

ing as a student and athlete in his career at the University, he has since distinguished himself in his chosen profession. At Swarthmore College he gained the experience which fits him so well to administer the duties of the new post. His acceptance of the responsibilities assures the University of a type of leadership that is in full accord with the high principles upon which the new organization is based.

#### THE RESULTS EXPECTED.

The best remedy for unsatisfactory conditions—the way to meet “over-emphasis”—seems unmistakably the provision of a proper organization, manned by officers understanding and responsive to the needs of the students and to the educational requirements of the University.

The steps which have been taken should produce a new era at the University of Pennsylvania so far as concerns the physical life of the student. In adopting this policy our purpose is to revive the old loyalty and interest of the student body, the Alumni and the Citizens of the City of Philadelphia in their University, its welfare and its activities; to encourage and make provision for more extensive student participation in and enjoyment of athletics; to develop to the fullest extent wholesome, natural inter-collegiate rivalries and relationships; and above all to make the very best possible provision for the spiritual and physical well being of every student committed to our charge.

Grateful acknowledgment is hereby made in behalf of the University and of the Committee of the unfailing courtesy and helpfulness of all those whose advice was sought. In every way a remarkable spirit of cooperation was displayed, and the University is deeply indebted to those who gave so liberally of their thought and time to forward the work of the Committee.

It is appropriate, too, to acknowledge with gratitude the services rendered the University under the previous system by Alumni, Students and Faculty as members of the Council on Athletics and its various sports Committees, and in vari-