The Higher Education Association was formed in May, 1909, under a charter which will be referred to later. It was not formed to increase college endowment or teaching facilities, but rather to bring about, if possible, changes in the methods and results of the various departments of the college, to organize and conduct a campaign to obtain better educational results from the splendid equipment of men, material and money with which the American people have endowed the American colleges.

To understand the association’s purposes it is necessary to know its point of view. In what I shall say at this time I shall speak almost exclusively of the college as an institution and not of the teaching force as individuals; of the official college and its lack of methods, or its false and archaic methods; of its catalogue or diploma values as distinguished from its educational values; of the cast-iron armor of formalism with which the institution as such benumbs or kills the life-giving educational efforts of the teaching force. However harshly I may speak of the institutional methods and ideals, I have the greatest possible sympathy with the men and women who are fettered by these methods, and who are often condemned to make bricks without straw.

To make myself clear I must point out as briefly as possible how and why the

1 Read before Section I, Boston, December, 1909.