

his successor. He weakened, and made a tour of the Mediterranean, visiting the colleges of Physical Education at Geneva, Budapest, Prague, Munich, and Berlin.

The chairman of this Committee was, however, a different kind of chairman from the others, and events began to take place.

When the Director returned, he found that the chairman had been promoted and was none other than the newly appointed President of the University, Thomas Sovereign Gates.

In the first interview, President Gates explained that he wished to be on sure ground before any changes were made. He proposed to appoint a committee of two to gather information, investigate conditions, and report to him, and he asked the Director to continue in office and act as advisor to his committee (Michael Dorizas, and Gordon Hardwick).

They visited colleges from coast to coast where likely information was to be got, questioned alumni, faculty, students, Carnegie Foundation workers; and in February, 1931, presented a complete and exhaustive report.

After study and discussion, President Gates issued his decision, known as the "*Gates Plan*" which briefly is as follows:

*Brief Outline of Gates Plan:*

*Department:* To be called the "Department of Physical Education."

*Head:* Dean, responsible to the President.

*Three Divisions:* Headed by Directors as follows:

- (1) Division of Student Health, for the examination of incoming students, care of sick, isolation of infectious cases, personal hygiene and sanitation, with an advisory board from the Medical School.
- (2) Division of Physical Instruction, covering class work, intramural sports, teacher training and coaching.
- (3) Division of Intercollegiate Athletics. Covering the management of competitive Varsity sports, through student managers, with an advisory board on athletics, the remnant of the old Council, but purely advisory.

The Publicity Department of the Council to become part of the Bureau of Publicity of the University.

The Distribution of Financial Aid to Students, to come under the University Welfare Committee.

*Eligibility* to be determined by a Committee of the Faculty.

*Budget:* One budget, to be prepared by the Dean, to go into the General Budget, and the treasurer of the University supervising financial expenditures, subject to the same scrutiny as other Departments.

*In other words,* sports were to be given back to the students, teaching to the Faculty, and the deficit to the Treasurer.

Other changes outlined as matters of policy were the revision of intercollegiate relationships, the abolishing of the Training House, the curtailment of football training, the choosing and appointing coaches of faculty calibre and placing them on the faculty with