funds were raised in cash, pledges and loans to begin construction.[33]

In the fall of 1958 a senior student, Lois Luesing, described the new building as follows:

> A three-story dormitory with many unique features that make it an attraction to future students is being completed on Bethel College Campus. Each room has a six-foot picture window which will have draperies. In the room itself the student will enjoy a twin bed with box springs and mattress and a desk and chair of her own. The room is further equipped with a matching eight-drawer double dresser, large mirror, and a built-in closet with doors from floor to ceiling. . . The rooms are designed as suites housing four girls with each two rooms sharing an adjoining bath which will be finished in ceramic tile. . . As a senior it looks as though I came to college four years too soon.[34]

By March, 1959, the dormitory was basically completed so plans were made to have dedication services for both the auditorium-gymnasium and the residence hall after the Baccalaureate Service on May 31, 1959.[35]

Appreciative students circulated a petition expressing the desire to have the new residence hall named Goodman Hall in honor of Dr. Goodman.

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[31] The Bethel Herald, Vol. 4, No. 4, June, 1957, p. 1.

[32] "Minutes of the Board of Directors of Bethel College," September 17, 1957.

[33] The South Bend Tribune, July 20, 1958, p. 41

[34] The Bethel Herald, Vol. 6, No. 1, October, 1958, p. 2.

[35] Ibid., Vol. 6, No. 4, April, 1959, pp. 2-3.

The petition was presented to the faculty, who recommended to the Dedication Committee that the auditorium-gymnasium be named Goodman Auditorium and the residence hall be named Shupe Hall in honor of Francis L. Shupe who served the college as dean of women from its founding.[36]

On the day of dedication, accounts about the two buildings appeared in The South Bend Tribune. One, written by Roger Birdsell, read as follows:

> The college that is almost literally pulling itself up by its own bootstraps pauses today to dedicate its two newest buildings, a gymnasium-auditorium and a women's dormitory. . . .
>
> The bootstrap effort is particularly noticeable in the auditorium. Students and faculty members have contributed all of the $42,319 in cash and pledges currently invested in the structure.
>
> In addition, much of the actual construction work has been done by students and faculty members. Some of the student cash contributions have been raised by annual fall and spring work days.
>
> . . . . . .
>
> The building still is not finished. A wooden gymnasium floor is still to be installed over the concrete floor; bleachers to be installed, and shower and dressing rooms and four classrooms to be finished.
>
> . . . . . .
>
> The girls' dormitory, which houses 92 coeds, has been erected with $80,000 in cash and pledges from members of the United Missionary Church and $150,000 in loans. . . .[37]

III. FISCAL POLICIES AND THE BOARD OF DIRECTORS

The Chief Executive and the Board of Directors. In no other area of administrative concern were Goodman's talent and adeptness shown than in dealing with matters related to financing the operation and development of the new college. It soon became evident that President Goodman

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[36]"Minutes of the Faculty of Bethel College," April 6, 1959.

[37]The South Bend Tribune, May 31, 1959, p. 17.

was deeply committed to translating visions and dreams into tangible realities and it became equally evident that he had abundant and abiding faith in his conviction that God was at the helm of the venture to build Bethel College. After one year in office, Goodman urged the Board of Directors that:

> Truly, we must marvel at the provision of God for the accomplishment of this tremendous task. To some of us the day by day changes have been so near to us that we tend to lose sight of the entire project in its relationship to the past and future.[38]

Indeed the day by day progress toward the development of a sound fiscal policy was painfully slow during the early years of Goodman's administration. The Board of Directors was dominated by the spirit of fiscally conservative clergy and men involved in small business operations who knew that dollars were hard won and that spending beyond one's means was at best a perilous venture.

The Board of Directors was a surprisingly stable one in membership. The limited turnover in membership indicates that those characteristics which tended to restrict development involving dollar expenditures were dominant throughout most of the years of Goodman's tenure. In fact two officers of the board, the treasurer and the secretary, served the entire twelve years of the first presidency.

The stability of the board produced one decided asset for the President: a leadership characterized by intense familiarity with both the grand scheme and the mundane detail of the developing campus. Such a simultaneous awareness kept too-visionary scheming in check at the same time that it helped breathe life into the gradual realization of

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[38]"President's Report to the Board of Directors of Bethel College," March 9, 1948, p. 1.

long-range goals. If occasionally the board appeared to make some decisions which were shortsighted, the ultimate asset of the conservatism in spending was to maintain the economy of the school very nearly in the black.

Early in his career as president, Woodrow Goodman wittingly or unwittingly came upon a two-pronged formula for confronting the patterned reaction from the board to requests for spending ("borrowed capital is not available financing"). First of all, Goodman, who was clearly a protege of Jasper Huffman, endlessly rediscovered the value of that man's dynamic and unswerving approaches to impasses. Dr. Huffman was apparently incapable of recognizing any serious, impenetrable barriers to any goals which were in essential ways good for the church, for youth, and conducive to the expression of man's God-directed attitudes on the face of this earth. It is not in the least difficult to speculate that Goodman turned often and gladly to the energetic church leader for counsel and support for the needs of the college as Goodman perceived them. It was equally clear that Huffman had an unqualified and unswerving respect for President Goodman and his approach to the administration of Bethel College. Even at certain points where one might suspect there could exist some degree of discrepency in approaches to issues, Huffman is revealed as showing firm and unqualified support for and conviction in the Goodman position.

A second administrative faculty developed by President Goodman was his capacity to involve the total college community in the fiscal problems it faced. This technique was not only effective, but was destined to become institutionalized in the student and faculty bodies for years to come. There are few indications that Goodman sought administrative credit for his leadership in stimulating student and faculty

giving. In fact there is better evidence in the literature that President Goodman pointed with considerable pride to the "spontaneous" emergence of spirited work and effort on the part of his faculty and student body to strengthen the fiscal health of the youthful college. However, in the final analysis, it was clearly President Goodman's ability to foster and organize this participation that moved the college closer to its development toward becoming a viable educational institution. On several occasions money raised in the college community represented sufficient cash on hand to energize the Board of Directors to commit itself to borrowing capital in order to expedite development.

There is evidence that the Board of Directors was generally very pleased with President Goodman's administration. A subcommittee of the board that was appointed to give counsel to the president seldom made reports except to commend the executive officer. Their expressions of appreciation usually included reference to Goodman's tireless and efficient leadership as well as his devotion to his task.[39]

In 1959 the board passed a resolution regarding Goodman and his administration:

> That we, the Board of Directors, express our heartfelt appreciation to him for many years of invaluable services rendered in the development of our college; for his untiring labors and oversight in its material development; and above all, for his devoted spiritual leadership and deep concern for our spiritual growth and for the influence he has had in the lives of our youth."[40]

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[39] "Minutes of the Board of Directors of Bethel College," September 16, 1952 and September 18, 1956.

[40] Ibid., March 10, 1959.

The Financial Situation from 1947-59. It would be erroneous to leave the impression that the board itself was uninvolved in the problem of raising funds for the college. Perhaps appropriately, the board centered the focus of its attention on raising dollars among the constituents in the supporting conferences. Indeed Bethel College had suffered financially from the beginning because the church had not provided any endowment to help develop it. The group of men who felt there was a need for a church-related school set out to get it started even though they had no funds at the time.

The only possible way to open the college in September, 1947, was to immediately borrow funds to acquire the necessary buildings and equipment to accommodate a student body that didn't exist but which leaders of the college program had faith would develop. This faith was rewarded in that a student body of nearly one hundred did enroll the first year. The student body, however, did not pay enough in tuition and fees to cover the total operating expenses, let alone pay on a large initial investment that had been consummated. By December, 1947, the Financial Committee of the Board reported that $163,000 had been borrowed to get the school started. They immediately introduced five proposals to the board members: (1) That no further construction of buildings take place until the current indebtedness was covered and money was available for the cost of further buildings; (2) That they promote giving by the church constituency with $5,000 a month as the minimum goal; (3) That a plan for the securing of annuity contracts be established; (4) That immediate needs be met by securing loans from the three cooperating conferences for a total of $120,000; (5) That each church conference engage a man to

secure funds for the college.[41]

The first four proposals were adopted. The responsibility to consummate the intent of the fifth proposal was delegated to the superintendent of each conference.[42]

A financial campaign had been started in the South Bend-Mishawaka community in the fall of 1947, but it met with very little success.[43] A professional fund raiser who was employed was discharged in the early part of 1948, and the board pursued the pattern outlined in December.[44]

By the end of the first fiscal year the college was in debt by $201,000. (See Table I.) The operating income for the 1947-48 school year was $8,384 below the operating expense. The total indebtedness was eighty percent of the total assets of $249,869.

This was a gloomy picture but the board could derive some comfort in the fact that in 1946-47 $33,681 and in 1947-48 $58,765 was contributed to the various funds of the college. They decided to pursue a person to person contact within the constituency of the church to obtain cash and pledges on a three-year basis. Rev. Vernon Yousey, Assistant to the President for Field Representation, gave a large portion of his time to this work. The effort was not without some success for during the next three years, from 1948 to 1951, the funds raised for the college were $52,220; $62,853; and $91,083 respectively. However, the 1950-51 year included money that was raised for the completion of the Administration Building. Though the net decrease in total indebtedness was only

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[41] "Minutes of the Board of Directors of Bethel College," December 30, 1947.

[42] Ibid. [43] Ibid. [44] Ibid., March 9, 1948.

TABLE I

FINANCIAL FACTS FOR 1947-1959

Figures given to nearest dollar

	Tuition for 16 Semester Hours (Per Hr.)	Room Charges	Board Charges	Total Operat. Expense	Total Operat. Income (% Inc. to Exp.)	Yearly Loss or Gain	Gift Income (% Opr. Inc. from Gifts)	Accum. Assets at Cost	Total Real Indebted (% of Assets)
1947-48	$ 80 ($5.00)	$37.50	$105	$ 60,615	$ 52,231 (86.2)	-$ 8,384	$ 8,606 (16.4)	$249,869	$201,000 (80.4)
1948-49	"	"	115	79,016	68,103 (86.2)	- 10,913	8,297 (12.2)	266,449	205,800 (77.2)
1949-50	"	"	"	77,169	71,690 (92.9)	- 5,478	5,954 (7.6)	286,174	186,450 (65.1)
1950-51	96 ($6.00)	45.00	"	88,490	84,461 (95.4)	- 4,029	5,401 (6.3)	359,100	171,575 (47.7)
1951-52	"	50.00	"	92,668	92,075 (99.3)	- 593	8,292 (9.0)	369,991	151,197 (40.8)
1952-53	120 ($7.50)	"	"	110,652	102,562 (92.6)	- 8,090	8,713 (8.4)	374,080	125,467 (33.5)
1953-54	"	"	"	118,953	110,853 (93.1)	- 8,100	16,325 (14.7)	377,529	117,683 (31.1)
1954-55	"	"	"	121,561	118,314 (97.3)	- 3,247	16,463 (13.9)	379,509	112,257 (29.5)
1955-56	136 ($8.50)	"	"	135,437	130,675 (96.4)	- 4,761	14,095 (10.7)	379,931	96,427 (25.3)
1956-57	160 ($10.00)	"	"	152,084	159,223 (104.6)	7,140	12,867 (8.0)	449,181	112,230 (24.9)
1957-58	"	"	130	170,141	170,650 (100.2)	510	13,196 (7.7)	483,128	118,930 (24.6)
1958-59	"	60.00	"	206,441	191,609 (92.8)	- 14,832	10,305 (5.3)	708,583	276,518 (39.0)
					Net Loss	-$60,777			

about $30,000, the percentage of total indebtedness in comparison to total assets was reduced by more than thirty percent from 80.4 to 47.7.[45]

President Goodman was as aware of the importance of outside support as the board. In March of 1951 President Goodman reminded the board that by far the most important financial support of the college was from student fees. He underscored the fact that over ninety percent of the total operating income of the college came from such fees and reminded them that in most other colleges only fifty to eighty percent of the total annual budget was from fee income sources. He went on to say, "The stimulus of regular monthly giving of our churches to Bethel College is one of our most important problems today."[46]

The president continued by noting that the North Central Association considers tax support and public funds, endowment income, gifts and grants, and income from students when they evaluate the financial strength of an institution. It was evident that the last two sources mentioned were the only ones Bethel could depend on. Interest payments and current fund deficits had taken over $50,000 of the money that had been given toward the capital development of Bethel. President Goodman suggested that the only answer to the problem was for the church to give at least $15,000 a year toward the current operation.[47] Table I reveals that this goal was reached on only two occasions during his tenure, 1954 and 1955.

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[45]Table I lists the percentage of indebtedness to total real assets at cost for each year from 1947-1959.

[46]"President's Report to the Board of Directors of Bethel College," March 13, 1951, p. 2.

[47]*Ibid.*

The board increased the tuition and room rates in 1951, probably in an attempt to come closer to a balanced operating budget the following year. Their action almost accomplished the goal, for the deficit for 1951-52 was lowered to $593.[48]

When Dr. Goodman presented his "Advance Bethel Crusade" program in 1952, he included debt liquidation as one of the seven points. He refrained from making any specific suggestions as to how this could be accomplished other than that more representation was needed among the constituents in the churches.[49] The next year a "Challenge Fund" was announced. Several business and professional men joined with members of the board to make available a sum of $20,000 for the last portion of the college indebtedness, providing the remainder of the indebtedness was cleared by December 31, 1955.[50] The goal looked reasonable for the indebtedness had been reduced to about $125,000 when the announcement was made. The project, however, failed and the $20,000 was never collected because the total debt was still around $100,000 in 1955. It was at this point that emphasis was being given to the need of further facilities, which eventually drove the total indebtedness higher than ever before.

The Board of Directors during the First Presidency. Table II lists the members of the Board of Directors by church district or other category, vocational area, school years, and the total years served for the period 1947 to 1959. An analysis of this table reveals that

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[48]See Table I which lists tuition and room and board charges for the years 1947-1959.

[49]Ibid., March 11, 1952.

[50]The Bethel Herald, Vol. I, No. 1, August 1953, p. 1.

TABLE II

TERM OF SERVICE AND PROFESSION OF THE BOARD OF DIRECTORS OF BETHEL COLLEGE
BY CHURCH DISTRICT OR OTHER CATEGORY FROM 1947-1959

Legend:
X - Board Member
C - Chairman
VC - Vice Chairman
S - Secretary
T - Treasurer
GS - General Superintendent of the denomination

District or Category	Profession	Years Served 47	48	49	50	51	52	53	54	55	56	57	58	Total Years
INDIANA														
1. Quinton J. Everest	Ministry	C	C	C	C	C	C	X	X	X	X	X	X	12
2. Edgar Freed	Business	X	X	X	X	X	X	X						7
3. Kenneth E. Geiger	Ministry	X			X	X	X	C	C	C		GS	GS	9
4. D. Paul Huffman	Business	S	S	S	S	S	S	S	S	S	S	S	S	12
5. Joseph H. Kimbel	Ministry		X	X	X	X	X	X	X	X	X	X	X	11
6. Warren E. Manges	Ministry	X	X	X										3
7. Milo E. Miller	Business	X	X	X	X	X	X	X	X	X	X	X		11
8. Ray P. Pannabecker	Ministry										VC	VC	VC	3
9. Seth A. Rohrer	Business	T	T	T	T	T	T	T	T	T	T	T	T	12

TABLE II (continued)

District or Category	Profession	Years Served 47	48	49	50	51	52	53	54	55	56	57	58	Total Years
10. Robert A. Thompson	Medicine												X	1
11. William H. Wise	Farming								X	X	X	X	X	5
MICHIGAN														
1. Mark J. Burgess	Ministry	X	X	X	X	X	X	X	X	X	X	X	X	12
2. William K. Burgess	Ministry				X	X								2
3. Jesse E. Dafoe	Farming		X	X	X	X	X	X		X	X	X		9
4. Marion L. Johnston	Business								X	X	X			3
5. Alvin L. Losie	Business												X	1
6. Homer L. Matteson	Ministry						X	X	X	X	X	X		6
7. George D. Murphy	Ministry	X	X	X	X	X	X	X	X	X				9
8. Karl P. Pannabecker	Business	X	X	X	X	X	X	X	X					8
9. Bruce W. Pearson	Ministry										X	X	X	3
10. Gordon Reichart	Business	X												1
11. Paul J. Simmons	Business											X		1
12. Eugene R. Sims	Ministry												X	1

TABLE II (continued)

District or Category	Profession	Years Served 47	48	49	50	51	52	53	54	55	56	57	58	Total Years
13. John E. Tuckey	Ministry	VC	VC	VC	VC	VC	VC	VC	X	X	X	X	X	12
14. Ernest C. Valade	Business												X	1
15. David V. Wells	Business	X	X	X	X	X	X	X	X	X	X	X	X	12
16. J. S. Wood	Ministry	X	X	X										3
NEBRASKA														
1. James T. Hoskins	Ministry						X	X	X	X	X	X	X	7
2. Leo A. Hoskins	Farming						X	X	X					3
3. John W. Stahly	Farming									X	X	X	X	4
4. Roy T. Starkey	Ministry				X	X	X	X						4
5. Walter L. Stump	Ministry								X	X	X	X	X	5
6. Lyle V. Young	Business				X	X								2
OHIO														
1. Harold E. Bowman	Ministry	X	X	X	X		X	X	VC	VC	C	C	C	11
2. R. P. Ditmer	Ministry	X	X	X	X	X	X							6
3. Raymond V. Hatfield	Farming										X	X	X	3

TABLE II (continued)

TABLE II (continued)

District or Category	Profession	Years Served 47	48	49	50	51	52	53	54	55	56	57	58	Total Years
4. Forrest L. Huffman	Ministry	X	X	X	X	X		X	X	X				8
5. Lowell A. Nihizer	Ministry											X	X	2
6. Franklin P. Riffell	Ministry										X	X	X	3
7. Orville F. Riffell	Education	X	X	X	X	X	X	X	X	X				9
8. N. D. Zimmerman	Ministry					X	X	X	X	X	X			6
PRESIDENT														
Woodrow I. Goodman	Education	X	X	X	X	X	X	X	X	X	X	X	X	12
ALUMNI REPRESENTATIVE														
1. Kenneth R. Parsons	Education												X	1
2. Carlyle Wise	Ministry											X		1

forty-four different individuals served on the board for a period of one to twelve years during the presidency of Woodrow Goodman. The Michigan District had the greatest number of different individuals, sixteen. The Indiana District had eleven, Ohio eight and the Nebraska District, which was associated with the college nine years of the period under consideration, had six different men serve.

The ratio of ministers to laymen shows a fairly consistent pattern in representation. Ohio had three ministers and one layman on the board each of the twelve years. Ministers comprised seventy-five percent of their representation. Michigan had a ratio of four ministers to three laymen each year, which was fifty-seven percent of their membership. Indiana had three ministers and four laymen each year making forty-three percent of their representatives ministers. Beginning with 1952, when they had three representatives on the board, Nebraska had a consistent ratio of two ministers to one layman, or sixty-six percent.

Table III indicates the number of members according to vocational areas from 1947 to 1951. An analysis of this chart reveals that the ratio of the total number of ministers to laymen for any one year ranged from ten of nineteen which is fifty-three percent to fourteen of twenty-four or fifty-eight percent of the total membership. The by-laws stated that the membership was to be divided equally between members who were in the ministry and laymen. It seems significant that for the period from 1947 to 1959 the clergy outnumbered the laymen every year, the majority at one time reaching sixty percent.

The table also reveals that the greatest number of men on the board from the area of business in any one year was seven. In 1947-48 the ratio was seven of nineteen, or thirty-seven percent. The fewest

TABLE III

THE NUMBER AND VOCATIONAL AREAS OF MEMBERS OF THE BOARD OF DIRECTORS FOR EACH YEAR FROM 1947-1959

	MINISTRY	BUSINESS	MEDICINE	EDUCATION	FARMING	TOTAL
1947-48	10	7		2		19
1948-49	10	6		2	1	19
1949-50	10	6		2	1	19
1950-51	11	7		2	1	21
1951-52	11	7		2	1	21
1952-53	12	6		2	2	22
1953-54	12	6		2	2	22
1954-55	12	6		2	2	22
1955-56	12	5		2	3	22
1956-57	12	5		1	4	22
1957-58	14	5		1	4	24
1958-59	13	5	1	2	3	24
TOTAL	139	71	1	22	24	257

number of businessmen was in 1958-59, when there were four, which comprised only seventeen percent of the total board.

The range for those who were involved in farming was from zero to four. In 1957-58 four members, or seventeen percent of the board, were farmers. The area of education was the only other vocational area that was represented by more than one member. The range for this area was from one to three.

There were several vocational areas conspicuous by their absence. There were no members from the areas of law and banking. Other than the president there was little representation from the field of education and of those educators represented, none was from another institution of higher education. The rather substantial number of farmers from 1955-59 reflects the rural characteristic of the church. The Mennonites were largely a rural church and it took considerable time for the United Missionary Church to develop churches in urban areas. This fact contributed to the small number of members from the area of business and none of these were from large corporations.

Table IV indicates the number of Board of Directors according to the length of their period of service. The chart is organized by church district or other category.

The board membership ranged from nineteen to twenty-four with twenty-one as the average number from 1947 to 1959. Almost half of the membership, ten, served from ten to twelve years. Twenty-five of the forty-four different men who were elected served four years or more. On the other hand, nineteen were members for three years or less. Considering that it takes a period of time to become knowledgeable about the operation of the college, the influence and contribution of these nineteen members was negligible.

TABLE IV

THE NUMBER OF BOARD OF DIRECTORS BY DISTRICT OR CATEGORY
ACCORDING TO LENGTH OF SERVICE FOR
THE PERIOD FROM 1947-1959

YEARS	Category I	M	N	O	P	A	TOTAL
10 - 12	5	3		1	1		10
7 - 9	2	3	1	2			8
4 - 6	1	1	3	2			7
1 - 3	3	9	2	3		2	19
GRAND TOTAL	11	16	6	8	1	2	44

Legend:
- I - Indiana
- M - Michigan
- N - Nebraska
- O - Ohio
- P - President of the college
- A - Alumni representative

The average term of service of all board members from 1947 to 1959 was 5.8 years. The average by district ranged from 7.6 for Indiana to 4.1 for Nebraska. The average term of service for the members from Ohio was 6.0 years, and Michigan's was 5.25 years.

There was considerable stability within the leadership of the board during the first twelve years which was very helpful, for the college was very dependent upon a church constituency that trusted those who were administering its program. Table II, page 64, reveals that only seven different individuals were involved in the four major offices of the board. In two of the offices, the secretary and treasurer, the person initially elected continued in the position for the entire twelve year period.

IV. THE ACADEMIC COMMUNITY

Administration and Faculty. The task of employing the first faculty and administrative staff of Bethel College was delegated to the newly elected president and the Faculty Committee of the Board of Education of the Indiana District.

Mr. Goodman stated that, "the faculty will be the heart of the school. A good faculty is the most important part of the school."[51] A number of names were presented for consideration with a recommendation that approval be given to engage eight to ten full-time persons for the fall of 1947. The first full-time faculty member to be offered employment and to sign a contract was Stanley M. Taylor.

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[51]"Minutes of the Board of Education of the Indiana District," December 5, 1946.

[52]Ibid.

Upon receiving authorization to employ faculty, the board was faced with the problem of adopting a salary schedule. The nine-month salary schedule that was initially developed was:

YEARS OF TEACHING OR RELATED EXPERIENCE	LAST EARNED DEGREE A.B.	M.A.	Ph.D.
0	$1,600	$1,750	$1,950
1	1,650	1,800	2,000
2	1,700	1,850	2,050
3	1,750	1,900	2,100
4	1,800	1,950	2,150[53]

Negotiations were continued throughout the spring and summer of 1947 with the result that President Goodman and the Faculty Committee brought together a faculty and staff of twelve people, eight of whom were employed on a full-time basis. Eight of the twelve also filled an administrative role. Table V lists the administrative officers during the twelve years from 1947 to 1959.

Even before the opening of Bethel College in 1947, proposed faculty by-laws were approved by the Board of Directors.[54] All faculty and administrative staff members directly responsible to the President were voting members of the faculty. Regular meetings were held twice each month. Officers for the faculty were not listed in the original by-laws, but the President was consistently elected as chairman. A revised set of by-laws adopted in September 1952 specified that the chairman

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[53] Ibid.

[54] A copy of the by-laws is included in the Appendix.

TABLE V

ADMINISTRATIVE OFFICERS
1947-1959

	Term of Service	Total Years 1947-59
Dean, College of Liberal Arts		
Roland V. Hudson (Acting Dean)	1947-48	1
Stanley M. Taylor	1948-53	5
Wilbur B. Sando	1953-63	6
Dean, School of the Bible		
Jasper A. Huffman	1947-57	10
Dean Emeritus	1957-67	2
Dean, School of Music		
David E. Hoover (Acting Dean)	1947-48	1
Willard R. Hallman	1948-49	1
Business Manager		
Ray P. Pannabecker	1947-51	4
Merle F. Holderman	1951-55	4
Services supplied by president	1955-56	1
Howard H. Steele	1956-64	3
Dean of Men		
Roland V. Hudson	1947-48	1
Ray P. Pannabecker	1948-51	3
Albert J. Beutler	1951-60	8
Dean of Women		
Frances L. Shupe	1947-60	12
Librarian		
Frances L. Shupe	1947-55	8
Della M. Herman	1955-63	4
Registrar		
Stanley M. Taylor	1947-53	6
Wilbur B. Sando	1953-56	3
Lila M. Cooke	1956-60	3
Assistant to President in Field Representation		
Vernon H. Yousey	1947-55	8
*Donald W. Byers	1958-63	1
Assistant to President in Publicity		
Joseph H. Kimbel	1947-57	10
**John Lamey	1958-61	1

*Title changed to Director of Church Relations
**Title changed to Director of Public Relations

of the faculty should be the President of the College.[55]

In a March, 1953 report to the Board of Directors, President Goodman, referring to the revised by-laws, suggested his approval of them and particularly endorsed the fact that policy-making decisions were made by the committees of the faculty and the board rather than in administrative acts. He also expressed pleasure over the fact that faculty meetings provided time for representation of the various departments before the entire faculty and the bringing in of outside speakers to challenge the faculty with new ideas.[56]

President Goodman told the board in 1948 of his recommendations for strengthening the faculty:

> For the future advancement and training of our faculty, I propose the establishment of a system of leave of absences for educational study; whereby a faculty member may continue on salary for one year while devoting time to study for a higher degree. Careful restrictions will be necessary and an assurance of continued service with the institution must be secured. In the light of these provisions, there should result year by year those who are loyal to this institution and the doctrines of the church who have the academic preparation of the highest order. In other words, I believe the time has come to consider strengthening our present faculty as much as possible rather than looking to outside sources for teachers on the highest academic level.[57]

Dr. Goodman included the substance of his idea in a more detailed statement presented to the board as a part of his "Advance Bethel Crusade." It was point five of the seven-point program, and was entitled "Professional Scholarships." In defense of his proposal Goodman stated

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[55]By-laws of the Faculty of Bethel College, revised to September 15, 1952.

[56]"President's Report to the Board of Directors of Bethel College," March 10, 1953, p. 2.

[57]Ibid., September 21, 1948.

that an instructor should have at minimum the Master's degree and that at least one-third of the teaching faculty should have an earned doctorate. Table VIII, page 83, reveals that at the time this proposal was made Bethel had fourteen administrative-faculty personnel. Only six of these had an earned Master's degree or its equivalent. Goodman's proposal was designed to counteract this situation.[58]

While establishing a faculty scholarship plan, the board also adopted a new salary schedule which increased the beginning salary at all levels by more than ten percent. It allowed for increments because of experience to be increased from five to fifteen steps. The annual increase within each category was $90 for the academic year for the first ten years and $45 for the academic year, for the next five years. Four categories of training were included in the schedule. They were the Bachelor's degree, Master's degree, Bachelor of Divinity degree and the Doctor's degree.[59]

ABBREVIATED FORM OF THE 1952 SALARY SCHEDULE

Experience Factor	Bachelor's	Master's	B.D.	Doctorate
0	$1,800	$1,950	$2,100	$2,250
5 years	2,250	2,400	2,550	2,700
10 "	2,700	2,850	3,000	3,150
15 "	2,925	3,070	3,225	3,375

This salary schedule was in effect for four years before it was revised to correspond with a faculty rank chart that was adopted in 1956.

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[58]Ibid., March 11, 1952, p. 3.

[59]"Minutes of the Board of Directors of Bethel College," March 11, 1952.

The faculty rank policy is found in Table VI.[60]

The salary structure for each academic rank was as follows:

Instructor	$2,500 - $2,900
Assistant Professor	2,700 - 3,200
Associate Professor	3,000 - 3,400
Professor	3,300 - 3,600[61]

Table VII, page 79, reviews the names of the administration and faculty who were employed by Bethel College from 1947 through 1959 by year of employment and highest degree attained in any particular year of employment. Table VIII, page 83, lists the number of faculty and administration at each of five educational levels. These charts reveal that forty-two different individuals were employed from 1947 to 1959. The average term of employment was four and one-half years. Eight of the forty-two were employed ten or more years with four of them serving the full twelve years. The rather short average term of service may be attributed to several factors. About twenty-five percent of the forty-two faculty were employed in Goodman's last three years as president. The salary structure and attendant fringe benefits were not competitive with other church-related colleges; thus several faculty used their experience at Bethel to acquire a more lucrative position elsewhere. And, for a number of individuals, their employment at Bethel was their initial academic appointment, which contributed to a decision to pursue additional degrees in order to qualify for a career in higher education.

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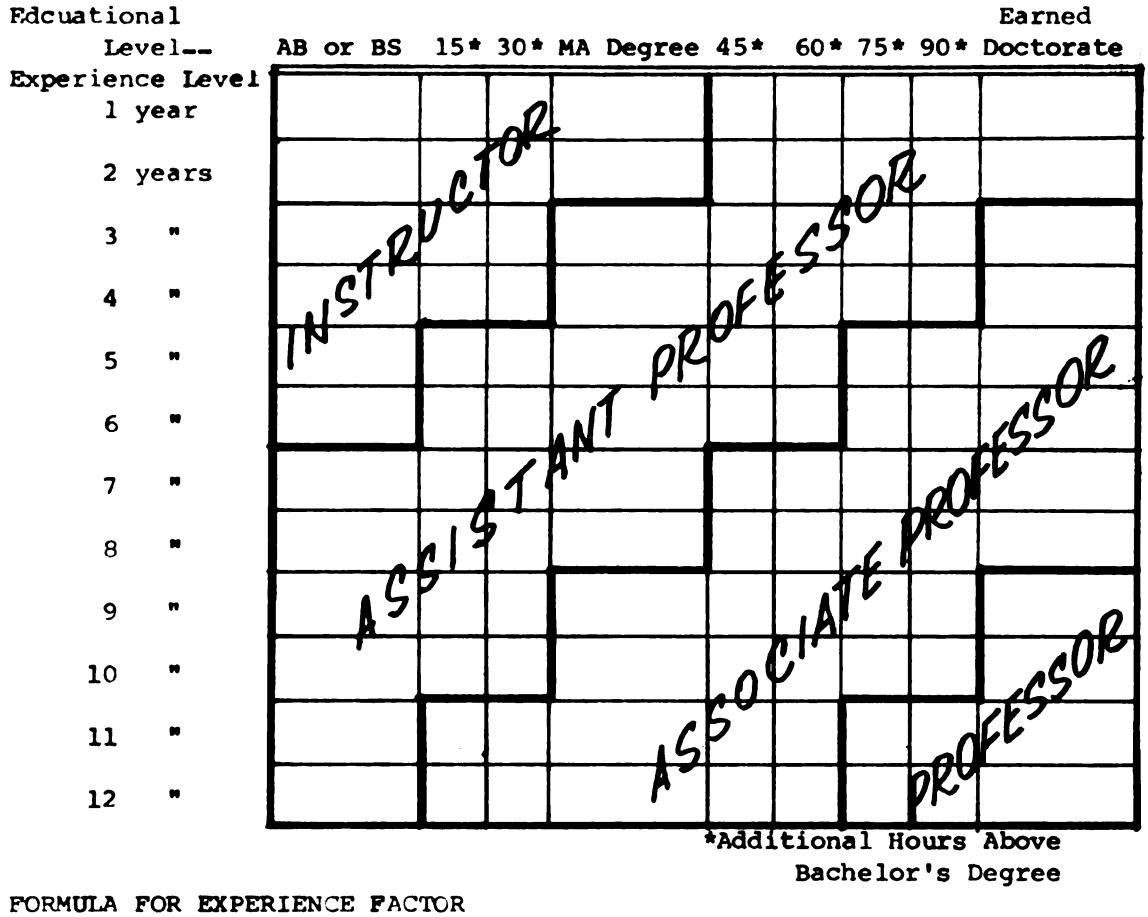
[60]"Minutes of the Board of Directors of Bethel College," March 13, 1956.

[61]*Ibid.*

TABLE VI

CHART FOR RANKING FACULTY MEMBERS



FORMULA FOR EXPERIENCE FACTOR

1 year at Bethel College equals one year of experience
1 year teaching at college level equals 2/3 year of experience.
1 year of public school teaching equals 1/2 year of experience.
1 year of full-time ministry equals 1/2 year of experience.

One full step of credit to be given for responsibility as Division Chairman.

One full step of credit to be granted for excellence in a field or fields covered by the following upon recommendation by the Instruction Committee.

1. Research ability
2. Evidence of ability to teach
3. Evidences of continued usefulness to the institution
4. Special skill in other fields such as public speaking, effective student counseling, outstanding contributions in other fields.

TABLE VII

TERM OF SERVICE AND ACADEMIC PREPARATION OF THE FACULTY FOR THE PERIOD 1947-1959

LEGEND:
1 - Post High School Training without a Bachelor's Degree
2 - Bachelor's Degree
3 - Master's or B.D. Degree
4 - Residence Requirements Completed for Doctor's Degree
5 - Earned Doctorate
* - Administrative Staff with Faculty Status

NAME	47-48	48-49	49-50	50-51	51-52	52-53	53-54	54-55	55-56	56-57	57-58	58-59	Total Years 1947-59
1. Albert J. Beutler					2	2	2	2	2	2	2	2	8
2. Robert D. Bontrager		3											1
3. Betty Brenneman	2	2	2										3
4. *Donald W. Byers												1	1
5. Lila M. Cooke										2	2	2	3
6. Patsy M. Cravens								2	2	2	3		4
7. William W. Dean								3	3	3	3	3	5
8. S. I. Emery	1	1	1	1	1	1	1	1	1	1	1	1	12

TABLE VII (continued)

NAME	47-48	48-49	49-50	50-51	51-52	52-53	53-54	54-55	55-56	56-57	57-58	58-59	Total Years 1947-59
9. Mary Anna Gerhardt			2	2	2								3
10. Woodrow I. Goodman	3	3	3	3	3	3	3	3	3	3	3	3	12
11. Willard R. Hallman		2	2	2	2								4
12. Della M. Herman									3	3	3	3	4
13. *Merle F. Holderman					2	2	2	2					4
14. David Hoover	2	2											2
15. Roland V. Hudson	3												1
16. Jasper A. Huffman	3	3	3	3	3	3	3	3	3	3			10
17. Helen L. Keller						2	2						2
18. Joseph H. Kimbel	3	3	3	3	3	3	3	3	3	3	3	3	12
19. Kenneth C. Kinghorn											2		1
20. *John Lamey												1	1
21. Forrest Lamneck												3	1
22. Franklin L. Lusk									2	2	2	3	4
23. Marcile C. Mack						3	3	3					3

TABLE VII (continued)

NAME	47-48	48-49	49-50	50-51	51-52	52-53	53-54	54-55	55-56	56-57	57-58	58-59	Total Years 1947-59
24. Philip J. Mack						3	3	3					3
25. Donald R. Murray									2	2	2		3
26. Elliott A. Nordgren												2	1
27. Ray P. Pannabecker	2	2	2	2									4
28. Ruth E. Peffley						2	2						2
29. Alvin J. Regier						3	3						2
30. Kenneth L. Robinson		3	3	3	3	3	3	3	3	3	3	3	11
31. Robert E. Ross				3	3								2
32. Wilbur B. Sando						3	3	3	3	3	4	4	7
33. *Frances L. Shupe	1	1	1	1	1	1	1	1	1	1	1	1	12
34. Bradley Sims												3	1
35. Virgil K. Snyder										3	3	3	3
36. Howard H. Steele										3	3	3	3
37. Charles M. Taylor											4	5	2

TABLE VII (continued)

NAME	47-48	48-49	49-50	50-51	51-52	52-53	53-54	54-55	55-56	56-57	57-58	58-59	Total Years 1947-59
38. Stanley M. Taylor	3	3	3	3	3	3	3	3	3	3			10
39. Raymond M. Weaver	1	1	1	1	1	1	1	1	2	2	2	3	12
40. Gordon A. Wood	2												1
41. *Vernon H. Yousey	2	2	2	2	2	2	2	2					8
42. Dorothy Zook												3	1

TABLE VIII

THE NUMBER OF FACULTY IN EACH OF FIVE CATEGORIES OF ACADEMIC PREPARATION FOR EACH YEAR FROM 1947-1959

	Post High School Training without a Bachelor's Degree	Bachelor's Degree	Master's or B.D. Degree	Doctoral Candidate	Earned Doctor's Degree	TOTAL
1947-48	3	5	5			13
1948-49	3	5	6			14
1949-50	3	5	5			13
1950-51	3	4	6			13
1951-52	3	5	6			14
1952-53	3	5	9			17
1953-54	3	5	9			17
1954-55	3	4	9			16
1955-56	2	5	8			15
1956-57	2	6	10			18
1957-58	2	6	8	2		18
1958-59	4	3	12	1	1	21
TOTAL	34	58	93	3	1	189

An analysis of Table VIII, page 83, shows that the quality of the faculty improved significantly during the tenure of President Goodman. In 1947-48 five, or thirty-eight percent, of the faculty had Master's degrees or the equivalent. By 1959, fourteen, or sixty-six percent, had at least the Master's degree with one member possessing an earned doctorate. The number of faculty with the Bachelor as the last earned degree decreased from thirty-eight percent in 1947-48 to fourteen percent in 1958-59. Of the four persons on the staff in 1958-59 who had not earned a Bachelor's degree, only one was on the teaching faculty. The others were specialists in administrative areas with experience in the area of their responsibility.

The Curriculum. When the first bulletin of Bethel College was printed in May, 1947, three separate academic programs were announced. A college of Liberal Arts was established which had only one major--Bible. A Bachelor of Religion degree was offered which differed from the Bachelor of Arts in that less foreign language, but more Bible and Bible related courses were required. The third option for a student was to enroll in the School of the Bible which offered a four-year and a two-year diploma.[62]

The College of Liberal Arts was organized into departments which became the pattern for a divisional organization that was adopted in 1949. The six divisions were:

1. Division of Biblical Literature and Philosophy
2. Division of Education and Psychology

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[62] Bethel College Bulletin, May, 1947.

3. Division of Fine Arts

4. Division of Language and Literature

5. Division of Science and Mathematics

6. Division of Social Studies.[63]

Chairmen were named for each division and were responsible to the Dean of the Liberal Arts College in matters of personnel, curriculum, finance, and academic advising.[64] The School of Music, which was established in 1947, never offered a separate degree. Upon the recommendation of Willard Hallman, who was named the Dean for the 1948-49 school year, the School of Music was incorporated into the Division of Fine Arts.[65]

The School of the Bible was also organized along divisional lines, originally with two programs, the Division of Biblical Literature and the Division of Christian Service.[66] In 1953 a third division, Applied Arts, was added.[67]

A chart depicting the development and changes in curriculum was printed in a self-study by the faculty of Bethel.[68] (See Table IX.) The chart indicates that four majors (Biblical Literature, English, History, Music) were added to the Liberal Arts program in 1948.

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[63] Ibid., May, 1949, pp. 29, 30.

[64] "Minutes of the Board of Directors of Bethel College," March 15, 1949.

[65] "President's Report to the Board of Directors," March 15, 1949, pp. 2, 3.

[66] Ibid., p. 16

[67] Bethel College Bulletin, May 1953, pp. 28, 29.

[68] A Survey Study of Bethel College, May, 1969, p. 4.

TABLE IX

CURRICULUM OFFERINGS BY DEGREE, MAJOR AND DIPLOMA FOR EACH YEAR FROM 1947-1959

	Bachelor of Arts								Bachelor of Religion	Bachelor of Science					School of the Bible Diploma	
	Bible	Biblical Literature	English	History	Music	Elementary Education	Christian Education	Speech		Religion	Theology	Education	Nursing	Music	Four-year	Two-year
1947-48	X								X						X	X
1948-49		X	X	X	X				X						X	X
1949-50		X	X	X	X				X						X	X
1950-51		X	X	X	X				X						X	X
1951-52		X	X	X	X				X						X	X
1952-53		X	X	X	X				X						X	X
1953-54	X	X	X	X	X					X					X	X
1954-55	X	X	X	X	X					X					X	X
1955-56	X	X	X	X	X	X				X		X	X		X	X
1956-57	X	X	X	X	X	X	X				X	X	X	X	X	X
1957-58	X	X	X	X	X	X	X	X			X	X	X	X	X	X
1958-59	X	X	X	X	X	X	X	X			X	X	X	X	X	X

Other than the additional majors offered for the Bachelor of Arts program, the first significant change in curriculum came in 1953 when the Bachelor of Religion program was replaced with a Bachelor of Science Degree in Religion. It was obvious that the former program was not desired by the students since there were no candidates for the degree from 1947 to 1953. They were choosing the Bachelor of Arts program instead--a fact which did not satisfy some segments of the church constituency. President Goodman reported to the board that he had received from several sources suggestions for a change of emphasis in the curriculum. He indicated that a careful and detailed study was made by the faculty who were ready with a proposal for the board.[69]

The proposal was the Bachelor of Science in Religion program and some realignment in the divisional organization of the School of the Bible.

The main features of the Bachelor of Science in Religion program were: (1) elimination of required foreign language courses; (2) increasing the number of required courses of a practical nature; (3) strengthening of the Division of Christian service of the School of the Bible and the integration of this division with the liberal arts program to grant a distinctive degree for Christian workers; and (4) fewer electives with more required courses in professional preparation.[70]

President Goodman reported about the new degree to the constituency of the church through the Bethel Herald.

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[69]"President's Report to the Board of Directors of Bethel College," March 10, 1953, p. 2.

[70]Ibid., p. 13

> This year a new degree is offered by Bethel College, namely, the Bachelor of Science in Religion Degree. The curriculum leading to the degree is of special interest to the students preparing for the ministry, missionary service, children's work, or other full-time Christian service.
>
> At the core of the curriculum is a Bible major requiring at least 24 semester hours of direct Bible studies. Two minors of 16 hours each are required. One may be chosen from the following: Christian Education, Missions, Music, or Pastoral Theology. The second minor may be an additional minor from the required list or another selected by the student.
>
> This curriculum was worked out with conferences by the faculty and followed suggestions by pastors and district superintendents.[71]

In 1955 two additional Bachelor of Science Degrees were announced--one in Education and the other in Nursing. The initial suggestion to the board about a curriculum leading to an education degree was incorporated in President Goodman's "Advance Bethel Crusade" recommendations. He noted that many of the students who attended Bethel did not expect to enter the ministry, desiring instead academic courses leading to alternate vocational objectives. In a significant number of cases this objective was teaching. He also indicated that the officials of the college were quite regularly receiving inquiries about the possibility of enrolling in courses at Bethel for teacher certification. As a result of this interest, an investigation was made of minimum requirements to qualify for licensing by the State Department of Education in Indiana. Dr. Goodman summarized the minimum needs as:

> First, expansion of our library to 15,000 volumes; second, improvement of our teaching professional standards so that one-third qualify for earned doctors' degrees; third, an organized Department of Education; and fourth, some expanded offerings in the various departments of our general college curriculum.[72]

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[71] The Bethel Herald, Vol. 1, No. 2, October 1953, p. 4.

[72] "President's Report to the Board of Directors of Bethel College," March 11, 1952, p. 2.

The board was generally favorable to beginning a teacher training program, authorizing further investigation. Ultimately a State Department of Education Committee examined and evaluated the school in the spring of 1952.[73]

In his report in the fall of the same year, Goodman stated that the evaluating team was favorably impressed. He noted that the team had not pointed out major problems beyond those needs he (Goodman) had earlier indicated.[74] A Department of Education was established and six courses, that became the core of an elementary education curriculum, were developed and approved for the 1953-54 school year.[75]

In April, 1954, a second evaluation was made of Bethel by a committee for the State Department of Education. Their report indicated that the education curriculum needed to be expanded and that some improvement in the professional qualifications of the faculty in the education department would be required. September 1, 1955, was suggested as a reasonable target date for accreditation.[76]

The board approved offering the Bachelor of Science in Education degree in March of 1955.[77] In May, the third committee made a visit to Bethel. On May 27, 1955, the news came indicating the efforts of the past three years were successful. The Commission on Teacher Training

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[73]"Minutes of the Board of Directors of Bethel College," March 11, 1952.

[74]"President's Report to the Board of Directors of Bethel College," September 16, 1952, p. 4.

[75]Ibid., March 10, 1953, p. 3.

[76]The Bethel Herald, Vol. 2, No. 1, August 1954.

[77]"Minutes of the Board of Directors of Bethel College," March 15, 1955.

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and Licensing of the Indiana State Board of Education unanimously approved Bethel College for the training of teachers in the elementary area.[78]

The Bachelor of Science in Nursing degree was adopted in 1955 also. Provisions were included in this program for the student to spend one year at Bethel and three years in an accredited nurses' training school. Thereafter a second year at Bethel would qualify the student for a Bachelor's degree.[79]

Two additional actions related to curriculum were taken in 1956. A fourth Bachelor of Science degree was added to the curriculum. This was a program in music.[80] It is not clear in the literature what the purpose was in adding a Science degree in Music, when the student could indeed earn an Arts degree with a music major. It is possible that members of the Division of Fine Arts saw the possibility of adding other porfessional requirements by instituting a Science degree. There seemed to be an emphasis on the pragmatic in this period of Bethel's development. The Bachelor of Science degree made it possible to remove the foreign language requirement which, in most instances, was replaced with courses that were of a professional and practical nature.

The second action involved several changes in the Bachelor of Science in Religion. Under the original plan two minors of sixteen hours were required to complete the degree. The elective minor was removed from the requirements under the new plan. This made it possible to revise the total hours for the degree to 126 semester hours from the 134 originally required. The title of the degree was also changed to Bachelor of

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[78]The Bethel Herald, Vol. 2, No. 6, June 1955, pp. 1-2.

[79]"Minutes of the Board of Directors of Bethel College," March 15, 1955.

[80]Ibid., March 13, 1956.

Science in Theology.[81]

V. STUDENT LIFE

President Goodman went about the opening and development of Bethel College with the spirit of a pioneer. He was also communicating this attitude and spirit to the student body in the early years of Bethel's history. In fact the concept was so completely adopted that the class of 1951 was known as the "Pioneer Class."

The pioneer spirit of the successive student bodies has already been illustrated through their involvement in the completion of the Administration Building and the construction of Goodman Auditorium. However, before the students of Bethel became involved in these projects, they were pioneering in the development of traditions and patterns of activity on the Bethel campus. Goodman attempted to guide these activities in a manner that was socially not too restrictive but at the same time within the conservative pattern of life advocated by the constituency of the church.

Student life during the presidency of Goodman encompassed three areas: development of an organized student government, implementation and activities of student organizations, and student campus life.

The initial student body had ninety-four students which consistently increased to a total of 329 students in the fall semester of 1958-59. Summer School was inaugurated in 1949 with twenty-one students enrolling. By 1959 the summer enrollment increased to 136. The enrollment statistics from 1947-59 are listed in Table X.

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[81] Ibid.

TABLE X

ENROLLMENT STATISTICS 1947-1959

Year	First Semester	Second Semester	First Summer	Second Summer
1947-48	94	93		
1948-49	119	117	21	19
1949-50	153	145	Statistics not available for this period.	
1950-51	182	182		
1951-52	213	194		
1952-53	188	173		
1953-54	200	187		
1954-55	206	200	59	47
1955-56	226	242	106	68
1956-57	282	310	123	84
1957-58	315	327	134	105
1958-59	329	319	136	104

Student Government. The ninety-four students who enrolled at Bethel College in the fall of 1947 came to a campus void of tradition and organization. In effect each policy and practice instituted by that organized student body was destined to create an enduring spirit and tradition. One of the first steps taken by President Goodman in the fall of 1947 was to establish a committee to develop, program, and see adopted a constitution for the student body.

The organized student body became known as the Student Association of Bethel College.[82] The original adopted constitution established five standing committees: (1) Student Council, (2) Artist Series Committee, (3) Judiciary Committee, (4) Yearbook Committee and (5) Newspaper Committee. It also articulated a purpose:

> . . . to organize the student body, to provide for student representation to the faculty, and to be recipient of faculty guidance, to promote school spirit, and to provide supervision of all student activities.[83]

The elected officers of the Student Association and a representative from each of the four classes made up the Student Council. It was the stated purpose of the council:

> . . . to foster the social and cultural phases of the life of the general student group and to represent the student body in matters of mutual interest to students and administrative officers of the school.[84]

The Artist Series Committee was charged with the responsibility to provide a "high grade of entertainment for the student body." A mandate was placed upon the Judiciary Committee to "provide a means of

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[82] Constitution of the Student Body of Bethel College, p. 1.

[83] Ibid.

[84] Ibid., p. 2.

student self-discipline," and the Yearbook and Newspaper Committees were to be responsible for the development and publishing of student publications.[85]

During the first year of organization a number of activities were sponsored by the Student Council that were destined to become traditional. These included: a Hallowe'en Party, Christmas Banquet, "Open House," Campus Clean-up Day, and an Inter-Conference Youth Convention.[86]

"Open House" is described in a student newspaper article as an event during which students opened their rooms to other students and visitors. There were tours of the campus and programs illustrating college life were caricatured and dramatized.[87]

On the traditional semi-annual Campus Clean-up Day classes were dismissed and the faculty and students joined in raking leaves, chopping wood, washing windows and other similar tasks. Work started early in the morning and ended about three o'clock in the afternoon when they moved to a local park for recreational activities and a picnic. The casual atmosphere of the day contributed to a better understanding among students and faculty.[88]

In May, 1948, the Student Council sponsored the first Annual Youth Convention and each year since this convention has been held. Its primary purpose is to bring high school juniors and seniors from the various conferences to the church to spend a week-end on the Bethel Campus. The college administration has strongly supported the activity because

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[85] Ibid., pp. 2-4. [86] The Helm, 1948.

[87] The Bethel Beacon, Vol. 1, No. 7, April 22, 1948, p. 1.

[88] Ibid., Vol. 1, No. 8, May 7, 1948, p. 1.

it has been a good public relations activity through which many students have been recruited. The program for the week-end is student-planned, including complete responsibility for the accommodation of guests. Involvement of the college administration and faculty has been limited to advising the Youth Convention Committee. In 1948, 130 guests registered for the week-end, coming from Indiana, Iowa, Michigan, Ohio, South Dakota and Canada.[89]

The first student newspaper to be published appeared on January 23, 1948. It was called The Bethel Beacon, and has ever since been published under that name. Originally the paper was more than a campus newspaper, with issues sent to parents and others within the church constituency who subscribed.[90] However, in 1953 President Goodman began to publish The Bethel Herald as a public relations and informational paper for the constituency of the church. Additionally, there was a growing number of students who felt the student newspaper should be a campus publication which should be given over to issues relating to students. Therefore, the format of The Bethel Beacon was changed in 1954, making it primarily a campus newspaper.[91]

The Yearbook Committee called its publication The Helm. In March, 1948, the student newspaper announced that subscriptions were being taken for the yearbook. They described the first edition as follows: "The Helm is the first yearbook of Bethel College and consists of seventy-two pages packed with information and pictures of the students, teachers and

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[89] Ibid., Vol. 1, No. 9, May 19, 1948, p. 1.

[90] Ibid., Vol. 1, No. 1, January 23, 1948, p. 2.

[91] The Bethel Herald, Vol. 2, No. 3, December, 1954, p. 4.

campus."[92]

In its first year the Student Council charged for each program or publication it presented in order to finance the activity. They made preparation for the 1948-49 school year, however, by convincing President Goodman to recommend to the board that a $5.00 student activity fee be collected from each student each semester.[93] The monies were used to finance the activities of student government and its committees. The fee was increased to $5.50 in 1956[94] and to $10 in 1958.[95]

The Student Council as representative of the student body has always been an important body in the physical development of Bethel College. The Student Council's involvement in fund drives that influenced the completion of the Administration Building and the very construction of Goodman Auditorium has already been discussed. The 1951-52 Student Council led in another project which was unique. A tradition, started in 1947, was the giving of a Christmas gift to the president at the annual Christmas banquet. In 1951 the students showed their appreciation for President Goodman's leadership of Bethel by underwriting the cost of a trip to the Holy Land. They purchased a reservation on the first "flying seminar" conducted by Winona Lake School of Theology in the summer of 1952. The month long seminar included travels in Italy, Egypt, Lebanon,

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[92] The Bethel Beacon, Vol. 1, No. 4, March 5, 1948, p. 3.

[93] "Minutes of the Board of Directors of Bethel College," March 9, 1948.

[94] Bethel College Bulletin, May, 1956, p. 32.

[95] "Minutes of the Board of Directors of Bethel College," March 11, 1958, p. 3.

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Syria, Jordon, Israel, Greece, Switzerland and England.[96]

As the years passed the Student Council became aware of deficiencies in the constitution and by-laws. By 1959 thirteen amendments were made to the original document. Three additional standing committees were formed; an Auditing Committee to audit the treasurer's books; a Religious Life Committee to be responsible for student chapel services and the annual Youth Convention; and a Social Life Committee to be responsible for student social activities.[97]

The membership of the Student Council was increased by having each class name two representatives to the Council, one male and one female.[98] The Council also moved toward a more democratic method of nominating candidates for officers of the Student Association. With the new policy any student could nominate an eligible student by presenting a petition for nomination signed by at least seven percent of the student body.[99]

By the close of the 1958-59 school year there was no longer a void in student government and student tradition. They were well established in the structure of Bethel College.

Student Organizations. From the beginning the development of student clubs and organizations was encouraged. At least six different clubs were established in the 1947-48 school year in addition to the four academic classes.

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[96]The South Bend Tribune, December 20, 1951, p. 11.

[97]Constitution of the Student Body of Bethel College, 1957 Revision.

[98]Ibid.

[99]The Bethel Beacon, Vol. 12, No. 3, December 10, 1958, p. 3.

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Three of the clubs were religious in nature. The Ambassadors was organized for students interested in religious and social welfare in several areas including rest homes, penal institutions, rescue mission, and street meetings. The Missionary Fellowship, primarily for students who planned to devote their lives to missionary service, had regular meetings for inspiration and fellowship. This club also initiated an annual missionary convention and promoted student missionary projects. A third club with a religious orientation, the Ministerial Association, was organized for students who planned to enter the Christian ministry. Its purpose was to provide discussion, training, experience, and preparation for the work of the ministry. In 1952 this club held its first ministerial clinic or workshop which became an annual project.[100]

A Music Club, which emphasized fellowship and participation for its members was organized in 1947. Two singing organizations were also started. The Male Glee Club, composed of sixteen students, performed sacred concerts. Their concerts included a ten-day Easter tour with appearances mainly in Ohio and Michigan. The next year an A Cappella Choir was formed, becoming the singing group which annually made tours in the United States or Canada. The second singing group, organized in 1947, was the Mixed Chorus. In 1948 they started what has become a tradition with Bethel, the presentation of Handel's "Messiah" just prior to the Christmas recess.[101]

Other student organizations were formed around various interest groups. The Nurses, English, and Teachers' Clubs were among those that

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[100]The Bethel Beacon, Vol. 5, No. 10, March 10, 1952, p. 1.

[101]<u>The Helm</u>, 1948, 1949.

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maintained an active and continuous program.[102]

In 1950-51 three literary societies were organized to promote literary activities and to form a basis for competition within the student body. The class organizations did not adequately meet the need for competitive groups in athletics in the early years because the Junior and Senior classes were generally quite small. A survey of the literaries reveals that their activities were more athletic and promotional than literary. The names of the three groups were Ducerians, Fidelians, and Valerians. Originally students were randomly appointed to a society at their first enrollment but the procedure was changed allowing each society to present an evening program during the first week of the Fall Semester. At the end of the week, each student chose the society he wished to join.[103]

The classes were involved in a number of activities, but most of them centered around junior and senior year activities. The Junior Class sponsored a Senior Banquet each spring. The Senior Class has traditionally given a class gift to the college. To accomplish the giving of a gift, they promoted several projects for fund raising purposes. A list of the class gifts given by the first twelve graduating classes reveals their imagination and spirit.

1948 -- Pulpit for the chapel

1949 -- Neon sign spelling "Bethel College" for the McKinley Avenue entrance

1950 -- Cornerstone and refrigerated drinking fountain for the Administration Building

1951 -- A 16 mm. 30-minute film "Life at Bethel"
A 16 mm. Bolex movie camera, American and Christian flags with stands for the chapel

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[102] *Ibid.*, 1948-1959. [103] *Ibid.*, 1951-1959.

1952 -- Lighted fountain and flagstone walk for mall west of the Administration Building.

1953 -- Magna Cord recorder and equipment

1954 -- Limestone entrance gates with Bethel College signs at the two Logan Street entrances.

1955 -- Furniture and furnishings for the Student Lounge in the Administration Building

1956 -- Opaque projector and screen and organ chimes

1957 -- Loud speaker system for Goodman Auditorium

1958 -- Stage curtains for Goodman Auditorium

1959 -- Charging desk and furniture for the Library

Student Campus Life. The campus life of the Bethel College student body can be assessed by reading three publications. Two of the publications are published by the students: the newspaper and the yearbook. The third publication is the student handbook.

The first handbook of Bethel College contained a number of statements regarding etiquette and were printed along with the official college regulations. There were, for instance, thirty-five rules regarding the dining hall; most of which were statements of etiquette. An example is the statement which read, "Pass dishes to the right. Take a dish with the hand farthest from the person passing it and pass it with the hand farthest from the person to whom it is being passed."[104] Another statement read, "In passing dishes of food, a gentleman should assist the lady to his right. Gentlemen should not in any way neglect ladies by their

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[104] Student Handbook of Bethel College, 1947-48.

side."[105]

There was another list of rules relating to the campus in general. Again the majority of the twenty-four statements pertained to matters of etiquette. Eventually these statements were printed in a section entitled "etiquette," and by 1951 they disappeared from the handbook completely.[106]

Some regulations were quite stable, appearing in 1959 almost exactly as they were first printed in 1947. An example is the statement that "The use of tobacco, alcoholic beverages, profanity, cards, obscene language, all forms of gambling, attendance at dances, theatres, and such other conduct as is generally recognized to be contrary to a Christian profession is forbidden."[107]

Another regulation that remained unchanged reads, "The dress of the student is to reflect a high sense of modesty and simplicity without undue ornamentation."[108] This statement is more indefinite, however, and allowed considerable room for interpretation, whereas the prior statement is explicit, naming most of what was prohibited.

Some rules changed over the years because of student pressures and a general change in attitude about the regulation. The social privilege rule is an example. In 1947-48 the rule read as follows:

> Social relationships are contributive to one's fullest development when of a proper nature and spirit. The school reception room will be open twice each week (Friday evenings from 7:30 to 10:00 p.m. and Sunday afternoon from 2:00 to 5:00 p.m.) for the use of students, except during college evangelistic meetings. Time will be granted various organizations to have social

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[105] Ibid. [106] Ibid., 1950-51 and 1951-52.

[107] Bulletin of Bethel College, Vol. 1, No. 1, 1947, p. 8 and Vol. 11, No. 1, 1957-59, p. 40.

[108] Ibid.

gatherings for both ladies and gentlemen. Couples are allowed to attend Sunday worship services together as long as propriety is observed.

Students leaving campus must receive permission from their dean. General permission for off campus trips is granted upon the evidence of proper conduct and registration with the dean for:

1. Work.
2. Attendance at Sunday Church services at the Mishawaka or South Bend M.B.C. Churches.
3. One week day shopping trip per week to Mishawaka or South Bend only during daylight hours and with members of the same sex.

Special permission will be granted upon evidence that the following conditions have been fulfilled.

1. That there will be two or more couples and/or a proper chaperonage.
2. That the individual is to be accompanied by some adult member of his immediate family.
3. That some faculty member, pastor, or other person approved by the dean shall accompany the group.
4. That the trip is necessitated by Gospel Team Work and transportation arrangements are approved by the Supervisor of Gospel Teams.
5. The destination, purpose, and manner of the trip is in keeping with Christian testimony.[109]

By 1959 the social regulations were somewhat revised. The regulation in the language of the 1958-59 handbook reads as follows:

Bethel does give ample time for social r lationships. They contribute most to one's college days as they are kept in proper proportion and not all-consuming in time.

Hours for Social Activities are listed below:

Monday-Thrusday--12:00 noon-2:00 p.m. on campus
6:00-6:30 p.m. on campus
9:00-10:00 p.m. on campus
Friday-Saturday--12:00 noon-11:00 p.m.
Sunday----------12:00-noon-6:00 p.m.

Any young man may accompany his lady friend to the formal dinners and banquets. One off-campus date per week is allowed exclusive of attendance at Sunday services. Thirty minutes or more together is considered to be a date. The above mentioned hours are the only times a couple should be seen together except by special permission. For those off-campus dates plan for at least two

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[109] Student Handbook of Bethel College, 1947-48.

couples or other chaperonage (if either of you are a Freshman or Sophomore) and consent of the Social Deans.

On Friday, Saturday and Sunday evenings the young man may permissibly escort his fair young lady to the door of her dormitory.[110]

Attendance of the daily half-hour chapel service was required and has continued to be to the present. The pattern of services was not rigid but the general practice was to follow this order:

Monday -----Student Praise Service
Tuesday-----Guest speaker
Wednesday---Faculty speaker
Thursday----President's chapel
Friday------Student organizations

Many times the Friday chapel was given to class meetings or other student organizations to plan and implement activities. At other times the Student Council used this period to have an all-student meeting. This was the case on February 19, 1948, when a school song was introduced. The student newspaper proclaimed that, "Loyalty to Bethel College has received a new boost since our last paper went to press, with the acquisition of our school song." Marvin Baker, a junior, wrote the words and music.[111]

Forward with Bethel College
With Christ at the helm,
Preparing for service
In life's every realm,
Sharing with one another
The good time's we've had,
Bethel, to be part of you
Means always to be glad.

Onward with Bethel College
The school of our choice,
Proudly we claim her
With one united voice,
Onward and ever greater
Our watchwords shall be,

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[110] Ibid., 1958-59, p. 13.

[111] The Bethel Beacon, Vol. 1, No. 4, March 5, 1948, p. 1.

Bethel, our Alma Mater,
We love and honor thee.

Coda:
Bethel, our Alma Mater,
We love and honor thee.

School colors, royal blue for loyalty and white for purity, were also selected by the 1947-48 Student Association.[112] The school colors were used primarily for banners, book covers and similar items until 1958-59 when Bethel entered the area of intercollegiate athletics.

Prior to 1958 the board was opposed to competitive athletics except for intramural competition.[113] Intramural activities were promoted each year, but an increasingly larger segment of the student body desired intercollegiate basketball. In the spring of 1958 President Goodman presented a faculty recommendation to the board that proposed a limited intercollegiate program in basketball.[114] The board responded by stating it was their opinion "that the college objectives could best be obtained by a wholesome policy of intramural athletics."[115]

The decision, however, was reversed at their next meeting. Intercollegiate athletics was approved as long as Bethel scheduled schools of similar purpose.[116]

The Bethel Beacon staff announced the decision to the students stating that Albert J. Beutler was named coach and the first

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[112] Ibid.

[113] "Minutes of the Board of Directors of Bethel College," March 9, 1948.

[114] "Faculty Minutes of Bethel College," March 3, 1958.

[115] "Minutes of the Board of Directors of Bethel College," March 11, 1958.

[116] Ibid., September 16, 1958.

intercollegiate basketball game for Bethel College would be held in January, 1959.[117]

VI. SUMMARY

A spirit of evangelism and missionary zeal of revivalistic vigor moved restlessly in President Woodrow I. Goodman and grew to characterize the twelve years of his administration at Bethel College. That zeal, so strongly suggestive in the school motto, "With Christ at the Helm," gave a spiritually strong forward thrust to the Goodman leadership. Those who overlook or understate this spiritual authority fail to comprehend that leadership in its fullest dimensions.

Nor is it mere coincidence that Goodman seemed endlessly to rediscover with his faculty and students that religion needed to be more than cautious assent to creedal statements. Religion needed to provide a perspective for human learning. He indeed believed that religious faith and learning were compatible and out of this conviction an ideal emerged: to develop the educated religious man.

In a man so strongly motivated, it was not easy to let mere events push him aside. Against very overwhelming odds, he saw the physical assets of the college grow from the initial $35,000 investment to over $700,000. Indebtedness shrank from almost ninety percent of total assets to less than forty percent. Student enrollment increased from 94 to 329 with 338 students graduating during this period.

Faculty and administrative staff was increased from thirteen to

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[117] The Bethel Beacon, Vol. 12, No. 1, November 6, 1958, p. 1.

twenty-one. Of greater significance was Goodman's ability to influence the Board of Directors to institute a scholarship aid program which made it possible to strengthen the academic standing of the faculty. While in 1947 only five members of the faculty had the equivalent of a Master's degree, by 1959 all but three of the teaching faculty had the Master's as the last earned degree--two of the three having completed the residence requirement for the Masters.

In 1947 Goodman announced that Bethel would offer a Bachelor of Arts degree with a major in Bible, a Bachelor of Religion and two Bible diploma programs. During the twelve years the number of majors for the Bachelor of Arts was increased from one (in Bible) to eight. In 1955 the college was approved by the state of Indiana for the training of elementary teachers. This was followed in 1958 with approval to train secondary teachers in English, social studies, music and speech.

Goodman taught every year during his tenure, sometimes teaching a full load. Additionally, he responded in many situations which left administration short-handed. For example he acted as business manager for over a year until a replacement was employed in 1957. He was constantly active in planning and construction phases of new buildings and literally supervised the construction of the building that bears his name--Goodman Auditorium.

It is significant to recognize that Dr. Goodman's important contributions to Bethel College were never expressed by him as personal achievements, He saw the accomplishments as viable evidence of the sure hand of God guiding the destiny of the emerging institution or as a reflection of the efforts of others--his students, his faculty, or the lay supporters of the college.

CHAPTER IV

THE SECOND PRESIDENCY

Reverend Ray P. Pannabecker was elected the second president of Bethel College on March 10, 1959. He was to serve for a three-year term, beginning the following July 1.[1] He will complete a fourth three-year term in 1971.

The first ten years of the Pannabecker administration from July, 1959 to July of 1969 represented the "teenage years" in the development of Bethel College. It was during this period that the post-war baby population flooded the campuses of the American colleges and universities. One of the problems facing the new president was construction of adequate facilities to accommodate the increased student body. In addition to the prospect of swelling enrollments, the ever present spiralling economy heightened the fiscal problems of private colleges. The financial problems facing Pannabecker were twofold: (1) to find sources of income to balance an operating budget that was inclining with the economy and (2) to acquire funds for the continued physical development of the campus. A third area of concern was continued improvement of the faculty by further development and use of the faculty "Scholarship Aid Program" implemented by President Goodman, and recruiting additional academically qualified personnel. Fourthly, Pannabecker had to guide the style of student life through a period of revolutionary transition, unparalleled

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[1]"Minutes of the Bethel College Board of Directors," March 10, 1959.

in the history of American higher education.

I. BIOGRAPHICAL SKETCH OF PRESIDENT PANNABECKER

Ray Plowman Pannabecker was born in Elkton, Michigan, on June 27, 1913. He was the fourth son born to Mr. and Mrs. Jacob Nelson Pannabecker. His boyhood was spent in the various places to which his preacher-father moved. Later in his career, Pannabecker's father managed Bethel Publishing Company, the denominational publishing house of the United Missionary Church located in Elkhart, Indiana.

Mr. Pannabecker attended grade school in New Carlisle, Ohio. He graduated from Elkhart High School, Elkhart, Indiana, in 1931. During his high school years he was a member of the school String Sextette that won national honors in 1930 and 1931. He enrolled at Asbury College in Wilmore, Kentucky, where he received a Bachelor of Arts in philosophy and psychology in 1935. He was the president of his graduating class.

Upon completion of his college degree, Pannabecker married Dorotha May Hygema of Fort Wayne, Indiana, on June 16, 1935 and they had five children.

In the summer of 1935 Pannabecker moved to his first pastorate in Detroit, Michigan. He pastored the Oakwood Mission Church of the Mennonite Brethren in Christ Church for two years and moved to the Yale-Greenwood circuit in 1937. In 1940 Rev. Pannabecker was assigned to the Calvary Church in Detriot where he pastored for six years until 1946, when he assumed a pastorate at Wakarusa, Indiana. It was while serving as minister at this church that he became associated with Bethel College. In 1947 he became the first Business Manager and part-time instructor along with his pastoral duties. In 1948 he resigned the pastorate and accepted the additional positions of Dean of Men and instructor at the college.

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Pannabecker, having served the college full-time for three years, accepted in 1951 the pastorate of the Brenneman Memorial Church in Goshen, Indiana, where he served for four years. In 1955 he was elected District Superintendent of the Indiana District of the United Missionary Church. This position he held at the time of his election to the Presidency of Bethel College.

In addition to pastoring for seventeen years and being a church administrator for four years, Pannabecker also served the denomination as editor of The Gospel Banner for the eight years from 1944 to 1953. As the son of the former manager of the denominational publishing house, he literally grew up in printing and publishing work and was well acquainted with the requirements of a church paper. In 1953 he spent six weeks in Japan on a missionary tour; in 1965 he was elected to the Board of Directors of Bethel College; and was named the vice-chairman for the three years prior to his becoming president. President Pannabecker was granted an honorary Doctor of Divinity degree by Asbury Theological Seminary in June of 1964.[2]

II. PHYSICAL PLANT DEVELOPMENT

In his very first report to the Board of Directors, President Pannabecker stressed the need for overall planning for the future development of the college. He was concerned that the board plan and construct buildings according to a long range scheme for expansion and

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[2]Data for this biographical sketch was obtained from various sources: Personnel File, Office of the Dean of Bethel College; The Bethel Herald, Vol. VII, No. 1, (November 1959), p. 3; Biographical Resume of Ray P. Pannabecker, Office of the President of Bethel College; Personal Interview with Dorotha M. Pannabecker, December 30, 1969.

that related issues of finance be incorporated into such planning.[3] The following year (1960) the board formed a committee of three board members, three faculty representatives and President Pannabecker to develop long-range planning for Bethel.[4]

Expansion of the Campus. In 1960 officials of the college were contacted by Mr. Russell H. Miller who owned twenty-six acres of undeveloped property adjacent to the college campus. He was interested in working out an annuity plan with Bethel for this property along with other real estate that Mr. and Mrs. Miller owned in South Bend. The real estate included five houses, several of which were apartment dwellings, and a small mattress factory. On August 8, 1960, the Finance Committee of the Board approved a proposed annuity plan which valued the property and real estate at $150,000.[5] In October President Pannabecker announced that negotiations were completed and contracts signed to acquire properties which increased the Bethel Campus from forty to sixty-six acres.[6]

Since there existed no immediate need for additional land, the board decided to enter into a lease agreement with the city of Mishawaka to develop and use a sizable portion of the new property for a park. Both President Pannabecker and Mayor Joseph M. Canfield termed the lease

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[3]"President's Report to the Board of Directors of Bethel College," September 22, 1959, p. 3.

[4]"Minutes of the Board of Directors of Bethel College," September 20, 1960.

[5]Ibid.

[6]The South Bend Tribune, October 13, 1960, pp. 33; The Bethel Beacon, Vol. 14, No. 2, October 7, 1960, p. 1; The Bethel Herald, Vol. 9, No. 1, March, 1961, pp. 1-4.

a mutual blessing, since the city needed a park on the northwest side and the school would be able to use the facilities developed by the city. These included a baseball field, tennis courts, and picnic areas. The facility was named College Park which tended to further help the college in its relationships with the community.[7]

The Hall of Science. The first new construction completed during Pannabecker's tenure was the Hall of Science. Within three months after he took office as president the board authorized the drawing up of plans for a new science building[8] which led to a decision to prepare a detailed campus plan prior to any additional construction.[9] It took three years, however, for the board to develop, concur on, and adopt such a plan.[10] At the same time that the board adopted the campus plan, it also approved plans for the Hall of Science, immediately authorizing a groundbreaking ceremony to be held in conjunction with the sixteenth annual commencement on June 2, 1963.[11]

There was a drastic change in the attitude of the board about borrowed funds being an adequate source of financing for construction; for they authorized construction of the science building on the basis of a loan which covered the total cost of construction. Cost of construction

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[7]The South Bend Tribune, April 21, 1961, p. 30; "Minutes of the Board of Directors of Bethel College," January 17, 1961.

[8]Ibid., September 22, 1959.

[9]Ibid., March 15, 1960.

[10]Ibid., February 16, 1963.

[11]Ibid., March 19, 1963; The Bethel Herald, Vol. 11, No. 2, April, 1963, p. 1.

was kept at a minimum by employing a construction superintendent who represented the college as the general contractor.[12]

The building was completed except for landscaping by April, 1964. The building contains a large eight-sided lecture room, the Octorium, which seats 180 students. In addition, the Hall of Science contains four well-equipped laboratories for chemistry, physics, biology, and botany. The botany laboratory has an attached greenhouse. Four classrooms, four office areas, a dark room, and storage areas are also located in the building which cost approximately $210,000.[13]

The new structure was dedicated and officially named the Hall of Science on November 21, 1964. It was the featured event for the annual homecoming and included a lecture on Science, Scripture, and the Christian World.[14]

Oakwood Residence Hall. At the same 1963 meeting in which the board approved the plans for the Hall of Science they also authorized the development of preliminary plans for a dormitory for men.[15] In June, 1964, when the final details were being completed on the newly constructed science building, President Pannabecker reported to the board that plans for the proposed residence hall would be completed by the summer.

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[12]"Minutes of the Board of Directors of Bethel College," June 1, 1963.

[13]The Bethel Beacon, Vol. 17, No. 9, March 20, 1964, p. 3 and Vol. 17, No. 10, April 17, 1964, p. 3.

[14]The Bethel Herald, Vol. 13, No. 2, November, 1964, p. 1; The Bethel Beacon, Vol. 18, No. 4, November 20, 1964, p. 1; The South Bend Tribune, November 20, 1964, p. 33 and November 22, 1964, p. 49.

[15]"Minutes of the Board of Directors of Bethel College," February 16, 1963.

He went on to say that, "While no preparations are made for the breaking of ground and beginning of construction we still proceed knowing that we need the building and believing that it will come."[16] When reporting on the status of the Hall of Science and plans for its dedication he again prodded the board regarding the dormitory. He said, "It is a rather wild dream, but it would be a wonderful thing to be able to break ground for the men's dorm the same day we dedicate this facility."[17]

Considerable time was given to a discussion of the construction of a residence hall during the next board meeting which ultimately led to the adoption of a motion to proceed with steps to approve the plans and proceed with construction.[18]

By February, 1965, the board was still unable to come to a conclusion about financing the proposed dormitory except to authorize its chairman and secretary to continue negotiations for a loan. They ultimately completed arrangements to borrow the total amount for the cost of the building and plans were implemented to get construction under way.[19]

Ground was broken and the building was started on April 6, 1965.[20] Numerous delays were experienced, however, because the college was unable to engage contractors to meet the timetable of construction. Severe

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[16]"President's Report to the Board of Directors of Bethel College," June 1, 1964, p. 6.

[17]Ibid.

[18]"Minutes of the Board of Directors of Bethel College," September 28, 1964.

[19]Ibid., February 9, 1965 and June 7, 1965.

[20]The Bethel Beacon, Vol. 18, No. 12, April 30, 1965, p. 2; The South Bend Tribune, April 7, 1965, p. 51.

weather conditions in the winter caused further delays and postponed the initial use of the dormitory to the summer of 1966.[21]

The complete $300,000 residence hall was dedicated on November 19, 1966, and was officially named, Oakwood Hall. The building has forty-three student rooms which will house 103 residents. The building has such features as two lounges, a television room, a laundry room, carpeted floors with draperies that are color coordinated to fit the three-color scheme that was used throughout the residence hall.[22]

Maintenance Building. On September 7, 1965, construction was started on a maintenance building. The mason contractor who was employed to construct Oakwood Hall transferred his men to the maintenance building when delays were encountered on the construction of the dormitory.[23] The board authorized the construction of a 40' x 106' structure at a cost of $25,000. Included in the building is a drama laboratory used for practice sessions and construction of sets.[24]

Proposed Jasper A. Huffman Memorial Library. The Board of Directors authorized the beginning of plans for a library in 1961.[25] In 1965 the Library Committee presented a "Library Building Program" to the board with a recommendation that authorization be given to employ a

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[21]The Bethel Herald, Vol. 14, No. 1, February, 1966, p. 1; The Bethel Beacon, Vol. 20, No. 5, November 18, 1966, p. 1.

[22]Ibid.; The South Bend Tribune, November 20, 1966, p. 53.

[23]"President's Report to the Board of Directors of Bethel College," September 28, 1965, p. 19.

[24]"Minutes of the Board of Directors of Bethel College," September 28, 1965 and June 6, 1966.

[25]Ibid., March 21, 1961.

library consultant. Upon the granting of this request, they pursued the development of a plan for the construction of a library, working carefully and closely with the library consultant and architect.[26] In 1968 the board authorized the drawing of an artist's sketch of the proposed building based on preliminary plans for the building.[27] The proposed new library will be an air-conditioned three floor brick building of modular type construction for flexibility. The well planned facility will accommodate 400 students and house 100,000 volumes.[28]

III. FISCAL POLICIES AND THE BOARD OF DIRECTORS

President Pannabecker and the Board of Directors. The literature indicates that the board chose a public relations oriented president when they selected Ray P. Pannabecker. If they thought that this type of leader would bring them relief from constant reminders of the continued physical and financial needs of Bethel College, they were to learn otherwise very rapidly. One of the strong attributes of President Pannabecker is his ability to lead men of differing viewpoints to a recognition of their common points and to ameliorate situations. He is indeed a public-relations minded leader. He also has the attribute of reflecting the thinking and views of the individuals who are part of his operating organization. Thus when Pannabecker met with the Board of Directors his position revealed what he considered to be the best of the thinking of his administrative officers and advisors. This was especially true in the areas of academic development with Wilbur B. Sando, who

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[26] Ibid., June 7, 1965. [27] Ibid., February 13, 1968.

[28] A Survey Study of Bethel College, May, 1969, pp. 178-79.

was the academic dean for ten years, the last four during Pannabecker's tenure, and Wayne J. Gerber, who has been the academic dean since 1963.

One of the early issues that Pannabecker presented to the board was low faculty and staff salary schedules and minimum fringe benefits. While pointing up areas that he felt deserved special attention he said:

> First of all, we will have many serious implications when we consider the needs of our faculty and staff salaries. While we know salaries have advanced a little, we further know that our own workers, by accepting these low salaries, have underwritten a significant portion of the financial development that Bethel has shown. We must today face this problem, along with possible fringe benefits.[29]

He continued by expressing to the board the strong feeling of the faculty for a science building.[30]

Mr. Pannabecker's ability to influence individuals is best seen in his handling of the membership of the board. He led them to consider the advantages of adding to their membership by naming individuals to the board from outside the supporting church as long as the member was an evangelical Christian and the total additional members numbered no more than one-fourth the membership elected by the supporting church conferences or districts. These additional members were called members-at-large.[31] By 1964 Pannabecker led the board to conclude that they should have three regular meetings a year instead of the usual bi-annual meetings.[32]

These recommendations of the President which ultimately influenced

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[29]"President's Report to the Board of Directors of Bethel College," March 15, 1960, p. 3.

[30]Ibid.

[31]"Minutes of the Board of Directors of Bethel College," March 20, 1962.

[32]Ibid., September 24, 1963.

the fiscal and other policy decisions of the board did not cause negative feelings on the part of the board members toward the president. The literature indicates that they spoke in glowing terms about his leadership. An example is the report of a committee in 1962 which stated:

> We are delighted to report that our President, Reverend Ray P. Pannabecker, has effectively and with dedication performed the duties of his office. Under his leadership Bethel College continues to develop as an important arm of the United Missionary Church; extending its ministry and influence to other denominations represented in the student body and to the cause of Christ in general.[33]

Dr. Pannabecker has yet to hear the words, "borrowed capital is not available financing." The absence of this comment did not, however, cause him to relax. Instead he challenged the membership to greater participation. The type of response he received is illustrated by a resolution passed by the board in 1964:

> Whereas, our President, Dr. Ray P. Pannabecker, has challenged the members of the Board of Directors to more activity in public relations, and
>
> Whereas, the Office of Development has brought to our attention the responsibility of the Church to preserve our youth to the period of responsible adulthood through the channels of Christ-centered higher education, and
>
> Whereas, there is a need for a more intense loyalty to Bethel College from our constituency,
>
> Be it Resolved, That we request the members of the Board of Directors from each district to consider themselves as not only district representatives to Bethel College, but also as Bethel College representatives to their respective districts.
>
> Be it Further Resolved, That we, as members of the board, pledge ourselves to assist the Development Office in securing church commitments to the support of the college, to direct our young people to Bethel College and do our utmost to stimulate good public relations between the college and our constituency.[34]

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[33] *Ibid.*, September 25, 1962. [34] *Ibid.*, September 28, 1964.

Responsiveness on the part of the board did not go unnoticed by the president. He concluded one of his reports to the board by referring to what he believed to be:

> . . . one of the most hopeful signs in the nine years I have been president. The activity of board members on committees, in representing the college and in giving has reached an all time high. This omen predicts continued advancement for the college. Without doubt the directors must establish the character of the college and assure its continuity. This involvement of the Board of Directors is a most wholesome attribute. Thank you one and all.[35]

The Financial Situation From 1959-1969. The fiscal problems facing church related colleges in the 1960's can be easily seen by analyzing Table XI. In the period from 1959 to 1969 tuition was increased 300 per cent, room charges rose 287 per cent, and board was raised 166 per cent. At the same time the operating expenses of Bethel College experienced a 382 per cent increase. The Board of Directors authorized tuition increases seven of the ten years Dr. Pannabecker has been president; still, operating deficits were experienced in six of these years.

Except for increasing tuition and room and board charges in an attempt to keep up with the increased operating expenses, the board continued on a financial status quo during the first four years of Pannabecker's tenure. Gift income toward the operating budget of the college hardly kept up with inflationary increases and efforts did not succeed to raise funds either for debt liquidation or for the projected science building. In the spring of 1961, the college was without the services of a Director of Public Relations. It was almost a year later that a consulting agency was employed to assist the college in organizing

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[35]"President's Report to the Board of Directors of Bethel College," June 3, 1968, p. 4.

TABLE XI

FINANCIAL FACTS FOR 1959-1969

	Tuition for 16 Semester Hours (Per Hr.)	Room Charges	Board Charges	Total Operat. Expense	Total Operat. Income (% Inc. to Exp.)	Yearly Loss or Gain	Gift Income (% Opr. Inc. from Gifts)	Accum. Assets at Cost	Total Real Indebted. (% of Assets)
1959-60	$192 ($12.00)	$ 90.00	$162	$226.871	$226,421 (99.8)	-$ 450	$ 14,878 (6.6)	$ 736,558	$283,945 (38.5)
1960-61	216 ($13.50)	"	"	298,336	295,411 (99.0)	- 2,925	12,648 (4.3)	744,650	281,479 (37.8)
1961-62	250 ($20.00)	95.00	180	341,752	366,010 (107.0)	24,258	16,311 (4.5)	747,407	280,754 (37.6)
1962-63	"	"	"	407,717	406,546 (99.7)	- 1,171	20,949 (5.2)	770,524	284,321 (36.9)
1963-64	300 ($23.00)	120.00	"	452,552	426,414 (94.2)	- 26,139	24,249 (5.7)	982,026	468,316 (47.7)
1964-65	375 ($25.00)	"	"	501,579	506,195 (100.9)	4,616	79,088 (15.6)	1,015,489	500,770 (49.3)
1965-66	"	130.00	195	597,432	586,133 (98.1)	- 11,299	114,100 (19.5)	1,278,902	747,991 (58.5)
1966-67	440 ($27.50)	"	"	695,463	658,547 (94.7)	- 36,916	98,126 (14.9)	1,291,745	800,550 (61.9)
1967-68	480 ($30.00	172.50	215	726,432	733,813 (101.0)	7,381	102,754 (14.0)	1,291,745	804,152 (62.3)
1968-69	"	"	"	787,919	809,691 (102.8)	21,772	129,922 (16.0)	1,301,450	771,588 (59.3)
					Net Loss	-$20,873			

a fund raising organization and a development program.[36] About a year later, February, 1963, the contract with the consulting agency was cancelled because of personnel problems. The board began immediately, however, to implement a number of the proposals made by the consulting agency.[37] D. Paul Huffman, the secretary of the Board of Directors from the founding of Bethel, was named Director of Development and Christie A. McDonald, a former employee of fund raising agencies, Executive Secretary in the office of development.[38] The board instructed these men to institute a crash program to raise $100,000 toward the cost of construction of the science building. The campaign failed.[39] It is possible that this failure was a blessing in disguise, for Paul Huffman caused his fellow-board members and the President to re-examine their attitudes and approaches toward the financial support of the college. President Pannabecker included in his reports lengthy but well written and pointed statements by Mr. Huffman about the fiscal policies of the Board and the support of the church.[40]

It cannot be questioned that Mr. Huffman was very influential in the board's decision to formulate the resolution about board member involvement which was quoted in the prior section. It is also

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[36]"President's Report to the Board of Directors of Bethel College," March 20, 1962, p. 9.

[37]"Minutes of the Board of Directors of Bethel College," February, 16, 1963.

[38]Ibid., March 19, 1963.

[39]Ibid., February 16, 1963; "President's Report to the Board of Directors of Bethel College," September 24, 1963, p. 14.

[40]"President's Report to the Board of Directors of Bethel College," January 14, 1964, pp. 12-15 and June 1, 1964, pp. 17-22.

significant that in 1964-65 the gift income toward operating expenses increased from $24,249 to $79,088 and the following year to $114,100. Respectively, these amounts represented fifteen and nineteen per cent of the total operating budget. Prior to 1964-65 the gift income to the operating budget averaged around five per cent.[41]

This improved financial support by the supporting conferences was not extended, however, to additional giving to capital development. The board authorized negotiations for loans to cover the entire cost of construction for the Hall of Science, Oakwood Hall, and the maintenance building. These buildings raised the total assets accumulated at cost from $770,524 to $1,291,745 but at the same time the total real indebtedness was increased to $804,152 from $284,321.[42]

It is thus not surprising that President Pannabecker began to write about money in his reports to the board. In 1966 he confessed the following: "I find myself concerned more and more about money. I am concerned because this has driven me into loss of sleep which is relatively new in my experience."[43] In 1967 he reflected on the dismal clouds of inflation and the competition for students and gift income and the following year Pannabecker drew some comparisons from the year of his election to the presidency.[44] He suggested that:

> In March of 1959 when I was elected president there were 319 students at Bethel. The budget you approved that year totaled $139,000 with expected gift income of $29,020. . . . The budget we present herewith hovers between $750,000 and $800,000 and that for only two hundred more students. Think of the stunned students

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[41]See Table XI, p. 119. [42]Ibid.

[43]"President's Report to the Board of Directors of Bethel College," February 15, 1966, p. 15.

[44]Ibid., February 14, 1967, p. 6 and February 13, 1968, p. 1.

> who learned in 1959 that tuition was rising from $10 to $12 per hour and that a year of full time education with room and board might top $900! Today's student at Bethel is paying $30 per hour and averaging $1800 for the year. The gift income we will need to balance next year will be about the same amount of money that comprised the entire budget nine years ago.[45]

While the financial situation tended to present a gloomy picture, several redeeming factors were also noted. First, the net loss in the operating budget for the ten year period from 1959 to 1969 was only $20,873. This was a rather good condition in view of the inflationary tendencies of the general economy during this period. It was also a considerable improvement over the $60,777 net loss experienced during the first twelve years of operation. Secondly, the sixty-six acres of land and buildings appreciated in value during this period. Comparing the 1969 financial figures of approximately $800,000 indebtedness to $1,300,000 in assets accumulated at cost does not reflect a true picture. An estimate of the total evaluation of the buildings and land would probably have ranged from $2,500,000 to $3,000,000. Nearly $2,000,000 insurance carried on the buildings and contents at minimum represented a more realistic figure for the assets of the college.

The Board of Directors During the Second Presidency. Table XII lists the members of the Board of Directors by church district or other category, vocational area, school years and total years served for the period 1959 to 1969, and the total years served from 1947 to 1969. An analysis of this table reveals that fifty-seven different individuals served on the board for a period of one to ten years during the presidency of Ray P. Pannabecker.

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[45] Ibid.

TABLE XII

TERM OF SERVICE AND PROFESSION OF THE BOARD OF DIRECTORS OF BETHEL COLLEGE BY CHURCH DISTRICT OR OTHER CATEGORY FROM 1959-1969 AND TOTAL YEARS 1947-1969

Legend:
- X - Board Member
- C - Chairman
- VC - Vice Chairman
- S - Secretary
- T - Treasurer

District or Category	Profession	Years of Service 1947-59	Years Served 59	60	61	62	63	64	65	66	67	68	Years of Service 1959-69	Total Years
INDIANA														
1. R. Gordon Bacon	Ministry						X	VC	VC	VC	X	X	6	6
2. William D. Carter	Medicine					X	X	X	X	X	X		6	6
3. Quinton J. Everest	Ministry	12	X	X	X	X	X	X	X	X	X	X	10	22
4. Orlan Golden	Ministry		X	X	X	X							4	4
5. D. Paul Huffman	Business	12	S	S	S	S	S	S	S	S	S	S	10	22
6. Joseph H. Kimbel	Ministry	11	X	X	X	X	X	X	X				7	18
7. Milo E. Miller	Business	11		X	X								2	13
8. Seth A. Rohrer	Business	12	T	T	T	T	T	T	T	T	T	T	10	22

TABLE XII (continued)

District or Category	Profession	Years of Service 1947-59	Years Served 59	60	61	62	63	64	65	66	67	68	Years of Service 1959-69	Total Years
9. Robert A. Thompson	Medicine	1	X	X	X	X	X	X	X	X			8	9
10. William E. White	Business									X	C	C	3	3
11. Ancel L. Whittle	Business											VC	1	1
12. William H. Wise	Farming	5	X										1	6
13. Maynard L. Yoder	Business										X	X	2	2
MICHIGAN														
1. A. D. Avery	Business							X	X				2	2
2. Mark J. Burgess	Ministry	12	X	X									2	14
3. Melvin C. Keller	Business		X	X	X								3	3
4. Alex Little	Business									X	X		2	2
5. Alvin L. Losie	Business	1	X	X									2	3
6. Glen E. Musselman	Law					X	X	X	X	X	X	X	7	7
7. Marvin J. Palmateer	Business				X	X	X	X	X	X	X	X	8	8
8. Dennis G. Pannabecker	Education											X	1	1
9. Bruce W. Pearson	Ministry	3	VC	VC	VC	VC	VC	X	C	C	X	X	10	13

TABLE XII (continued)

District or Category	Profession	Years of Service 1947-59	Years Served 59	60	61	62	63	64	65	66	67	68	Years of Service 1959-69	Total Years
10. Kenneth W. Pennell	Ministry							X	X	X			3	3
11. Burton J. Schultz	Education										X	X	2	2
12. Eugene R. Sims	Ministry	1	X	X	X	X	X						5	6
13. John E. Tuckey	Ministry	12	X	X	X	X	X	X	X	X	X	X	10	22
14. Ernest C. Valade	Business	1	X	X	X	X	X						5	6
15. Glen G. Waun	Ministry							X					1	1
16. Willard B. Williams	Ministry				X	X	X						3	3
NEBRASKA														
1. Kenneth Baker	Ministry		X	X	X								3	3
2. Clayton S. Eby	Ministry							X	X				2	2
3. Marvin E. Engbrecht	Ministry					X	X	X	X	X	X	X	7	7
4. James T. Hoskins	Ministry	7	X	X	X	X							4	11
5. John Stahly	Farming	4	X	X	X	X	X						5	9
6. Jake H. Stimson	Farming						X	X	X				3	3

TABLE XII (continued)

District or Category	Profession	Years of Service 1947-59	Years Served 59	60	61	62	63	64	65	66	67	68	Years of Service 1959-69	Total Years
OHIO														
1. Harold E. Bowman	Ministry	11	C	C	C	C	C	C	X				7	18
2. Raymond V. Hatfield	Farming	3	X	X									2	5
3. Ralph C. Holdeman	Ministry					X	X	X		X	X	X	6	6
4. Horace E. Hossler	Business				X	X	X	X	X	X			6	6
5. Carl R. Kocher	Business									X	X		2	2
6. Carlon C. Kress	Ministry			X	X								2	2
7. Lowell A. Nihizer	Ministry	2	X										1	3
8. Howard H. Steele	Education										X	X	2	2
9. Joseph K. Streber	Business											X	1	1
10. Norman D. Zimmerman	Ministry	6	X	X	X	X	X	X	X				7	13
PRESIDENT														
Ray P. Pannabecker	Education	3	X	X	X	X	X	X	X	X	X	X	10	13
ALUMNI REPRESENTATIVE														
1. Albert J. Beutler	Education									X	X		2	2

TABLE XII (continued)

District or Category	Profession	Years of Service 1947-59	Years Served										Years of Service 1959-69	Total Years
			59	60	61	62	63	64	65	66	67	68		
2. Norman V. Bridges	Education							X	X				2	2
3. Rex D. Hicks	Education											X	1	1
4. Kenneth Parsons	Education	1	X	X	X	X	X						5	6
GENERAL SUPERINTENDENT														
Kenneth E. Geiger	Ministry	9	X	X	X	X	X	X	X	X	X	X	10	19
MEMBERS AT LARGE														
1. Arthur M. Climenhaga	Ministry									X	X		2	2
2. Lowell E. Hatfield	Business											X	1	1
3. Al D. Huffman	Business					X	X		X				3	3
4. Jay Kesler	Ministry										X	X	2	2
5. Samuel W. Miller	Business								X	X	VC	X	4	4
6. Benjamin W. Moreland	Business										X		1	1

As was the case during the Goodman administration, there was considerable stability in the leadership of the board in the decade from 1959 to 1969. There were eight different individuals involved in the four major offices. The treasurer, Seth A. Rohrer, served the entire ten year period in addition to the twelve years as treasurer during the Goodman administration. The secretary, D. Paul Huffman, served the entire twenty-two years in that position also. Only two other individuals were on the board for the twenty-two years of Bethel's history: Reverend Quinton J. Everest, the first chairman and Reverend John E. Tuckey, the first vice-chairman.

It is noteworthy that a minister had always been elected chairman until 1967, when William E. White, an executive in a large manufacturing concern, was elected to that position. A layman was also elected vice-chairman, and in fact, since 1967 all of the elected officers of the board have been laymen.

A factor which influenced a change in the leadership was the revision of the by-laws. In 1965, the board revised the by-laws relative to representation on the board. Each church district was permitted a director on the board for each 400 members instead of the former 300 members, until they reached a maximum of seven. The District Superintendent of the district was to be the first director.[46] In 1966 the board approved a proposal to increase the ratio of laity to ministers, and required that all nominees be contacted regarding their willingness to serve prior to their nomination.[47]

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[46] The By-laws of Bethel College, Inc., Revised to February 5, 1965.

[47] "Minutes of the Board of Directors of Bethel College," June 6, 1966.

Another amendment to the by-laws provided for a new committee structure of the board to correlate with the committees of the faculty. These committees were: Academic, Student Services, Property, Finance and Development. The appropriate administrative officer of the college became an advisory member to the respective board committee. This reorganization effected a closer working relationship between the board and administration and faculty.[48]

Table XIII indicates the number of board members according to vocational areas from 1959 to 1969. The ratio of the total number of ministers to laymen for any one year ranged from eight of twenty-three (thirty-five percent) to thirteen of twenty-four (fifty-four percent). The first year that the clergy did not occupy at least half of the seats on the board was in 1963; it was not until 1966 after the by-laws were revised that the percentage of ministers declined significantly. The table also reveals that men on the board in business vocations achieved a plurality for the first time in 1967. The ratio of businessmen ranged from five of twenty-four (twenty percent) to nine of twenty-three (thirty-nine percent). The range for members involved in farming was from three in 1959 to zero in 1966. No farmers have been elected to the board since 1966. On the other hand, representatives employed in education were increased from two of twenty-four to five of twenty-three members in 1968.

The vocational areas of the membership of the board improved considerably after 1966. The membership included one lawyer who was elected in 1962. One member in the area of education was a member of the faculty

[48] Ibid., September 26, 1966.

TABLE XIII

THE NUMBER AND VOCATIONAL AREAS OF MEMBERS OF THE BOARD OF DIRECTORS FOR EACH YEAR FROM 1959-1969

	MINISTRY	BUSINESS	MEDICINE	LAW	EDUCATION	FARMING	TOTAL
1959-60	13	5	1		2	3	24
1960-61	13	6	1		2	2	24
1961-62	13	7	1		2	1	24
1962-63	13	6	2	1	2	1	25
1963-64	12	6	2	1	2	2	25
1964-65	13	5	2	1	2	1	24
1965-66	11	7	2	1	2	1	24
1966-67	9	8	2	1	2		22
1967-68	9	9	1	1	4		24
1968-69	8	9		1	5		23
TOTAL	114	68	14	7	25	11	239

of a prominent college and several of the businessmen were executives of large corporations.

Table XIV indicates the number of Board of Directors according to length of service from 1959 to 1969. Twenty-five of the fifty-seven men elected served four or more years. Significantly thirty-two of the members served for three years or less. The board had been electing members-at-large for only a short period of time and their choices were not very stable up to 1969. The alumni have not had stable representation either but their selections were from among comparatively young men who tend to be more mobile. The Michigan, Nebraska and Ohio Districts had a changing representation which lacked stability. Only two of the ten representatives from Ohio and four of the sixteen from Michigan were active for seven or more years.

The average term of service of all board members for the ten year period from 1959 to 1969 was 4.2 years. This is comparable to the average of 5.8 years for the first twelve years of the college. The average by district or other category ranged from 5.4 for the Indiana District to 2.1 for the members-at-large. The Michigan District board members averaged 4.1 years, Nebraska 4 years, Ohio 3.6 years and the alumni representatives 2.5 years.

IV. THE ACADEMIC COMMUNITY

Administration and Faculty. In the 1959-60 school year there were twenty full time employees with faculty status, fifteen of whom were inherited from the Goodman administration. President Pannabecker attempted to improve the academic standing of the faculty by using the "Scholarship Aid Program" to the maximum extent that the board would allow. He also

TABLE XIV

THE NUMBER OF BOARD OF DIRECTORS BY DISTRICT OR CATEGORY ACCORDING TO LENGTH OF SERVICE FOR THE PERIOD FROM 1959-1969

	Category							
YEARS	I	M	N	O	P	A	MAL	TOTAL
10	3	2			1		1	7
7 - 9	2	2	1	2				7
4 - 6	3	2	2	2		1	1	11
1 - 3	5	10	3	6		3	5	32
GRAND TOTAL	13	16	6	10	1	4	7	57

Legend:
- I - Indiana
- M - Michigan
- N - Nebraska
- O - Ohio
- P - President of the College
- A - Alumni representative
- MAL - Member at Large

recognized that the salary structure and fringe benefits needed upgrading if he was going to recruit qualified faculty and keep them.

In 1962 the board approved a sabbatical leave plan for the purpose of study, research or travel for professional improvement. The plan allowed full salary for one semester or one-half salary for the academic year after the employee completed seven years of service.[49] The following year, 1963, the board approved a faculty retirement program which was implemented in January, 1964.[50]

Other fringe benefits included sick leave and a professional dues and travel allowance of fifty dollars each academic year to each full-time teacher. A faculty member could use a portion of these funds to pay professional dues and journal subscriptions.[51]

In 1969 the board approved a proposal for a 100 percent tuition grant to dependents of faculty members and a 50 percent tuition grant for staff members and their dependents.[52]

Pannabecker pressed the board to increase salaries fairly consistently. Even when the board was dominated by clergy, he spoke very pointedly about the relationship between the salary of faculty and ministers. The salaries of ministers in the United Missionary Church were consistently low and there were occasions when the Bethel salary structure was criticized because it was getting out of line with ministerial salaries.

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[49] The Bethel Beacon, Vol. 15, No. 6, March 30, 1962, p. 3; "Minutes of the Board of Directors of Bethel College," March 20, 1962.

[50] Ibid., March 19, 1963 and June 1, 1964.

[51] Manual of Operation and Faculty Handbook of Bethel College, July, 1968, pp. 33-36.

[52] "Minutes of the Board of Directors of Bethel College," February 18, 1969.

On one occasion, noting this criticism, Pannabecker stated that salaries at Bethel College were going to continue to rise and undoubtedly remain higher than ministers'.[53] Table XV reflects the salary schedule of Bethel College from 1960 through 1968. Pannabecker attempted to get the salaries of faculty with the minimum of a Master's degree to a more competitive range. In 1966 a salary schedule was presented to the board which was a projection of the schedule Pannabecker hoped to achieve by 1969. The board granted approval to implement the proposed projection over a three year period beginning with 1966. The implementation became cumbersome, causing the board to adopt a revised schedule in 1968.

TABLE XV

ABBREVIATED BETHEL COLLEGE FACULTY SALARY SCHEDULES FROM 1960 THROUGH 1968

	Bachelor's Degree	Master's Degree	Residence Requirements Completed for Doctor's Degree	Earned Doctorate
	Salary Range for Each Category			
1960	$3,100-$4,000	$3,300-$4,200	$3,500-$4,400	$3,600-$4,500
1962	3,600- 4,050	3,900- 5,100	4,200- 5,400	4,350- 5,550
1965	3,900- 4,050	4,200- 5,550	4,500- 5,850	4,650- 6,600
1968	4,680- 5,616	4,914- 6,318	5,850- 8,190	7,020- 9,360

[53]President's Report to the Board of Directors of Bethel College," January 14, 1964, p. 6.

In 1969 the board adopted a salary schedule which was to be administered within the faculty rank policy. The salary range for each faculty rank was as follows:

Instructor	$ 6,000 - $ 7,800
Assistant Professor	6,400 - 9,000
Associate Professor	7,000 - 10,200
Professor	7,900 - 10,500[54]

In 1963 President Pannabecker proposed a revision in the criteria upon which appointments and promotions were based. Approval was granted to implement the proposal and was adopted in 1965.[55] This policy was more in line with standard college and university practice, although it allowed for appointment to the rank of assistant and associate professor without the earned doctor's degree.

In 1969, after several years of discussion and debate, the board of Directors agreed to adopt a statement of academic freedom and tenure. The 1940 Statement of Principles on Academic Freedom and Tenure, the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings, and the 1964 Statement on the Standards for Notice of Nonreappointment, which were formulated by the American Association of University Professors, provided the main body for the Bethel College statement.[56]

Table XVI lists the administrative officers with faculty status for the ten years from 1959 to 1969. During this period several officers were discontinued. The responsibilities normally carried by the dean of

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[54]"Minutes of the Board of Directors of Bethel College," February 18, 1969.

[55]Ibid., September 24, 1963 and February 9, 1956; Manual of Operation and Faculty Handbook of Bethel College, February, 1965, pp. 19-20.

[56]"Minutes of the Board of Directors of Bethel College," February 18, 1969.

TABLE XVI

ADMINISTRATIVE OFFICERS
1959-1969

	TERM OF SERVICE	TOTAL YEARS 1959-69
DEAN, COLLEGE OF LIBERAL ARTS		
Wilbur B. Sando	1953-63	4
Wayne J. Gerber	1963-	6
DEAN, SCHOOL OF THE BIBLE		
Jasper A. Huffman	1957-67	8
Dean Emeritus		
DEAN OF STUDENTS		
Albert J. Beutler	1960-66	6
Norman V. Bridges	1966-	3
BUSINESS MANAGER		
Howard H. Steele	1956-64	5
Keith Yoder	1964-	5
DIRECTOR OF DEVELOPMENT		
D. Paul Huffman	1963-67	4
Howard Brenneman	1958-	1
DEAN OF MEN		
Albert J. Beutler	1951-60	1
DEAN OF WOMEN		
Frances L. Shupe	1947-60	1
Twyla G. Johnson	1960-64	5
DIRECTOR OF ADMISSIONS		
Donald L. Conrad	1965-66	1
David J. Matteson	1966-	4
DIRECTOR OF CHURCH RELATIONS		
Donald W. Byers	1958-63	4
DIRECTOR OF PUBLIC RELATIONS		
John Lamey	1958-61	2
DIRECTOR OF TEACHER EDUCATION		
Stanley M. Taylor	1961-	8
LIBRARIAN		
Della M. Herman	1955-63	4
Lois Luesing	1963-	6
REGISTRAR		
Lila M. Cooke	1956-60	1
Wayne J. Gerber	1960-62	2
Donald L. Conrad	1962-	7

men and dean of women were merged and placed under the supervision of the office of dean of students which was initiated in 1960. The services performed by the director of public relations and the director of church relations were merged in 1963 under the office of director of development. The admissions function was established in a separate office and a director was named in 1965.

In 1961 the teacher education program was placed under the responsibility of a person separate from the academic dean's office with the naming of a director of teacher education.

Table XVII reviews the names of the administration and faculty who were employed full time from 1951 through 1969, by year of employment and highest degree obtained in any particular year of employment. The total years served in the twenty-two year history of the college is also given. Raymond M. Weaver, Associate professor of Piano and Organ, has been on the faculty since the founding of Bethel College, and Kenneth L. Robinson, Professor of English, has served the school since 1948 or twenty-one years. Table XVIII lists the number of faculty at each of five educational levels during the tenure of Dr. Pannabecker. These charts reveal that the number of faculty ranged from twenty in 1959-60 to thirty-six in 1968-69. The average number of faculty for the period was twenty-eight. Sixty different individuals were employed with the average term of service being 4.6 years. This is comparable to the 4.5 year average during the Goodman administration. Five of the sixty were initially appointed in 1968 and another three were first employed in 1967 which tends to decrease the average years of service.

An analysis of Table XVIII, page 143, shows that for the period 1959-69 there were no teaching faculty members with less than a Bachelor's

TABLE XVII

TERM OF SERVICE AND ACADEMIC PREPARATION OF THE FACULTY
FOR THE PERIOD 1959-1969 AND TOTAL YEARS
OF SERVICE 1947-1969

Legend:
1 - Post High School Training without Bachelor's Degree
2 - Bachelor's Degree
3 - Master's Degree or B.D.
4 - Residence Requirements Completed for Doctor's Degree
5 - Earned Doctorate
* - Administrative Staff with Faculty Status

NAME	Yrs. of Service 1947-59	59-60	60-61	61-62	62-63	63-64	64-65	65-66	66-67	67-68	68-69	Yrs. of Service 1959-69	Total Years 1947-69
1. Ronald D. Bennett										2	2	2	2
2. Albert J. Beutler	8	3	3	3	3	3	4	4				7	15
3. *Howard Brenneman											1	1	1
4. Norman V. Bridges									4	4	4	3	3
5. Bruce C. Brown								3	3	3	3	4	4
6. Mary E. Budensiek						3	3	3	3	3		5	5
7. Harold W. Burgess										3	3	2	2
8. *Donald W. Byers	1	1	1	1	1							4	5

TABLE XVII (continued)

NAME	Yrs. of Service 1947-59	59-60	60-61	61-62	62-63	63-64	64-65	65-66	66-67	67-68	68-69	Yrs. of Service 1959-69	Total Years 1947-69
9. Donald L. Conrad					3	3	3	3	3	3	3	7	7
10. *Lila M. Cooke	3	2										1	4
11. John E. Culp											3	1	1
12. C. Emmet Eiler						3	3	3	3	3	3	6	6
13. John M. Ellis											3	1	1
14. Richard E. Felix										2	3	2	2
15. Wayne J. Gerber		3	3	3	3	4	4	4	4	4	4	10	10
16. Pauline M. Getz								3	3			2	2
17. Donald Granitz								3	3			2	2
18. Della M. Herman	4	3	3	3	3	3						5	9
19. Wayne E. Hoover							3	3				2	2
20. *D. Paul Huffman						3	3	3	3			4	4
21. Twyla G. Johnston			3	3	3	3	3	3	3	3	3	9	9
22. *John Lamey	1	1	1									2	3
23. Anna D. Leatherman							5	5				2	2

TABLE XVII (continued)

NAME	Yrs. of Service 1947-59	59-60	60-61	61-62	62-63	63-64	64-65	65-66	66-67	67-68	68-69	Yrs. of Service 1959-69	Total Years 1947-69
24. Robert Long		3	3	3	3	3	3					6	6
25. Ora D. Lovell							3	3	3	3	3	5	5
26. *Lois Luesing			2	2	2	3	3	3	3	3	3	9	9
27. Franklin L. Lusk	4	3	3									2	6
28. Allen Mansell				2	2	2						3	3
29. *David. J. Matteson								2	2	2	2	4	4
30. *C. A. McDonald						1	1	1	1			4	4
31. J. Philip McLaren										2	3	2	2
32. Sharon Sue Mellendorf									3	3	3	3	3
33. Elliott A. Nordgren	1	3	3	3	3	3	3	3	3	3	3	10	11
34. Bessie G. Olson					3	3	3	3	3	3	3	7	7
35. Ray P. Pannabecker	4	2	2	2	2	2	2	2	2	2	2	10	14
36. *Kathryn Paschall							3	3	3	3	3	5	5
37. Kenneth W. Phipps		3	3	3	3	3	3	3	3	3	3	10	10
38. Earl A. Reimer				2	2	3	3	4	4	4	4	8	8

TABLE XVII (continued)

NAME	Yrs. of Service 1947-59	59-60	60-61	61-62	62-63	63-64	64-65	65-66	66-67	67-68	68-69	Yrs. of Service 1959-69	Total Years 1947-69
39. Kenneth L. Robinson	11	4	4	4	4	4	4	4	4	4	4	10	21
40. James F. Roe									2	2	3	3	3
41. Wilbur B. Sando	7	4	4	4	4							4	11
42. Bernice Schultz						3	3	3	3	3	3	6	6
43. *Frances L. Shupe	12	1										1	13
44. John W. Sider									3	3	3	3	3
45. Jay M. Smith		3	3	3	3	3						5	5
46. Harold E. Snyder			3	3	3	3	3	3	4	4		8	8
47. Virgil K. Snyder	3	3	3	3	3							4	7
48. E. Wayne Speicher											2	1	1
49. *Margaret A. Stahley							3					1	1
50. Howard H. Steele	3	3	3	3	3	3						5	8
51. Allen P. Stouffer					3	3	4	4	4	4	4	7	7
52. Charles W. Taylor	2	5	5	5	5	5	5	5	5	5	5	10	12
53. Donald M. Taylor						2	3	3	3	3	3	6	6

TABLE XVII (continued)

NAME	Yrs. of Service 1947-59	59-60	60-61	61-62	62-63	63-64	64-65	65-66	66-67	67-68	68-69	Yrs. of Service 1959-69	Total Years 1947-69
54. Stanley M. Taylor	10			5	5	5	5	5	5	5	5	8	18
55. Myron L. Tweed						4	4	4	4	4	4	6	6
56. Raymond M. Weaver	12	3	3	3	3	3	3	3	3	3	3	10	22
57. James R. Wills, Jr.											2	1	1
58. *Keith Yoder							1	1	1	1	1	5	5
59. Eileen J. Zeiger									3	3		2	2
60. Dorothy Zook	1	3	3									2	3

TABLE XVIII

THE NUMBER OF FACULTY IN EACH OF FIVE CATEGORIES OF ACADEMIC PREPARATION FOR EACH YEAR FROM 1959-69

	Post High School Training without a Bachelor's Degree	Bachelor's Degree	Master's or B.D. Degree	Doctoral Candidate	Earned Doctor's Degree	TOTAL
1959-60	*3	2	12	2	1	20
1960-61	*2	2	14	2	1	21
1961-62	*1	4	12	2	2	21
1962-63	*1	4	15	2	2	24
1963-64	*1	3	19	3	2	28
1964-65	*2	*1	19	5	3	30
1965-66	*2	*2	19	6	3	32
1966-67	*2	3	20	7	2	34
1967-68	*1	6	18	7	2	34
1968-69	*2	5	21	6	2	36
TOTAL	17	32	169	42	20	280

*Administrative Staff with Faculty Status

degree and for two years, 1964-66, 100 percent of the faculty had at least the Master's degree or its equivalent. The teaching faculty who were doctoral candidates or possessed the Doctor's degree increased from three, or fifteen percent in 1959-60, to nine, which was twenty-eight percent of the teaching faculty in 1965-66. The quality of the teaching faculty slipped somewhat for the period 1967-69.

The Curriculum. The curricular offerings of Bethel College underwent considerable change during the tenure of President Pannabecker. These changes were closely related to Bethel's attempt to achieve accreditation by the North Central Association of Colleges and Secondary Schools. The first step in the developing program was taken in the summer of 1958 when the academic dean, Wilbur B. Sando, was sent to a North Central Workshop. Subsequently, a member of the faculty was sent to each summer workshop from 1959 through 1962. One of the first projects resulting from this affiliation was the development of a statement of college objectives.[57] In January, 1960, Pannabecker reported to the church constituency that the faculty had been divided into several working committees for the purpose of studying every course offered in the curriculum to see whether it fulfilled college and divisional objectives.[58]

In his report to the board in September of 1960, Pannabecker outlined the, "Major Issues Facing Bethel College." Included in this report was the entire statement of a resolution passed by the Indiana State Department for the Licensing of Teachers which stated that after September 1, 1965, teacher education institutions in Indiana seeking

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[57]Bethel College Bulletin, May, 1969, p. 48.

[58]The Bethel Herald, Vol. 7, No. 2, January, 1960, p. 2.

accreditment by the Teacher Training and Licensing Commission would be required to meet the standards of the North Central Association. Pannabecker also discussed other issues which he felt could lead the board to only one conclusion: that they should go on record as seeking accreditation by the North Central Association.[59] The members of the board expressed a desire that the faculty proceed with an institutional self-study and other related activities which would move the college toward accreditation. A self-study organization was effected immediately and a program of institutional study was begun.[60]

To help implement the activities and program of self-study the college joined the Council for the Advancement of Small Colleges in 1961. Pannabecker kept the church constituency and student body informed of the meaning, purpose and progress toward accreditation through The Bethel Herald and The Bethel Beacon. On one occasion he explained accreditation as a "stamp of approval for excellence and in this case involving an educational institution."[61]

In the process of developing a status study Bethel freely used consultants assigned by North Central Association and employed others from institutions with a similar philosophy who had recently achieved accreditation.[62] The early part of 1965, Pannabecker reported that

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[59]"President's Report to the Board of Directors of Bethel College," September 20, 1960, p. 3.

[60]A Survey Study of Bethel College, May, 1969, p. 18; "Minutes of the Board of Directors of Bethel College," January 17, 1961.

[61]The Bethel Herald, Vol. 10, No. 1, October, 1961, p. 3 and Vol. 11, No. 1, September, 1962, pp. 3-4; The Bethel Beacon, Vol. 15, No. 6, March 31, 1962, p. 2.

[62]Ibid.

Bethel was ready to apply for candidate status. He optimistically stated that the North Central Association advisor indicated that there was nothing to keep Bethel from accreditation within five years if a strong financial base could be secured. He continued, "The college is getting ready for accreditation. The crucial question will be: Is the supporting constituency ready to fully accept its financial responsibilities to assure accreditation?"[63] A North Central Association team of examiners visited Bethel in December of 1965 which resulted in its being granted "Candidate Status" on March 30, 1966.[64]

The self study process was under the direction of Dr. Stanley M. Taylor, who served as the Director of Self-Study from 1962. During the period of preparing the status and self study reports nine formalized studies were made of various phases of the college. Additionally, four follow-up studies were completed. The final compilation of a Self Study was completed in May, 1969, for submission to the North Central Association office.[65]

Table XIX depicts the development and changes in curriculum from 1959 through 1969. Two issues which affected curriculum in the early days of Pannabecker's tenure were dissatisfaction with the ministerial training program and continued re-evaluation of the college objectives. A survey of the "Minutes of the Board of Directors" from 1959-62 reveals that there was considerable debate about the quality of instruction and curriculum for ministerial training. On one occasion the board was faced

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[63]"President's Report to the Board of Directors of Bethel College," February 9, 1965, p. 5.

[64]*The Bethel Beacon*, Vol. 19, No. 13, April 29, 1966, p. 1; *The Bethel Herald*, Vol. 14, No. 2, Summer 1966, p. 2.

[65]*A Survey Study of Bethel College*, May, 1969.

TABLE XIX

CURRICULUM OFFERINGS BY DEGREE, MAJOR AND DIPLOMA FOR EACH YEAR FROM 1959-1969

	CURRICULUM OFFERED																	
	Bachelor of Arts											Bachelor of Science					School of the Bible Diploma	
	Bible	Biblical Literature	English	History	Music	Elementary Education	Christian Education	Speech	Pastoral Theology	Missions	Science	Theology	Education	Nursing	Music	Medical Technology	Four-Year	Two-Year
1959-60	X	X	X	X	X	X	X	X				X	X	X	X		X	X
1960-61	X	X	X	X	X	X	X	X				X	X	X	X		X	X
1961-62	X	X	X	X	X	X	X		X	X			X	X			X	X
1962-63	X	X	X	X	X	X	X		X	X			X	X			X	X
1963-64		X	X	X	X	X	X		X	X	X		X	X			X	X
1964-65		X	X	X	X	X	X		X	X	X		X	X		X	X	X

	CURRICULUM OFFERED Bachelor of Arts																	
	Biblical Literature	Biology	Christian Education	English	Elementary Education	General Science	History	Medical Technology	Music	Missions	Pastoral Theology	Speech	Chemistry	Natural Science	Econ,Bus.Adm	Mathematics		
1965-66	X	X	X	X	X	X	X	X	X	X	X						X	X
1966-67	X	X	X	X	X	X	X	X	X	X	X							
1967-68	X	X		X	X	X	X	X	X			X	X	X	X			
1968-69	X	X		X	X	X	X	X	X			X	X	X	X	X		

with the request of a minister of the denomination to address them concerning the ministerial training program.[66] Joint faculty-board and faculty-administration study committees attempted to find solutions to the criticisms which resulted in the development of a vocationally oriented curriculum as well as an attempt to institute a fifth year studies program in ministerial training.[67]

When Bethel entered into a full scale self study the faculty and administration were repeatedly referred to the issue of determining what Bethel College really was and what they wanted to accomplish. This led to an almost continual re-evaluation and rewriting of the college objectives until a clear statement of education philosophy and college objectives was adopted in 1965.[68]

It was within the framework of these statements that the Committee on Academic Affairs of the faculty recommended that the Board of Directors approve their proposal that only a Bachelor of Arts degree be offered at Bethel College. In conjunction with this proposal they presented a revised general education curriculum which was a well organized program of fifteen courses, each carrying four semester hours credit and forming what was called General Studies Sequence. All students, beginning with Freshmen entering in September, 1965, were required to follow this program of course work. The curriculum was comprised of courses drawn from the six academic divisions in the following way:

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[66]"Minutes of the Board of Directors of Bethel College," March 20, 1962.

[67]Ibid., March 21, 1961.

[68]Ibid., Bethel College Bulletin, 1965-66, pp. 5-6.

Education and Psychology	- 1	course(s)
Fine Arts	- 1	"
Language and Literature	- 5	"
Natural Science	- 2	"
Religion and Philosophy	- 3	"
Social Science	- 3	"

If the language alternative was taken, four courses in Language and Literature and four in Social Science were taken.[69]

From 1965 through 1967 the six divisions of the college reorganized the curricula, making the majority of their offerings four hour courses. These courses were designed to contribute specifically to college objectives as well as to divisional objectives and to add strength to the move toward academic excellence at Bethel College. In June, 1967, Dr. Pannabecker reported that the curricula revisions had been completed.[70]

When construction was begun on the Hall of Science, Bethel announced a major in science and one year later a program leading to a Bachelor of Science in Medical Technology was announced.[71] Majors in Chemistry and Natural Science were added to the Bachelor of Arts program in 1967, and mathematics was included in 1968.

While the board approved offering only the Bachelor of Arts degree, the Bible School program was continued as before. Within one year, however, President Pannabecker indicated to the board that the North Central Association examiners suggested the elimination of the School of the Bible because so few students enrolled. The board concurred with the

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[69] Ibid., pp. 33-45; The Bethel Herald, Vol. 13, No. 3, July, 1965, pp. 2, 4.

[70] "President's Report to the Board of Directors of Bethel College," June 5, 1967, p. 1.

[71] The Bethel Herald, Vol. 13, No. 1, September, 1964, p. 4; "Minutes of the Board of Directors of Bethel College," January 14, 1964.

recommendation and officially discontinued the program at the end of the 1965-66 academic year.[72]

In 1967 a major in economics and business administration was offered. A student with this major could elect to participate in a cooperative education plan which incorporated a minimum of two periods of employment of six months each in a business firm. The schedule was arranged to allow junior and senior students to divide their time equally between full time study and full time on-the-job experience.[73]

Two additional decisions of significance were made in 1967. First, the board approved a policy called the "Home Base Concept." This concept allowed the student to complete his general studies and introductory courses for the degree at Bethel and the remaining part of the major at another approved institution, with credit transferred to Bethel, which granted the degree.[74]

The second decision involved the academic calendar which had been discussed as early as 1960-61, when a trimester calendar was considered. In the fall of 1967 the board approved a 4-1-4 calendar to be initiated in September, 1968. The numbers, 4-1-4, refer to the number of four-credit courses a student may take during each session. The academic year was made up of a sixteen week session beginning in September; a four week session in January; and another sixteen week session beginning in February and ending in May. Three one-month sessions were held in June,

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[72]Ibid., February 15, 1966.

[73]Bethel College Bulletin, 1967-69, p. 21.

[74]"Minutes of the Board of Directors of Bethel College," June 5, 1967.

July and August. This calendar allowed utilization of academic facilities forty-eight weeks of the year.[75]

Along with the curricular developments at Bethel there has been a concerted effort to back up each course with adequate instructional material--especially library holdings. Library weeding and expansion resulted in holdings which more than doubled the collection during President Pannabecker's tenure. In 1959 there were a few less than 15,000 books. Even with the removal of several thousand out-of-date or duplicate volumes, the book holdings have been increased to nearly 34,000 well-selected volumes.[76]

V. STUDENT LIFE

The student body increased steadily during President Pannabecker's tenure until 1967, when the fall enrollment decreased to 482 from 531 enrollees in 1966. Most of the decrease was attributed to a reduction in part-time students. Another factor noted by the administration was the growth of state university campuses in areas where the United Missionary Church had its largest concentration of churches, especially in Indiana and Michigan.[77]

The student enrollment statistics from 1959 through 1969 are listed in Table XX. The figures shown for 1968-69 reflect the 4-1-4 academic calendar initiated that year. The issues of whom Bethel College should

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[75]Ibid., March 21, 1961, and September 26, 1967; The Bethel Beacon, Vol. 22, No. 1, September 6, 1968, p. 4; and The Bethel Herald, Vol. 15, No. 1, Spring, 1968, p. 3.

[76]"President's Report to the Board of Directors of Bethel College," May 26, 1969, p. 3.

[77]The Bethel Beacon, Vol. 21, No. 3, October 13, 1967, p. 1.

TABLE XX

ENROLLMENT STATISTICS
1959-1969

	First Semester	Winter Session	Second Semester	First Summer Session	Second Summer Session	Third Summer Session
1958-59	329		319	136	104	
1959-60	349		338	94	87	
1960-61	396		394	117	98	
1961-62	425		429	140	101	
1962-63	474		468	190	149	
1963-64	464		483	206	138	
1964-65	493		456	165	107	
1965-66	521		481	194	146	
1966-67	531		497	198	152	
1967-68	482		480	215	143	
1968-69	491	297	446	160	153	121

admit and what priorities should be established in student recruitment were discussed by Dr. Pannabecker with his administrators during the 1965-66 school year. He presented a proposal to the Board of Directors for their consideration in February, 1966. He reported that the general consensus of his cabinet was:

> That we should admit applicants whose habits and manner of living do not correspond with the standards of conduct of the college, but that we request and expect these applicants to respect the standard while they are students at Bethel College.
>
> Respecting the standard in our judgment includes following the standard at all times when on the campus and at off-campus functions scheduled and supervised by the college (i.e. field trips, tours, etc.).
>
> Students living in college housing facilities are expected to follow the standard of conduct.
>
> Further, the student should expect that the Christian philosophy and principles that are foundational to the standard of conduct will be upheld by the college through its personnel in the classroom, chapel and general program of the college.[78]

The President and his cabinet agreed further that the clientele of Bethel should be the following and in the order listed: (1) United Missionary students, (2) Christians within a twenty-five mile radius of the college, (3) Christians beyond the twenty-five mile radius, (4) Persons with high moral standards within a twenty-five mile radius of the college and (5) Persons with high moral standards beyond a twenty-five mile radius.[79]

This policy on the clientele of Bethel became a guideline for the admissions personnel as well as other officers in the expenditure of

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[78]"President's Report to the Board of Directors of Bethel College," February 15, 1966, p. 31.

[79]Ibid.

time and funds on recruitment of students.

Student Government. The activities of the Student Council during the first three-year term of President Pannabecker were largely concerned with the perpetuation of tradition established during the first presidency. During the 1962-63 school year members of the council set themselves to the project of rewriting the constitution of the student body.[80] In the proposed revision a new standing committee, the Student Academic Affairs Committee, was organized to parallel the Committee on Academic Affairs of the faculty. The committee was organized to serve as a liason between the Student Association and the faculty committee and to provide a stimulus for academic pursuits.[81]

The Student Academic Affairs Committee was destined to have considerable influence in the academic affairs of Bethel. The members of the committee planned chapel programs and student-faculty coffee hours, at which current school and curricular issues were discussed. They considered problems related to compulsory attendance of class and chapel, grading policies, evaluation of students, evaluation of faculty, academic calendar, minority groups, participation in civic and political affairs, and involvement of students in the development of policies at Bethel College. An example of the influence of the committee was the decision in 1967 to revise the by-laws of the faculty to include student membership on faculty committees. One or two students were appointed to

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[80]The Helm, 1963, p. 31.

[81]The Constitution of the Bethel College Student Association, 1963, Article VII, Section 6.

each faculty committee including the Administrative Committee.[82]

After one year's operation under the new system, Dr. Pannabecker reported that "any apprehension that was felt when this was inaugurated has been allayed by the success of the relationship this year."[83]

In an editorial for The Bethel Beacon, a Bethel student suggested that institutions like Columbia University, which was rocked by student disturbances during the 1967-68 school year, would do well to follow the example of Bethel College, where student representation on faculty committees and involvement in policy development were already established.[84]

The students were also represented on a committee that proposed an official seal for Bethel. The traditional idea of the helm was adopted as the basic form for the seal. Within the helm was placed a shield which contained two symbols: a cross representing the spiritual mission of the college and the lamp of learning as the intellectual symbol.[85]

Although students were not involved in fund raising for buildings constructed during Dr. Pannabecker's tenure, student workdays were continued for projects on the campus. In 1969 Pannabecker reported to the board that students were responsible for new furniture which had been purchased for the dining hall. The class of 1968 had provided for remodeling which considerably improved the appearance of the dining hall. The new furniture provided through income from two student workdays made

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[82]"Minutes of the Board of Directors of Bethel College," June 5, 1967; The Bethel Beacon, Vol. 21, No. 3, October 13, 1967, p. 1.

[83]"President's Report to the Board of Directors of Bethel College," June 3, 1968, p. 2.

[84]The Bethel Beacon, Vol. 22, No. 1, September 6, 1968, p. 2.

[85]Ibid., p. 4.

the facility, in the words of the president, "a place of beauty."[86]

Each graduating class continued the tradition of leaving a class gift to their alma mater. The following are the gifts of each class from 1960 through 1969.

1960 - Chapel organ

1961 - Improved fountain and landscaped area in front of Administration Building

1962 - Stage lights for Goodman Auditorium

1963 - Microfilm reader and printer for the library

1964 - Bethel College sign at the corner of McKinley and Logan streets

1965 - Lobby improvements in Goodman Auditorium

1966 - Flag poles in front of Administration Building - United States and state flags

1967 - Trophy case for Goodman Auditorium and library books

1968 - Dining Hall improvements

1969 - Improvements for student lounge of Shupe Hall.

Student Activities. Prominent among the activities of students during the tenure of President Pannabecker was the expansion of intercollegiate athletics. Bethel was only in its second year of intercollegiate basketball in 1959-60. In the early part of the basketball season that year, the Student Council polled the student body in an attempt to select a "nickname" for the athletic teams of Bethel College. The choice "The Pilots," was appropriate to the nautical terms adopted for the student publications and the traditional symbol and motto of the school.[87]

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[86]"President's Report to the Board of Directors of Bethel College," May 26, 1969, p. 4.

[87]The Bethel Beacon, Vol. 13, No. 12, December 11, 1959, p. 1; and Vol. 13, No. 13, December 13, 1959, p. 4.

In 1961, a student writing about the 1960-61 basketball season suggested that there were many critics of basketball and intercollegiate athletics but suggested that "all will have to admit that basketball at Bethel is the season's biggest social event."[88] Beginning with baseball in 1963, Bethel began to add other sports to the intercollegiate program. In 1965, cross-country and tennis were added.[89] A golf team was activated in 1966[90] and a soccer game was first scheduled in October of 1967.[91] The seventh intercollegiate sport to be participated in was track and a team representing Bethel entered a meet in May of 1968.[92]

Intramural athletic competition was organized among the class organizations when intercollegiate basketball was started. This cut into the main activity of the so-called literary societies, causing them to fade out of existence by 1961.[93] A number of new student organizations and clubs were organized from 1959 to 1969 which reflected an emphasis on academic activity. In 1962 The Bethel Beacon reported that the Student Education Association was growing rapidly and had become the largest club of the college.[94] The following year an International Relations Club was organized from among the social science majors.[95] With the development

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[88]Ibid., Vol. 14, No. 17, March 4, 1961, p. 4.

[89]Ibid., Vol. 19, No. 1, October 1, 1965, p. 4 and Vol. 19, No. 3, October 29, 1965, p. 4.

[90]Ibid., Vol. 19, No. 12, April 1, 1966, p. 4.

[91]Ibid., Vol. 21, No. 3, October 13, 1967, p. 4.

[92]Ibid., Vol. 21, No. 13, May 24, 1968, p. 4.

[93]The Helm, 1960 and 1961.

[94]The Bethel Beacon, Vol. 15, No. 5, January 19, 1962, p. 3.

[95]Ibid., Vol. 16, No. 9, March 22, 1963, p. 1.

of a major in science came the organization of a Science Club to foster interaction of the students and science faculty in activities outside of the classroom.[96]

The dialogue fostered by the Student Academic Affairs Committee probably influenced the formation of student groups interested in social service. The Mental Health Association was organized in 1966 to promote and organize interested students for services to mental health agencies and hospitals.[97] Another service organization, The Circle K Club, was organized in the 1967-68 school year. Its primary aim was to organize students interested in college and community service.[98] The traditional events established during the Goodman administration and described in an earlier chapter were generally continued without major changes. As is generally true in developing colleges, traditional activities acquired a sophistication with the passing years as subsequent student bodies perpetuated the best of the prior years' programs and disposed of unsuccessful aspects.

The student publications, The Helm and The Bethel Beacon, also grew in stature. The 1964 Helm was awarded First Class Honors by the Associated Collegiate Press which evaluated college yearbooks.[99] The student newspaper, The Bethel Beacon, consistently improved from year to year by reflecting with increasing candor the current issues confronting the student body. Jointly these publications revealed the activities and student life on the Bethel campus.

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[96]Ibid., Vol. 18, No. 3, November 6, 1964, p. 4.

[97]Ibid., Vol. 20, No. 2, September 30, 1966, p. 3.

[98]The Helm, 1968, p. 77.

[99]The Bethel Beacon, Vol. 18, No. 6, January 15, 1965, p. 3.

VI. SUMMARY

The "teenage years" of Bethel College under the leadership of President Ray P. Pannabecker were marked by considerable change, challenge, and progress. The impetus for much of the change was the attempt to upgrade the institution to qualify for accreditation by the North Central Association of Colleges and Secondary Schools.

The three critically needed buildings constructed during this period were financed almost entirely by borrowed funds. Since only one of the facilities was an income producing residence hall, the college indebtedness was greatly increased and already scarce operating funds were further encumbered to meet interest and mortgage payments.

Pannabecker brought an impressive public relations concept to his presidency. While he greatly enhanced the image of the college in the community and among the church constituencies, he was less successful in building up funds for capital development. He attempted to expand efforts to raise funds by establishing an office of development. However, the weakest link in the total operation of the college from 1959 through 1969 remained the failure of this office to secure adequate funding. At the same time it should be understood that it was through the Office of Development that the Board of Directors and church membership were increasingly motivated to expand their financial support of the current operating fund. Since 1964, an average of sixteen percent of the total operating income has come from gifts by members of the church, alumni and interested friends and organizations in the community. Thus, the potential for adequate support was increased and the hope for ultimate solvency made more viable.

During the tenure of President Pannabecker, in addition to

becoming more responsive to the real needs of the college, the board became more representative of the church constituency, especially in occupational distribution. Its membership became increasingly aware of the critical role it played in the affairs of the college. The organizational structures of the board, faculty and students were improved and mirrored each other in a functionally adequate division of responsibility. The good working relationships which were established among the groups survived and flourished.

Unusual progress was made in the academic standing of the faculty and in curricular development during this period. The development of a concept of general education; the offering of only one degree, the Bachelor of Arts; reduction of the number of course offerings; development of an instruction-oriented faculty; and adoption of an academic calendar which provides maximum use of physical facilities were important steps toward creating academic excellence.

Student status also underwent favorable development. The student personnel program was enhanced by increased co-curricular activities; promulgation of a financial aid program; increasing cultural opportunities through developing student organizations; expansion of the Music-Lecture Series and the emergence of participation of students in community and civic life.

It is the expectation of those associated with the school that they will be able to achieve the necessary funds for further development and the financial stability that is necessary to reach their goal of accreditation. Their success in improving other areas of the institution is at least encouraging.

CHAPTER V

SUMMARY AND CONCLUSIONS

The main purpose of this study was to trace the developments which led to the founding of Bethel College and the history from establishment in 1947 through two decades to July, 1969. This being the first formal history of the college, attempts were made to present reliable, accurate data organized in one volume in order to provide accessible data for future study and evaluation.

Pertinent materials were examined to test a hypothesis that Bethel College was founded in response to a need for Christian higher education for young people of the United Missionary Church. Finally, the history of Bethel has been written as a contribution to the field of educational history, especially the phase related to church-affiliated colleges in the United States.

The history of Bethel College of Indiana reflects the pattern of development of many church-related colleges. One way to found a college is to start with a bequest or sizable endowment, enlist a dozen assorted capitalists as a board of trustees to underwrite faculty salaries and assure completion of a campus, and name a well-known educator as the president. There is another way, however, which is characterized by Bethel College and other church-related schools. Sarah Lockerbie described in The South Bend Tribune Bethel's founding in the following manner:

> Given a handful of people with an idea which dominates their lives, and, with faith in that idea which material discouragements do not shake, a college can rise. It's harder and

it takes longer but proof that it can be done lies in Bethel College...[1]

As was the case in other denominations, the membership of the United Missionary Church developed a pride in their church which contributed to the position that their young people should be given the opportunity to attend a college which taught the special doctrines of the church. This view was especially strong among those who advocated that young men planning to enter the Christian ministry ought to be trained in Bible and theology courses taught by followers of the church. Tax supported or public schools were considered too secular for the church leaders who were concerned about preserving and strengthening the faith of the young people. A church-related school also appealed to the parents of young people who wanted their children to marry someone within the denomination or at the very least one who subscribed to a similar faith and practice.

In chapter two it was revealed that the by-laws first proposed for the church-related school included concepts relating to curriculum that would lead to programs of theological training and the liberal arts. There was a concern for appropriate and adequate training for individuals planning to enter the various areas of the Christian ministry but statements were also included in the original by-laws relating to academic courses that would prepare young people for other vocations and professions.

The sections of this study covering the two presidencies review the physical plant developments that were accomplished during the twenty-two year period. The financial situation and fiscal policies of the

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[1]The South Bend Tribune Sunday Magazine, January 30, 1955, p. 3.

Boards of Directors are analyzed during the tenure of each president. Academic development leading to the current emphasis on academic excellence is surveyed and student life during each administration is examined.

Our data suggest that to a much greater extent than one might suspect, the essential critical force in the molding of the small church-affiliated college rested in its two presidencies. It emerges as an unquestionable fact that the presence of leadership is an extraordinarily "felt" phenomenon in the small institution. It is also clear that the dynamic personality, the depth of sensitivity to challenge and crises, and the quality of character and faith found in its two leaders, have propelled the institution toward its destiny. The history of Bethel creates its own chapters, not by epochs which reflect the times or external or internal crises which the institution confronted, but rather by the tenure and temperament of its two presidents. It is not a history of crises and events but rather a history of how two men, in their particular ways, responded in the face of critical events.

Bethel College appears to have been twice blessed in its selection of its first two presidents. The first president, Dr. Goodman, had two very unique qualities which enabled him to succeed remarkably well in his role. One was that of a deeply confident and religious spirit and a quietly aggressive evangelistic ardor which enabled him to help the institution overcome certain obstacles related to a religious constituency largely unaccustomed to the idea of higher education as an appropriate church-related undertaking. The conservatism of the church constituency became evident from the very early beginnings of the school, in the reluctance--even the refusal--of specific conferences to enter

into the planning of the college. While much of the active constituency was settled by the time Goodman assumed office, it was not eliminated, and a residual climate of reservation and caution encumbered the early years of his administration. A lesser man might well have experienced profound discouragement as he turned to plot the course of the new-born institution. It was Goodman's profound faith and confidence in the essentially meaningful and Christian purpose in founding the college which ultimately helped him forge support and often zealous effort, out of earlier reluctance.

His second distinctive quality was an ability to persuade, to bring into play influential leadership within the church during periods of impasse. Again and again during the Goodman administration, we see evidence of his ability to use his leadership creatively and imaginatively, to circumvent obstacles and seek new avenues toward progress, at points when all alternatives seem to have been tried and exhausted.

It was evident that President Pannabecker brought to his leadership role equally skillful capacities in other directions. Pannabecker was particularly adept in integrating the school into the total community of educational institutions and into the civic life of the urban area in which the school was located. Astutely responsive to the demands placed on the college community by its students to broaden academic offerings to include preparation for a greater number of careers, President Pannabecker entered into the challenging and delicate problem of secularizing a curriculum without altering the essential Christian spirit and dedication which from its inception basically motivated the institution. Here again, a lesser man might have floundered at a point at which there appeared to be an irreconcilable dilemma at hand. Pannabecker succeeded

in articulating the points that Christian service surely manifested itself in any one of a number of vocational careers and that the "secularizing" of the curricula does not by any means signal movement away from the sacred implications of service and dedication to God in all of man's ventures on earth.

In a way, much like the influence exerted by the Presidents, the roles of specific members of the Boards of Directors over the decades have had unquestioned significance in the historical development of Bethel College. The notable figures in the earlier years of the college were characteristically representatives of the religious. Perhaps no one single figure is more typical of the early "advisory" leadership than that of Jasper Huffman. Evidence of his astute judgment, vision, and tireless involvement in the details of founding the college are richly woven into the fabric of the school and its tradition. Perhaps what is not so clearly evident is that influence Huffman exercised to bend the support of other important church leaders behind college administration. Of course, to specifically cite the contribution to the history of Bethel of a Huffman is meant to typify a kind of leadership and not to understate valuable similar contributions made by dozens of men whose names are also recorded in this document.

In their report of the Danforth study of church-related colleges, Pattillo and Mackenzie listed the basic trends in the culture of our day which are affecting private higher education. Among trends noted is the progressive secularization of our society. They proposed that no contemporary institution, however strong its religious foundation, will wholly escape the inroads of secular thought.[2]

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[2]Manning M. Pattillo Jr. and Donald M. Mackenzie, Church-Sponsored

In some ways Bethel College illustrates the above position. The composition of the board underwent considerable change in the last decade. Members of the clergy held a majority of the board positions until 1963. They held a plurality of the positions and control of the chairmanship until 1967. Since then all of the elected officers have been laymen and men from the area of business have acquired a plurality of the board membership.

Since 1965, the curriculum has been considerably revised. The vocationally oriented degree programs in religion and education have been altered to mesh with the general studies curriculum and the Bachelor of Arts offerings. The Bible School with its diploma programs has been discontinued also.

Bethel, like other church-affiliated colleges, has encountered secularization in its extra-curricular activities. It has only been a little over a decade since the Bethel board approved participation in intercollegiate athletics. They first approved basketball on a limited basis but the athletic program has expanded rapidly and presently incorporates seven different competitive athletic activities.

The social regulations in effect at the founding of the college or even ten years ago would be considered archaic by the current student body. Chapel programs are not limited to homilies on salvation texts but have been broadened to include emphasis on Christian living as it relates to civic responsibility, concern for fellowman, and understanding of individuals who hold differing views of religious faith and practice.

Higher Education in the United States, (Washington D.C.: American Council on Education, 1966), p. 17 and Eight Hundred Colleges Face the Future, (Saint Louis, Missouri: The Danforth Foundation, 1965), pp. 7-8.

The secularization that has been occurring at hundreds of schools like Bethel is more than matched, however, by a growing activism, dissent, and unrest in the bigger tax-supported colleges and universities. If parents react to this activism by sending their children to church-related schools the small school may be saved from the doom that many individuals have predicted will come.

Two significant incidents that will influence the future of Bethel College should be considered at this point. The first happening was the merger of the United Missionary Church and the Missionary Church Association on March 12, 1969. The newly formed denomination was called The Missionary Church. The merged church has a membership of approximately 20,000 communicants. Of greater significance, however, is the fact that the former Missionary Church Association had a denominational school--Fort Wayne Bible College--located at Ft. Wayne, Indiana, only eighty short miles from Bethel College.[3]

The second incident is related to the church merger. While negotiations that led to the merger were transpiring the members of the Board of Directors of Bethel College were contacted regarding their views toward Bethel's becoming a denominational college if a merger was consumated. After considering the matter, the board passed a resolution stating that they were favorable to Bethel's becoming a denominational college in the event of merger.[4]

On July 1, 1969, the officers and budget of the new Missionary

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[3]"Minutes of the Merging General Conference of the Missionary Church," March 12-16, 1969, pp. 1-38.

[4]"Minutes of the Board of Directors of Bethel College," September 26, 1967.

Church became effective. Thus, Bethel became a denominational college and the Board of Trustees elected at the merging conference became effective. The term of office for members of the new board is six years. The board holds all property of the college in trust for the church. The policy relating to board membership indicates that the board shall be composed of from twelve to twenty-five members as follows:

(1) The President of the Missionary Church;

(2) The President of the College, who shall in every instance be a member of the Missionary Church;

(3) The President of the Alumni Association or an elected representative therefrom;

(4) The number of trustees necessary to secure the two-thirds Missionary Church representation to be elected by the General Conference;

(5) A number up to one-third of the membership to be appointed by the Governing Board or General Conference. These may be members-at-large or representatives of other societies, denominations or conferences.

The policy also states that at least one-third of the board should be laymen.[5]

Looking to the future as it relates to Bethel College a question looms high on the horizon, will the Missionary Church provide adequate financial resources for Bethel College? Only time will reveal the answer!

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[5]"Minutes of the Merging General Conference of the Missionary Church," March 12-16, 1969, pp. 15-16.

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Dr. Jasper A. Huffman. March 7, 1969.

Joseph H. Kimbel. March 3, 1969.

Mrs. Warren (Cora) Manges. February 28, 1969.

Mrs. Ray (Dorotha) Pannabecker. December 30, 1969.

APPENDICES

APPENDIX A

J. A. HUFFMAN, PRESIDENT — JOHN A. SLOANE, CHAIRMAN OF BOARD — M. S. LIVENGOOD, SECRETARY — ELMER B. FUNK, TREASURER

JOHN A. HUFFMAN, VICE PRESIDENT AND DEAN

Biederwolf Memorial — *Fellowship Campaign*

Winona Lake School of Theology

(SUMMER SESSIONS ONLY)

Winona Lake, Indiana

8/26/46.

Educational Committee of M.B.C. Church.

Dear Brethren: Greetings

Since the new and beautiful School Circular carries an invitation to send as desire to suggest a name for our new Institution with reasons for same, I shall place on paper my suggestions made before a Committee meeting several months ago.

My suggestion is that the new M.B.C. Educational Institution be called

Bethel College.

Reasons for suggestion are as follows:

1. The name "Bethel" is a Bible name with beautiful suggestiveness. It comes of a Hebrew compound, meaning House of God. See such references as: Gen. 12:8, 35:1, 35:6, etc. It is found 65 times in the Bible.
2. Our Institution is supposed to place all possible religious emphasis upon all courses and specialize in the Biblical. This name will splendidly accomodate itself to College, Theological College, or Seminary work.
3. While it carries a deeply religious connotation, it is not objectionable, like some names employed.

(over)

4. There is only one Educational Institution of which I have knowledge, which bears the name of Bethel, and that is as far away as Kansas.
5. If we should call our Educational Institution, Bethel, we would be developing a family of Institutions to be known by this beautiful name, as we have developed a family of periodicals called "Banner" - Gospel Banner, Sunday School Banner, Missionary Banner.
We would then have a Bethel Pub. House, Bethel College, and later we may have a Bethel Rest Home or a Bethel Hospital.

I sincerely trust that those who have the prerogative and responsibility of naming our new Institutions will give careful consideration to the above suggestion and reasons.

Sincerely

J. A. Huffman

APPENDIX B

COPY OF CERTIFICATE OF INCORPORATION

STATE OF INDIANA
DEPARTMENT OF STATE

CERTIFICATE OF INCORPORATION

Thomas E. Bath, Secretary of State

TO ALL TO WHOM THESE PRESENTS SHALL COME, GREETING:

WHEREAS, Articles of Incorporation, duly signed and acknowledged, showing no Capital Stock, having been filed in the office of the Secretary of State on the 5th day of March, 1947, for the organization of the

BETHEL COLLEGE, INC.

under and in accordance with the provisions of "AN ACT concerning domestic and foreign corporations not for profit, providing for fees, providing penalities for the violation thereof, and repealing certain laws." Approved March 7, 1935, as published at Page 557, Acts of 1935.

NOW THEREFORE, I, Thomas E. Bath, Secretary of State of Indiana, by virtue of the powers and duties vested in me by law, do hereby certify that the said organization is a body politic and corporate, authorized and empowered by the laws of the State of Indiana to proceed to carry out the objects of its organization.

In Witness Whereof, I have hereunto set my hand and affixed the seal of the State of Indiana, at the City of Indianapolis, this 5th day of March, 1947.

Thomas E. Bath
Thomas E. Bath Secretary of State

By _____
Deputy

COPY OF ARTICLES OF INCORPORATION

ARTICLES OF INCORPORATION OF BETHEL COLLEGE, INC.	APPROVED AND FILED MAR 5 1947 Book 97 Page 481 Thomas E. Bath Secretary of State of Indiana 47793

The undersigned, being three or more natural persons of lawful age, at least a majority of whom are citizens of the United States, do hereby adopt the following Articles of Incorporation, representing beforehand to the Secretary of State of the State of Indiana and all persons whom it may concern, that a membership list or lists of the above named corporation for which certificate of incorporation is hereby applied for, have heretofore been opened in accordance with law and that at least three (3) persons have signed such membership list.

Be it further remembered that the following Articles of Incorporation and all matters heretofore done or hereafter to be done are in accordance with "An Act concerning domestic and foreign corporations not for profit, providing for fees, providing penalties for the violation thereof, and repealing certain laws," approved March 7, 1935, and all acts amendatory thereof and supplemental thereto.

1. The name of this corporation shall be BETHEL COLLEGE, INC.

2. The purpose of purposes for which it is formed are as follows:

To establish, operate and maintain a college for the education and training of both men and women, in accordances with the usages and doctrines of the Mennonite Brethren in Christ Church; and in theology, to prepare them for pastoral ministry, missionary and other Christian service; in the arts and sciences to provide for them cultural understanding, and in the professions to prepare them in technical skills required for an adequate performance in their profession.

For the accomplishment and carrying into effect of such purposes and in furtherance, but not in limitation of the powers conferred by law:

(a) To continue as a corporation, under its corporate name, perpetually;
(b) To sue and be sued in its corporate name;
(c) To have a corporate seal which shall consist of a circular disk with the name Bethel College, Inc. around the outer margin and the word Seal in the center and shall be so designed as to impress said words upon paper, which seal may be altered at the pleasure of the corporation; but the use of such seal shall be necessary only as required by law.

(d) To acquire, own, hold, use, lease, mortgage, pledge, sell, convey or otherwise dispose of property, real or personal, tangible or intangible;
(e) To borrow money, and to issue, sell or pledge its obligations and evidences of indebtedness, and to mortgage or pledge its property and franchises to secure the payment thereof;
(f) To conduct and carry on its activities, objectives, and purposes in this State and elsewhere; to have one or more offices out of this State; and to acquire, own, hold, and use, and to lease, mortgage, pledge, seal, convey, or otherwise dispose of property, real or personal, tangible or intangible, out of this State;
(g) To acquire, hold, own and vote and to sell, assign, transfer, mortgage, pledge, or otherwise dispose of the capital stock, bonds, securities, or evidences of indebtedness of any other corporation, domestic or foreign, in so far as the same shall be consistent with the purposes of this corporation;

(h) To appoint such officers and agents as the business of this Corporation may require, and to define their duties and fix their compensation, if any;
(i) By its Board of Directors to make, alter, amend or repeal By-Laws for the government and regulation of its affairs;
(j) To cease its activities and to dissolve and surrender its corporate franchise;
(k) To do all acts and things necessary, convenient, or expedient to carrying out the purpose for which it is formed;
(l) To carry on, engage in and/or conduct any business or businesses or to do any act or acts which a natural person or persons might do and which are necessary, convenient or expedient to accomplish the purposes for which this Corporation is formed and such as are not repugnant to law; but this corporation shall not be deemed to possess the power of carrying on the business of receiving deposits of money, bullion or foreign coins, or of issuing bills, notes or other evidences of debt for circulation as money, and this Corporation shall not engage in the business of nor conduct a banking, railroad, insurance, surety, trust, safe deposit, mortgage guarantee or building and loan or credit union business.

(m) This corporation shall not engage in any activities or business for the purpose of or resulting in the pecuniary renumeration of its members as such, but this provision shall not be deemed to prohibit reasonable compensation to members for services actually rendered nor shall this corporation be prohibited from engaging in any undertaking for profit so long as such undertaking does not inure to the profit of its members.
(n) To acquire by gift, grant, donations, devises and bequests or loans, real or personal property, tangible or intangible, for use in carrying out the purposes of this corporation;
(o) To confer degrees;
(p) To grant annuities;

(q) To create and provide for the management and investment of an Endowment Fund.

(r) The foregoing clauses shall be construed as powers as well as purposes, and the matters expressed in each clause shall, except as otherwise expressly provided, be in no wise limited, by reference to or inference from the terms of any other clause, but shall be regarded as independent powers and purposes; and the enumeration of specific powers and purposes shall not be construed to limit or restrict in any manner the meaning of general terms or the general powers of the corporation; nor shall the expression of one thing be deemed to exclude another not expressed, although it be of like nature. The corporation shall be authorized to exercise and enjoy all other powers, rights, and privileges granted by an Act of the General Assembly of the State of Indiana entitled, "An Act concerning domestic and foreign corporations not for profit, providing penalties for the violation thereof, and repealing certain laws," approved March 7, 1935, to corporation organized thereunder, and all the powers conferred by all acts heretofore or hereafter amendatory of or supplemental to the said Act or the said laws; and the enumeration of certain powers as herein specified is not intended as exclusive of, or as a waiver of, any of the powers, rights, or privileges granted or conferred by the said Act or the said laws now or hereafter in force; provided, however, that the corporation shall not in any state, territory, district, possession or country carry on any business or exercise any powers which a corporation organized under the laws thereof could not carry on or exercise.

3. The period during which it is to continue as a corporation is Perpetual years.

4. The post office address of its principal office is 1000 West McKinley Street, Mishawaka (City) St. Joseph (County) Indiana (State).

5. The name of its resident agent is Rev. Q. J. Everest.

6. The post office address of its resident agent is 833 Thirty-first Street, South Bend (City) St. Joseph (County) Indiana (State).

7. If the memberships are to be divided into classes the designations of the different classes, and a statement of the relative rights, preferences, limitations and restrictions of each class, together with a statement as to the voting rights of any such class;

The membership of this corporation shall consist of all persons who are members of the Annual Conference of the Mennonite Brethren in Christ in the State of Indiana and of such other Annual Conferences of the Mennonite Brethren in Christ as join in the objectives of this corporation pursuant to the By-Laws adopted by the Board of Directors.

COPY OF ARTICLES OF INCORPORATION, (Continued)

The annual meeting of the members of this corporation in the State of Indiana shall be held at the principal office of the corporation or at such place as the Annual Conference may meet and a like meeting shall be held by the members of each Annual Conference located outside the State of Indiana.

8. The affairs of the Corporation shall be managed by the Board of Directors who shall have such qualifications as the By-laws may prescribe. The first Board of Directors shall consist of Nine (9) Members and shall serve until the next meeting of the Annual Conference of the Mennonite Brethren in Christ in the State of Indiana. Subsequent Boards of Directors shall be elected by the members, by ballot, as provided by the By-laws and shall be divided into three classes to serve for one, two and three years, each class to consist of such number of members, representing the various Annual Conferences, as the Board of Directors may have determined; provided no term shall continue longer than three years; and Provided Further that any vacancy occurring in the Board of Directors caused by a death, resignation, increase in the number of Directors, or otherwise shall be filled by a majority vote of members. A majority of the whole Board of Directors shall be necessary to constitute a quorum; and the act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

The members of the Board of Directors shall serve as such without compensation except that the members of the Board may be reimbursed for expenses incurred in transacting the business of the corporation.

9. The names and addresses of the first board of directors are as follows:

Name	Street	City	County	State
Quinton J. Everest	833 - 31st St.	South Bend	St. Joseph	Indiana
D. Paul Huffman	1900 Prairie St.	Elkhart	Elkhart	Indiana
Seth Rohrer	2206 Prairie St.	Elkhart	Elkhart	Indiana
Warren E. Manges	701 Wolf Ave.	Elkhart	Elkhart	Indiana
Milo E. Miller	R. F. D. 5	Goshen	Elkhart	Indiana
Lowell Hunsberger		Nappanee	Elkhart	Indiana
Joseph Kimbel		Marshall	Calhoun	Michigan
Kenneth Geiger	502 E. Washington	Goshen	Elkhart	Indiana
Edgar Freed		Wakarusa	Elkhart	Indiana

10. The names and post office addresses of the incorporators are as follows:

Name	Street	City	County	State
Quinton J. Everest	833 - 31st St.	South Bend	St. Joseph	Indiana
D. Paul Huffman	1900 Prairie St.	Elkhart	Elkhart	Indiana
Seth Rohrer	2206 Prairie St.	Elkhart	Elkhart	Indiana
Warren E. Manges	701 Wolf Avenue	Elkhart	Elkhart	Indiana
Milo E. Miller	R. F. D. 5	Goshen	Elkhart	Indiana

COPY OF ARTICLES OF INCORPORATION, (Continued)

Name	Street	City	County	State
Lowell Hunsberger		Nappanee	Elkhart	Indiana
Joseph Kimbel		Marshall	Calhoun	Michigan
Kenneth Geiger	502 E. Washington	Goshen	Elkhart	Indiana
Edgar Freed		Wakarusa	Elkhart	Indiana

11. A statement of the property and an estimate of the value thereof, to be taken over by this corporation at or upon its incorporation;

Forty (40) acres of land within the corporate limits of the City of Mishawaka, St. Joseph County, State of Indiana, of the estimated value of $35,000.

12. Any other provisions, consistent with the laws of this state, for the regulation and conduct of the affairs of this corporation, and creating, defining, limiting or regulating the powers of this corporation, of the directors or of the members or any class or classes of members:

Quinton J. Everest	
Quinton J. Everest	833 - 31st St., South Bend, Indiana
D. Paul Huffman	
D. Paul Huffman	1900 Prairie St., Elkhart, Indiana
Seth Rohrer	
Seth Rohrer	2206 Prairie St., Elkhart, Indiana
Warren E. Manges	
Warren E. Manges	701 Wolf Avenue, Elkhart, Indiana
Milo E. Miller	
Milo E. Miller	R.F.D. 5, Goshen, Indiana
Lowell Hunsberger	
Lowell Hunsberger	Nappanee, Indiana
Joseph Kimbel	
Joseph Kimbel	Marshall, Michigan
Kenneth Geiger	
Kenneth Geiger	502 E. Washington, Goshen, Indiana
Edgar Freed	
Edgar Freed	Wakarusa, Indiana

STATE OF INDIANA)
) ss:
COUNTY OF ELKHART)

Before me, Ethan L. Arnold, a Notary Public in and for said County and State, personally appeared Quinton J. Everest, D. Paul Huffman, Seth Rohrer, Warren E. Manges, Milo E. Miller, Lowell Hunsberger, Joseph Kimbel, Kenneth Geiger and Edgar Freed and severally acknowledged the execution of the foregoing articles of incorporation.

COPY OF PLAT TITLE OF DEDICATION, (Continued)

WITNESS my hand and notarial seal

this 20th day of February, 1947.

Ethan I. Arnold

Notary Public

My commission expires: March 24, 1948

State of Indiana) S.S.No.
St. Joseph County)
Filed for Record)

1947 Mar 8 AM 9:30
Book Page
Wm. J. Walsh, Recorder

BY-LAWS OF BETHEL COLLEGE, INC.

ADOPTED April 12, 1947.

Article I: NAME

The name of this corporation shall be Bethel College, Inc.

Article II: PURPOSE

The purpose of this corporation is to establish, operate and maintain a college for the instruction of students for the teaching of the nature and defense of the doctrines of Holy Scripture as they are interpreted by the members of this corporation with an emphasis upon heart purity and the infilling of the Holy Spirit as a work of grace subsequent to regeneration, and recognition of a state of probation for the Christian while in this life; to inspire the students to render a Christian service and witness whatever may be their vocational calling; to provide a cultural education in the field of liberal arts, but with a definite interpretation of Christianity in every field of instruction; to provide an adequate preparation for skills in the professions in which there may be courses of instruction; and to perform those things that may be necessary to the accomplishment of these objectives, all in accordance with the provision of its Articles of Incorporation.

Article III: MEMBERS

The membership of this corporation shall consist of all persons who are members of churches of participating Annual Conferences of the Mennonite Brethren in Christ joining in the objectives of this corporation.

Associate membership may be granted to the members of other religious organizations who are authorized and permitted to join in the activities of this corporation pursuant to a resolution duly adopted by the Board of Directors defining the rights and privileges of such associate membership.

Article IV: DIRECTORS

The affairs of the corporation shall be managed by the Board of Directors who shall be members of the corporation. The first Board of Directors shall consist of nine (9) members as provided in the Articles of Incorporation; the number of Directors may be increased or decreased by amendment of this article in the manner hereinafter provided for the amendment of by-laws.

The first Board of Directors shall serve until a new Board of Directors shall be elected.

All Board of Directors subsequent to the first shall be elected by the members of each Annual Conference joining in the objectives of this

corporation, by ballot, and such subsequent Boards of Directors shall be divided into three (3) classes to serve for one (1), two (2), and three (3) years, each class to consist of such number of members, representing the various Annual Conferences, as the Board of Directors may determine. At the first election of Directors there shall be elected a class of one-third (1/3) of the Directors to serve for one (1) year, one-third (1/3) to serve for two (2) years and one-third (1/3) to serve for three (3) years and all subsequent elections of Directors shall be for terms of three (3) years; no term shall be for a longer period than three (3) years; and provided further that any vacancy occurring in the Board of Directors caused by a death, resignation, increase in the number of Directors, or otherwise shall be filled by a majority vote of the remaining members of the Board, until the next annual meeting of the members. The President of the college shall be an ex-officio member of the Board of Directors.

As the various Annual Conferences of the Mennonite Brethren in Christ join in the objectives and purposes of this corporation, the Board of Directors shall increase the total number of Directors to the end that each Annual Conference having a church membership of three hundred (300) shall have one representative with an additional representative for each three hundred (300) members, or major part thereof, until there is a maximum of seven (7) representatives for any one conference.

The membership of the Board of Directors shall be divided, as near as possible, equally between the clergy and lay members.

Article V: ADMISSION TO MEMBERSHIP

The members of each Annual Conference of the Mennonite Brethren in Christ expressing, through its proper officers, willingness to cooperate and join in the objectives and purposes of this corporation and having been approved by the Board of Directors shall be deemed members of this corporation and the members of such conference shall thereupon elect, by ballot, the representation of the Board of Directors to which it is entitled as provided in Article IV hereof.

Article VI: MEETINGS OF THE DIRECTORS

There shall be two regular meetings of the Board of Directors to be held on the first Tuesday after the third Monday of September and on the first Tuesday after the second Monday of March each year. All regular meetings shall be held on the campus of Bethel College. Special meetings of the Board of Directors may be called at any time by the Chairman by written notice, by registered mail, to each Director at least ten (10) days prior to the date set for such meeting; the chairman at the request of three (3) members of the Board of Directors shall call a special meeting. Special meetings of the Board of Directors may be held at any time or place designated by those calling the meeting.

A majority of the whole Board of Directors shall be necessary to constitute a quorum. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. The Board of Directors shall serve as such without

compensation except that the members of the Board may be reimbursed for expenses incurred in transacting the business of the corporation.

Article VII: OFFICERS

The officers of the Corporation shall be the President, Chairman of Board of Directors, Vice-Chairman, Secretary and Treasurer. All officers of the Corporation shall be elected by the Board of Directors and shall serve for one (1) year, except the President who shall serve for a term of three (3) years, and until their successors are duly elected. Officers shall be elected at the Fall meeting of the Board in each year.

Article VIII: DUTIES OF OFFICERS

1. As a member of the Board of Directors the duties of the President shall be that of an ex-officio member of all the committees of the Board of Directors; to be the executive officer of the directors having charge of the execution of the policies and measures enacted by the Directors, though the actual execution of them may be delegated to the members of the faculty and staff in accordance with their duties; to prepare an annual report on the operation of the institution covering all phases of its activities; to prepare upon reasonable notice special reports for the Directors of their officers; to submit to the Board an annual budget; to make such recommendations to the Directors as he shall deem advisable; to recommend to the Directors the employment of the members of the faculty and staff; and to perform such other duti s as normally fall upon the head of the corporation including the duties of administration as outlined in the articles on Officers of Administration.

2. The Chairman of the Board of Directors shall preside at all meetings of the Board. He shall sign all certificates, deeds, leases, conveyances, notes, commercial paper contracts and other obligations and instruments in writing ordered by the Board of Directors. He shall present recommendations to the Board; secure action by correspondence or a called meeting of the Board on emergency matters. He shall refer all matters to the attention of the respective committees. He shall from time to time report to the Board of Directors all m tters within his knowledge, which the interest of the Corporation may require to be brought to its notice. He shall be an ex-officio member of the Executive Committee. He shall perform such additional duties as may be prescribed from time to time by the Board of Directors or by these by-laws.

3. The Vice-Chairman shall discharge the duties of the Chairman in the event of his absence or disability for any cause whatever. He shall perform such additional duties as may be prescribed from time to time by the Board of Directors or as may be prescribed from time to time by the by-laws.

4. The Secretary shall sign all certificates, stocks, bonds, deeds, leases or conveyances executed by the Corporation, affix the corporate seal thereto and to all other papers requiring such seal and shall keep a correct and complete r cord of all of the proceedings of said corporation. He shall safely and systematically keep all books, r cords and papers belonging to the Board of Directors of the Corporation. He shall

attend to the giving and serving of all notices of the Corporation, whereby meetings of the Board of Directors called. He shall, in general, perform all of the duties which are incident to the office of Secretary of the Corporation, subject to the Board of Directors or as may be perscribed from time to time by the by-laws.

5. The Treasurer shall keep account of all moneys, credits and property of the corporation which shall come into his hands and keep an accurate account of all moneys received and disbursed. He shall have the custody of all of the funds for capital expenditures, endowments and other securities of the corporation. Whenever necessary, he shall endorse, on behalf of the corporation, all checks, notes or other obligations and evidences of the payment of money payable to the corporation or coming into his possession and shall deposit the funds arising therefrom, together with all other funds of the corporation coming into his possession, in such banks as may be selected as the depositories of the corporation. He shall sign all checks and other instruments drawn on or payable out of the funds of the corporation. Whenever required by the Board of Directors to so do, he shall exhibit a true and complete statement of his cash account and of the securities and other funds in his custody and control and shall at all reasonable times, within business hours, exhibit his books and accounts to any Director. He shall keep separate accounts of all Endowment Funds of the college and invest the same from time to time in such securities and in such manner as the Board of Directors may direct. He shall disburse the funds of the corporation for the purposes and in the amounts set out in the annual budget. He shall be an ex-officio member of the Finance Committee and he shall be bonded according to the direction of the Board of Directors.

Article IX: COMMITTEES

At the first meeting of the Board of Directors in each year there shall be elected an Executive Committee, a Finance Committee, and a Committee on Buildings and Grounds to serve for one year. A majority of members of any Committee shall constitute a quorum.

1. EXECUTIVE COMMITTEE:

The Executive Committee shall consist of the President, the Chairman, the Secretary, the Treasurer and three members elected by the Board.

It shall be the duty of the Executive Committee to transact such business as may be delegated to it by the Directors; to act on matters arising between regular sessions of the Board which do not involve major decisions; to employ staff and faculty members in the event of emergency or resignation until the next regular meeting of the Directors.

2. FINANCE COMMITTEE:

The Finance Committee shall consist of the President of the College, the Treasurer of the Board of Directors and five (5) elected members. It shall be the duty of the Finance Committee to study the financial policy of this and other similar institutions to make recommendations to the Board on matters of finance; to give special consideration to the

management of endowment and other trust funds of the college; to employ a Certified Public Accountant to audit the books of the corporation at least once a year; to investigate the financial affairs of the college when such investigation is ordered by the Directors or the Executive Committee and to approve the expenditures of all amounts in excess of one hundred ($100.00) dollars per item which are not included in the annual budget or other special appropriation of the Directors.

3. BUILDINGS AND GROUNDS COMMITTEE:

The Buildings and Grounds Committee shall consist of the President and six (6) members elected by the Board. It shall be the duty of this committee to study the physical plant of this and other similar institutions to make recommendations to the Board; to supervise the planning, constructing and erection of new buildings; to make reports on their activities to the Directors; to make an annual inspection of the buildings and grounds and to report their findings to the Board of Directors as to the steps necessary for safety, maintenance, etc. of the buildings, to annually appraise the value of the buildings and other property and to advise the Board on the amount of insurance to be carried and to secure insurance in companies and in the amount approved by the Board.

4. SPECIAL COMMITTEES:

Special committees may be authorized by the Board of Directors at any meeting and shall serve in accordance with the resolution by which they are authorized.

5. ORGANIZATION OF COMMITTEES:

Each committee shall appoint a secretary who shall be responsible for keeping the minutes of the committee and any other records necessary to the work of the committee. Each committee shall also appoint a chairman who shall call the meetings and preside over them.

Article X: BUDGET

The Board shall at its first meeting in each year adopt a budget for the operation of the college, the erection of new buildings and the acquisition of any property or equipment required for the operation of the college. No expenditure shall be made for any purpose not included in the budget in excess of one hundred ($100.00) dollars without the approval of the Financial Committee.

Article XI: ENDOWMENT FUNDS

Any and all endowment funds received by the corporation shall be paid to the Treasurer and by him invested pursuant to the orders of the Board made from time to time. The income on all such funds shall be used and applied to the specific purpose for which each endowment was created.

Article XII: ANNUITIES

The corporation shall issue certificates of annuity upon the following rates of return to annuitants, viz: ages sixty (60) years to sixty-four (64) years inclusive, a return of _____ per cent per annum; ages sixty-five (65) years to sixty-nine (69) years inclusive, a return of _____ per cent per annum; ages seventy (70) years to seventy-four (74) years inclusive, a return of _____ per cent per annum; ages seventy-five (75) years and over, a return of _____ per cent per annum; to be paid throughout the entire remaining life of the annuitant, provided that all further liability under such certificates shall be terminated at the death of the annuitant.

Article XIII: SALARIES

The Salary of the President of the college, the Business Manager, the faculty members and all other employees of the college shall be fixed by the Board of Directors.

Article XIV: OFFICERS OF ADMINISTRATION

The officers of the administration shall be directly responsible to the President of the college for the performance of their duties and the President of the college shall be responsible to the Board of Directors and its committees for the general oversight of the college. The officers of the administration shall be the President of the college; the Business Manager, the Deans of the academic divisions; the Deans of student personnel; the Registrar; the Librarian; and the Assistants to the President.

DUTIES OF THE COLLEGE PRESIDENT:

1. He shall be elected by the Board of Directors for a term of three (3) years and to act as executive officer of the Board of Directors, charged with putting into effect its policies and regulations. To bear responsibility to the Board of Directors for the satisfactory government and administration of the college.

2. To preside over meetings of the faculty and to serve as the executive officer at the faculty to see that the regulations and policies adopted are put into effect.

3. To have supervision over all religious and public meetings of the college.

4. To select a competent and harmonious teaching and administrative staff with the advice of the department heads and the approval of the Board of Directors. Likewise, to make recommendations concerning promotion, demotion, and dismissal of the teaching and administrative staff.

5. To promote good will among the constituency of the college, the general public, in educational groups and governmental agencies. To supervise all public relations of the college.

6. To maintain amity and unity of purpose among all members of the teaching and administration staff, the Board of Directors, the alumni, and the college constituency.

7. To assist the Business Manager, and the Finance Committee of the Board of Directors in preparation of the annual budget.

8. To make reports to the Board of Directors and to the constituency of the college. To require reports from the teaching and administrative staff.

9. To be responsible for all religious and educational policies of the college. To formulate such policies and inform the teaching and administrative staff concerning them.

10. To be the agent through whom the Board of Directors confers diplomas and degrees.

11. To be consulted by the faculty and school officials for approval of absences, substitutes, and regular outside appointments or work.

12. To prepare the schedule of classes, appointment of duties, and with the advice of the faculty to prepare the curriculum of the college. To edit the college catalog.

13. To be accessible for conference on any subject to all members of the faculty without the formality of other official channels.

14. To assist as far as is possible in raising funds for the support of the college.

15. To maintain records concerning the academic preparation, outside activities, addresses, work, etc., of the faculty.

16. To take such measures as may be necessary to safeguard the health and safety of the students and staff.

17. To be custodian of all papers of the corporation not elsewhere provided for.

18. To delegate any of the above or any of the functions not provided for by these by-laws that may be essential or helpful to the operation of the college, provided such delegation of duties shall not be done in such manner or so construed as to give authority to one member of the faculty or of the administrative staff over another of equal or higher rank.

DUTIES OF DEANS OF ACADEMIC DIVISIONS:

1. To approve expenditures for supplies, etc. used within their division.

2. To supervise and approve the library selections for their division.

3. To recommend to the College President, appointment, assignment of duties, salaries, and other matters pertaining to the Division personnel.

4. To recommend changes in curriculum within the Division.

5. To make such reports as shall be required by the faculty or College President.

6. To recommend to the College President any matter that effects the operation of their Division.

7. To execute or have executed within their Division any action of the Board of Directors, the College President, or of the faculty which may require such action.

8. To keep the necessary records for their Division.

9. To approve and advise students' course of study who are taking a major in their Division.

10. To check the requirements for graduation for each student who is taking a major in the Division, and to recommend such as may qualify for a diploma or degree.

DUTIES OF THE REGISTRAR:

1. To examine and pass upon the students' qualifications for admission to the college.

2. To classify the students and to assign them to classes.

3. To maintain academic records as to grades, courses, degrees, etc.

4. To check the credentials of all candidates for a diploma or degree.

5. To administer special tests as may be required by the faculty, or to determine the qualifications of new students.

6. To supervise the registration of students.

7. To organize materials for statistical use, and reports.

8. To furnish reports as may be required by the faculty, or other officials.

9. To require reports from the faculty concerning grades, etc.

10. To safeguard all permanent records of the students.

11. To evaluate credits of all transfer students.

12. To prepare a student directory.

DUTIES OF THE DEANS OF STUDENT PERSONNEL

1. To supervise the counselling service for the students in matters pertaining to their spiritual welfare, academic preparation, and vocational guidance.

2. To arrange room assignments to students.

3. To supervise the health activities of the college in behalf of the students.

4. To contact the parents of the students when such contacts are advisable, such as welcome to new students, exceptional demonstration of ability on the part of the students, deportment, etc.

5. To supervise all social and extra-curricular activities of the student while on the campus or while registration in school is effective.

6. To issue permits for the use of automobiles, social privileges, off-campus trips, part time work, etc.

7. To maintain student discipline and enforcement of rules.

8. To supervise student services, such as distribution of mail, dining hall, recreational activities, etc.

9. To make such reports as may be required by the proper officials.

10. To supervise student employment, scholarships, work permits, and other forms of student aid.

11. To be accessible to the students for interviews without a formality of other official channels.

DUTIES OF THE LIBRARIAN

1. To supervise the conduct of the students while in the library.

2. To arrange with the Business Manager for the purchase of books authorized by the Academic Deans.

3. To supervise student help in the library.

4. To supervise the cataloging of books, magazines, and pamphlets.

5. To keep necessary records as to the location of books, their use by the students and faculty, etc.

6. To make such reports as may be required by the faculty, or College President.

DUTIES OF THE ASSISTANTS TO THE COLLEGE PRESIDENT:

Any one or more of the duties assigned to the College President may be delegated to a member of the faculty or staff, or to other individual or individuals whose appointment must be approved by the Board of Directors. Such appointments may be temporary or indefinite, with salary compensation of not, depending upon the needs and circumstances. But in all cases the appointment shall be for a specific task and shall not be construed as implying authority to substitute for the College President in other matters pertaining to the institution.

Article XV: BUSINESS MANAGER

At the spring meeting in each year the Board of Directors shall employ a Business Manager who shall provide the necessities for the operation of the college by purchasing all necessary supplies and equipment after giving due consideration to the request of department heads as to the amounts, quantity, place of purchase, etc.; to supervise the operation and maintenance of the physical plant; to collect all monies due the college from student fees, gifts, or other sources for the operational fund; to pay all bills, salaries, and other operational expense of the institution; to keep the financial accounts of the students with the institution and of special funds for the operation of the college; to keep the financial accounts of the student organizations receiving such funds as they may deposit and pay out such amounts as may be approved by the organization's financial adviser, only if such amount is available to their account; to supply such reports as may be required by the proper officials; to manage loan and scholarship funds under the direction of faculty committee; to supervise the business and management of the book store; to prepare, with the assistance of the President of the college and the Finance Committee and submit to the Board of Directors for its approval, an annual budget of the expenditures required for the operation of the college; and to perform such other duties as may be required by the Board of Directors from time to time.

Article XVI: FACULTY

The faculty of Bethel College shall consist of the President of the College, and all instructors in the college, together with full or part time workers directly responsible to the college President, who shall be employed by the college. They shall be privileged to organize and have a constitution for their organization and have the power to enact rules concerning discipline, grades, curriculum, courses of study, and such other rules as they deem expedient for the government of the college so long as these rules are not contradictory to the fair interpretation of these by-laws. The constitution and enactments of the faculty shall not be effective until approved by the Board of Directors.

Article XVII: AMENDMENTS

These by-laws may be altered, amended or repealed at any regular meeting of the Board of Directors or at any special meeting of the Board of Directors called for such purpose provided a copy of the proposed amendment shall have been delivered to each Director, by registered mail, at least ten (10) days prior to the date of such meeting.

BY-LAWS OF FACULTY OF BETHEL COLLEGE

Membership--

The faculty of Bethel College shall consist of all instructors and staff members directly responsible to the president of the school and academic deans.

Meetings--

Regular faculty meetings shall be held at 3:30 P.M. the first and third Tuesday of each month. Special meetings are to be called by the chairman and in his absence the vice-chairman.

Organizations--

The organization of the faculty shall be an administrative committee to handle all matters of administrative policy and all other matters referred to by other members of the faculty. This committee shall consist of the chairmen of all faculty committees and academic deans.

Curriculum and credits--

This committee shall approve admission, graduation, and catalog entries concerning credits. The committee shall consist of the registrar and academic deans. The registrar shall act as chairman of this committee.

Student Relations--

This committee shall plan social activities and supervise the student aid. Membership shall consist of the deans of student personnel and three elected members.

Health and Athletics--

This committee shall plan the Health education and supervise intramural athletics. The committee shall be composed of college nurse, athletic director, and deans of student personnel.

Library Committee--

The library committee shall have supervision of the library and its equipment. The committee shall be composed of the librarian and two elected members.

Chapel and Special Services--

This committee shall have charge of chapel and any special services held upon the campus. The members shall consist of the President of the College, the Dean of the School of Bible, and the head of the Music Department.

Christian Service--

The committee shall supervise the practical work assignments of the students. Membership of this committee shall be five members including Dean of the School of Bible, head of Music Department, and the head of Speech department.

Committee on Instruction--

The Committee on instruction is to recommend new methods and procedures to the faculty members. Membership of this committee shall consist of the Academic Deans and two elected members.

The President of the College shall be an ex-officio member of all committees of the faculty.

Amendments--

These by-laws may be amended, or repealed at any faculty meeting with the approval of the Board of Directors.

APPENDIX C

TABLE XXI

NUMBER OF GRADUATES BY DEGREE OR DIPLOMA AND BY YEAR OF GRADUATION 1947-1969

Year	Degree						Bible Diploma		Total
	A.B.	B.S. Th.	B.S. Ed.	B.S. Mus.	B.S. Nur.	B.S. Med. T.	4 yr.	2 yr.	
1947-48	1								1
1948-49	5						1	1	7
1949-50	16								16
1950-51	17						1	1	19
1951-52	23						1	1	25
1952-53	16						1	2	19
1953-54	22						1	1	24
1954-55	18	3							21
1955-56	8	2	10		1				21
1956-57	8	5	36		2		1	1	53
1957-58	6	8	54		3			1	72
1958-59	11	13	34	1	1				60
1959-60	8	3	50	2	1				64
1960-61	9	4	40	1	1			2	57
1961-62	3	8	57	1					69
1962-63	11	1	53						65
1963-64	15	3	77	1	2			1	99
1964-65	11		85		2	1			99
1965-66	17	1	56	1	3			1	79
1966-67	10		64	4	1				79
1967-68	26		70	6	1	1			104
1968-69	63		12		1				76
TOTALS	324	51	698	17	19	2	6	12	1,129