COE COLLEGE:
The Critical Period Under President James Marshall
1887 - 1896

by
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INTRODUCTION

In January of 1927, the Coe College Board of Trustees commissioned Erik M. Eriksson (professor of history, 1926-29) to write a history of the college. Publication of the work was planned for 1931, the 50th anniversary of Coe. (At that time the founding date was considered to be 1881, not 1851 as now.)

Eriksson accepted the commission readily. One of Coe's small number of faculty with a doctoral degree, Eriksson was an extremely able and dedicated researcher. He was considered a top scholar, active in his field as a member of organizations and as author of several articles. As a measure of the respect he received from Coe, Eriksson was made chairman of the history department after being at the college for only a short time. Eriksson left Coe in 1929 to become a member of the faculty at the University of Southern California.

Before his departure Eriksson completed his history of Coe, and the college began publishing his work in small volumes. Four accounts of the earlier history of the school were printed: Founders of Coe College (1927); Cedar Rapids Collegiate Institute and its Founders (1928); Parsons Seminary and its Founders (1929); and Coe Collegiate Institute and its Founders (1930). The publication of the remainder of the history was "postponed indefinitely" by the Coe trustees in 1931, due to the growing seriousness of the Depression. Eriksson's manuscript for The History of Coe College 1881-1931 thus lay dormant for over fifty years before being unearthed recently from the college archives by Reg Watters '30.
In 1976, in honor of Coe's 125th anniversary, the development office started publishing volumes which celebrate prominent figures in the college's past, including works on the Lamb brothers, Dr. Charles T. Hickok, and President Harry M. Gage. The present volume, the first to be drawn from Eriksson's rediscovered manuscript, will be part of that series.

**The Critical Period Under President James Marshall** covers the years 1887-1896. This period of Coe's history can be termed "exciting" at best and "nearly ruinous" at worst. But then, life at Coe was rocky for most of the nineteenth century.

Founded in 1851 by the Reverend Williston Jones and incorporated in 1853 by a group of Cedar Rapids citizens, the struggling school operated sporadically in its first fifty years, its existence frequently interrupted by war, depression, and local indifference. The Reverend Stephen Phelps served as the first president of "Coe College"—as the school became known in 1881—and managed to improve the size of both the physical plant and the enrollment. Phelps returned to active ministry in 1886, however, and the Coe Board of Trustees chose the Reverend James Marshall as the college's second president.

When Marshall took the helm in 1887 Coe was by no means stable, financially or academically. It did not get easier. Besides enduring the tides of the nation's economy (including a lengthy depression which ignited into a "panic" in 1893), Coe had to weather student and faculty unrest.

Eriksson's account of this "critical period," though
filled with factual detail, is also tinged with his personal feelings about Coe and its history. He writes with genuine affection for the leaders and benefactors of the college and with equally genuine sorrow for the school's hard times.

During Marshall's tenure, Coe underwent financial upheaval and numerous curriculum changes. But perhaps more critical was the student walkout that nearly doomed the college. Eriksson relates a story of faculty censorship of a student in 1887 but omits a stand of Marshall's that was just as uncompromising: when he first became president, Marshall issued an edict against the "mingling of the sexes" except in the classroom--no social affairs, no dating. These developments and a general campus atmosphere of unrest led in 1888 to the walkout of all upper-class students--only freshmen remained at the college.

Not surprisingly, James Marshall holds the distinction of being the only Coe president hanged in effigy by his students--at least to date.

Audrey Anderson '79
Fall, 1982
After the acceptance of the resignation of President Phelps, the Board of Trustees began a search for a suitable successor. Finally the position as President of Coe College was offered to Professor S. J. Kirkwood of Wooster, Ohio. That gentleman accepted conditionally, so on April 20, 1887, the executive committee of the Board met to consider his terms. The committee was willing to pay him a salary of $2,500 a year and allow him free use of the president's house and was also willing to grant free tuition to members of his family and to pay his expenses when traveling in the interests of the College. But they would not promise to increase his salary to $3,000 nor could they guarantee the immediate success of the movement to increase the endowment by $35,000 so as to make the College self-supporting. On May 13, the matter was submitted to the Board, which voted that Professor Kirkwood should be informed that his conditions could not be met.

It was then resolved to proceed to choose someone else as president. Thereupon, C. B. Soutter nominated Rev. James Marshall, who was immediately elected by acclamation. He was to receive the same compensation as President Phelps—$2,500 a year and the use of the president's house. Messrs. Soutter, Ely, and Hood were then appointed a committee to notify Rev. Marshall of his election.

When the next meeting of the Board was held on June 16,
Mr. Souter announced that an acceptance had been received from the president-elect. It was then decided to inaugurate the new president in the following October at a public meeting in the First Presbyterian Church. Messrs. Burkhalter, Souter, and Greene were appointed a committee to make the necessary arrangements.

At the time he became president of Coe College, Rev. James Marshall was fifty-three years of age. He had been born in Grove Township, Allegheny County, New York, on October 4, 1834. His ancestry was Scotch-Irish. His grandfather was a Revolutionary War veteran and his father served in the War of 1812. By the time he was seventeen Mr. Marshall was ready to enter college, but he was delayed in the continuation of his education while he served as a clerk in stores in Salem and Akron, Ohio. In the fall of 1853 he entered Yale and graduated in 1857 with an A.B. degree. He then studied law for a time in Syracuse, New York. While there he was active in religious work and he also demonstrated a leaning towards educational work by opening a school for young women.

After studying theology for a time at Princeton, Mr. Marshall was ordained by the Presbytery of Onondaga in June 1862. The next month found him in Washington, D.C., where he received from President Lincoln a commission as a chaplain in the Union Army. He continued in the army service until April 1866. During the period of his service, he was active in the hospitals and was reported to have been instrumental in giving Christian burial to over 6,000 soldiers.
For three years following his discharge from the army, Mr. Marshall studied abroad at Edinburgh, London, Paris, Heidelberg, and Berlin. Returning to the United States he became the pastor of the Westminster Presbyterian Church in Troy, New York. Three years later he became the pastor of the First Presbyterian Church in Hoboken, New Jersey. A notable feature of Mr. Marshall's work was the organization of a club for working men, the first of its kind in the city. It was reported as combining the features of the English coffee house, music hall, amusement hall, library, and reading room.

In 1883, Mr. Marshall's health failed, so he retired for a rest. He was offered the presidency of Ingham University at LeRoy, New York, and of Blairstown Presbyterian Academy in New Jersey, but he refused both offers, remaining in retirement until he accepted the presidency of Coe College.

During the presidency of Rev. Marshall there were some important changes in the personnel of the Board. The Rev. E. H. Avery continued to serve as president of the Board, but there was a change in the office of vice president. In the fall of 1888, Rev. John Hood severed his connection with the Board and S. L. Dows was immediately chosen to succeed him as vice president. In 1892, C. G. Greene relinquished the office of secretary of the Board and was succeeded by his Princeton classmate, J. S. Ely.
John C. Broeksmit continued as treasurer, but in the office of assistant treasurer there were two changes. The position was vacated in 1890 by William Buchanan, so C. J. Deacon, a Cedar Rapids attorney, was appointed to the position. He served for a year and was then succeeded by N. K. Beechley, who was engaged in the abstract business.

In 1888, P. C. Frick, a prominent Cedar Rapids businessman, was added to the Board, thus beginning a period of service to Coe College which extended over 40 years until terminated by his death. The year 1889 saw the election of George W. Wynn, a civil engineer, to the Board. He had been a trustee of Coe Collegiate Institute and also treasurer of the Board from 1875 to 1878. His service to the College also continued until his death which occurred in 1911. When the Board met in October, 1892, a letter from Senator Allison, addressed to J. C. Broeksmit, was read. In this, Mr. Allison presented his resignation because of his "inability to attend the meetings of the Board." The letter assured the trustees that his "best wishes for their success in the cause of education" were with them. George B. Douglas was elected in his place. Mr. Douglas was destined to serve continuously until 1923 when his death occurred.

The 1892 meeting was also featured by the resignation of Robert Smyth, who had served continuously as a trustee of Coe Collegiate Institute and Coe College since 1877. Resolutions prepared by Messrs. Burkhalter and Souter expressing the
trustees' "sense of the great value to the college of his wise
counsel and his zeal in its affairs during his long official
connection," were adopted by a rising vote. In 1893, C. J.
Ives of Cedar Rapids, president of the Burlington, Cedar Rapids,
and Northern Railroad, was elected a trustee. He served until
1897. C. J. Deacon became a trustee in 1896 and continued his
service on the Board. From 1887 to 1896 Rev. J. K. Fowler of
the Cedar Rapids Second Presbyterian Church served on the Board.
When he left the city to go to Los Angeles, he was succeeded
both in the pastorate and on the Board by Rev. David S. McCaslin.
He remained a trustee until 1902. Mention should also be made
of the death of Rev. Alexander S. Marshall in 1896. He had
served faithfully on the boards of Coe Collegiate Institute and
Coe College ever since the founding of the former in 1875. At
their June meeting the Board adopted resolutions testifying "to
his purity of character, his piety of heart, and his soundness
and balance of judgment."

In connection with this discussion of trustees, reference
should be made to an amendment of the Articles of Incorporation
which changed the method of electing trustees. The amendment
was approved by the Synod of Iowa, meeting at Storm Lake on
October 21, 1893, and was ratified by the Board ten days later.
This amendment read as follows:

"And the Board of Trustees shall, at its
regular meeting in October in each and
every year, elect six persons to succeed
members of the Board whose terms of office
shall expire at that time, and such members
selected shall hold office for three years and until their successors shall have been duly elected and qualified, and this election shall be reported to the Synod of Iowa (said Synod being in connection with the General Assembly of the Presbyterian Church of the United States of America) and shall be subject to its approval."

The administration of President Marshall was a critical period in the history of Coe College. No buildings were erected on campus, nor were any very substantial amounts added to the endowment. This should not be a matter of surprise in view of the economic conditions which existed during the period. During the late eighties and early nineties, there was a widespread depression in the country, particularly in the agricultural regions. In 1893, the conditions developed into a regular panic which left financial ruin in its wake. It took several years before the country began to exhibit real evidence of recovery from the disaster. Under such circumstances Coe College could hardly have been expected to make any notable progress.

In spite of the adverse conditions, however, some improvements were made on the campus. In the fall of 1892, an arrangement was made with the electric light company to furnish steam heat for the main building. It was necessary to lay pipes for nearly a mile in order to bring steam to the campus. The building was repiped in order to secure proper radiation. With the inauguration of this service it was possible to move the old boilers from the building. This removal eliminated
smoke and dust which previously had been much in evidence, and it also did away with the constant menace of a boiler explosion, not to mention the danger of fire. The space thus secured on the basement floor made possible the fitting-up of rooms for mathematics and civil engineering. Last but not least, there was an increase in comfort through the uniform heating of the building.

Another notable improvement was made by grading the campus and planting grass and trees. In 1889, the city had paved First Avenue which, the Cedar Rapids Times stated, added "much to the good looks of the Coe sandy locality." The editor of that newspaper then began an agitation to have trees planted on the campus. He urged the citizens to contribute trees and promised to furnish several himself. During the next spring a row of elms was planted on the front of the campus, while a variety of trees and shrubbery was planted elsewhere. The spring of 1891 saw the planting of additional trees and flowers, and the construction of walks and drives. Much of the work performed in improving the campus was supervised by President Marshall. He even planted some of the trees himself. Early in 1892, the work of beautifying the campus had been carried to the point where the Coe Cosmos was able to say:

The college lawn is no longer (a) hot sand bed of sand burrs. It has been graded and sodded, and sowed and planted, till it will be one of the most beautiful lawns in town. The grass is coming forth rich and green... encouraged by those April showers.
Since the subject of athletics will be given special consideration in this history, merely a mention need be made here of the development of athletic grounds on the campus in the spring of 1892.

Before the Panic broke an attempt was made to improve the financial condition of the College by raising an endowment of $50,000. The campaign was inaugurated at a dinner given on the evening of January 22, 1892, in the dining room of Williston Hall. The sponsors of the dinner wereMessrs. J. F. Ely, C. B. Soutter, C. G. Greene, George B. Douglas, and Walter D. Douglas. About 60 men were present, representing all the trades and professions in the city. President Marshall was the guest of honor. A number of speeches were made, including one by the President, who stated that the College was entering "a new era of growth and prosperity" and urged support for the endowment campaign.

At the meeting of the Board of Trustees in October of 1892, President Marshall made an elaborate report on the condition of the College. He declared that the financial condition had been greatly improved during the year. The endowment campaign inaugurated by the dinner in the previous January had resulted in subscriptions amounting to almost $30,000. In order to secure subscriptions necessary to complete the desired fund, James W. Good (the later Congressman and Secretary of War), a graduate of Coe in the class of 1892, was engaged as financial agent to begin operations in the summer of 1893. However, he
never actively entered upon the duties of the office, since the breaking out of the Panic made it inexpedient to solicit funds from the public. Though the remaining $20,000 was not raised, an equivalent amount was left to the College by the will of O. N. Hull, whose death occurred during the year.

By the fall of 1894, it was deemed advisable to secure a financial agent and again attempt to raise money which was badly needed. Accordingly, Rev. William H. Ilsley, who had served various Presbyterian churches in Illinois during the previous 14 years, was appointed to the position. Evidently his efforts were of little avail for, by the spring of 1896, the financial condition of the College had become so critical that a special meeting of the trustees was called to consider the matter. It was decided to attempt to dispose of unsold lots so as to secure additional income-producing funds. A canvass of the city was also authorized "to secure funds to supply the deficiency in the college finances and to increase the endowment fund."

These measures failed to produce the hoped-for results. When the Board met in its regular session in June, Mr. Ilsley, disheartened by his lack of success, resigned as financial agent. The Board then resolved itself into a Committee of the Whole to consider the financial situation. A report was drawn up which declared that the deficit "has reached such proportions as to be a serious menace to the assets of the College." It was further stated that it was "imprudent to continue along the
present lines with no apparent prospect of a better condition of affairs" and accordingly "a radical reduction in the expense account is imperative." It was recommended that an attempt be made to make the boarding hall self-supporting, that faculty salaries be curtailed, that an effort be made to raise the endowment to $50,000 and that the treasurer should make a loan to pay the outstanding bills and salaries to the end of the current year. It was intended that the president of the College should give special attention to the raising of money, but his untimely death not long afterwards prevented the carrying-out of the plan.

In view of the financial difficulties, little could be done in the way of adding to the equipment of the College. At the beginning of President Marshall's term the library was in very poor condition, though the college catalog for 1888-1889 failed to give such an impression. It states that the "well chosen" books had been catalogued that year under the Dewey decimal system to make them more usable. There were, however, only a few books and no adequate facilities existed for taking care of them. An extract from an article in the Coe Cosmos in the fall of 1890 reveals something of the true condition which had existed prior to that time. This article, written in a humorous vein, intimated that the books had been piled on the floor. It proceeded:

"Shakespeare lay in humble repose at the feet of Dante, while both were overshadowed by the work of Poe. The great speeches of Webster and Hayne lay

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back-to-back in silence. Republicanism sat smiling in the lap of democracy, and a chemistry and Greek lexicon were bound up with Dante's Inferno in the meshes of a spider web."

But at the time the article was published, the books had been placed in new cases, a few new books had been added, and the library was open "to all the students."

In an attempt to further improve the library, the trustees, meeting in June, 1891, decided to seek the aid of the Ministerial Union of Cedar Rapids. Accordingly, President Marshall appeared before that organization and explained the needs of the library, whereupon the ministers assembled resolved to recommend to their churches that one Sunday each year be designated as "Coe College Sunday." The offerings of that day were to be turned over to Coe College for the purchase of books and periodicals for the library. Through this means, and through expenditures of small amounts otherwise made available, the number of books was increased until in 1895 there were reported to be 2,500 volumes in the library.

In the spring of 1892, the library hours were increased. It was announced that it would be open to students from nine in the morning to 12 noon and from 1:30 to 4:00 in the afternoon. However, the patronage did not warrant keeping it open so long, so the fall of 1894 found the hours shortened from 9:00 to 11:00 in the morning and from 2:00 to 3:30 in the afternoon. In view of the fact that the total number of books taken out in the college year 1894-1895 was only 150, it would seem that
these hours were sufficient. It is interesting to note that 98 of these books were taken out by the women and only 52 by the men. The number of women taking out books was 23 while the number of men was 17.

A few donations constituted the chief additions to the equipment of the scientific laboratories. During the period, six microscopes were donated for use in the study of biology. New desks were provided for the students of chemistry and other necessary equipment was added, so that the Coe Cosmos could boast in 1891, "The College now has one of the best equipped laboratories in the state." There were also a few additions to the museum. In the 1888-1889, it was divided into four parts: the geological, zoological, botanical, and archaeological collections.

Several notable additions were made to the faculty during the presidency of Rev. Marshall. In 1889, Clinton O. Bates came to Coe as professor of physical sciences and higher mathematics. Two years later his title was changed to professor of chemistry and physical science. Mr. Bates had graduated from the University of Arkansas and later had studied at the University of Michigan. For three years he had been principal of the high school at Owosso, Michigan. Before he became a professor emeritus in 1924, Mr. Bates had actively and efficiently served the College for 35 years.
In 1887, Seth E. Meek joined the faculty as professor of the natural sciences. He was the second holder of a Ph.D. degree to serve on the faculty. He remained until February, 1892, when he resigned to go to the State University of Arkansas. His work was then divided between George R. Dean and Stephen W. Stookey. The latter had joined the faculty the previous fall. During the seven years which had elapsed since his graduation from Coe, Mr. Stookey taught at Manchester, Iowa, for two years as principal and then for five years as superintendent. During his service there, he had made an excellent record, greatly developing the school facilities. It will be recalled that Mr. Stookey had served for two years as instructor in the Coe preparatory department while completing his college course. In 1889, he had received an M.S. degree from the College in accordance with a trustee regulation announced that year permitting graduates to receive the master's degree three years after graduation upon presentation of a satisfactory thesis. Mr. Stookey and his classmate, Miss E. Belle Stewart, who also received an M.A. degree in 1889, were the first to receive the master's degree from Coe College.

When Mr. Stookey joined the regular faculty in the fall of 1891, it was intended that he should establish a chair in mathematics and engineering. In preparation for this work, he was to spend part of the year in study at the Boston School of Technology. However, the resignation of Professor Meek caused a change in the plans. Mr. Stookey became professor of the
natural sciences, while the task of organizing the engineering course was assigned to Mr. Dean. But the latter resigned in August 1892, to go to the University of Virginia, so Gordon V. Skelton was secured from the University of Arkansas to conduct the course. The work of engineering was actually launched in the fall of 1892 and remained as a part of the college curriculum until 1896. During the last year in which the engineering subjects were offered, they were in charge of Professor L. R. Ash. It is interesting to note that he retained the title of professor of mathematics and engineering until 1898, two years after the course was dropped from the curriculum.

Mention must be made of the fact that Mrs. Stookey also became a member of the faculty in the fall of 1891. For three years she served as "Lady Principal" in charge of the young ladies of Williston Hall and also taught Latin in the Preparatory School. During most of the period she was the college librarian.

In referring to additions to the faculty under President Marshall, special note should be made of Miss Mitzi J. De Castellano Leeb, who came to Coe College in 1897 as an instructor in modern languages and literature. Her early education had been secured in Sweden under a family tutor. Later she had studied in Paris and Munich. She remained as an active member of the Coe faculty until 1911, when she was retired as professor emerita.

Besides those that have been mentioned, there were a number of other revisions in the curriculum which necessitated
changes in the faculty personnel. In 1892, the instruction in art was dropped. In the previous year, the music courses were dropped following the resignation of Professor Sefton in 1890. For a time there was no music instruction given at all, but in 1892 an instructor in instrumental music was secured, while in the following year an instructor in vocal music was added to the faculty. On several occasions President Marshall recommended that more attention be given to music, but it was not until 1896 that an attempt was made to carry out his wishes in the matter. At that time there was in Cedar Rapids a private school known as the Cedar Rapids School of Music. With this school the trustees made an arrangement whereby Coe students could avail themselves of that institution's "excellent musical facilities on very reasonable terms." This accounts for the fact that, during the year 1896-1897, there were listed in the Coe faculty the names of six persons giving musical instruction. This arrangement lasted only one year. Thereafter, for a number of years, there was only one member of the Coe faculty, E.M.C. Ezerman, listed as teaching music.

In 1889, the normal course was dropped from the curriculum and the remaining courses were rather drastically reorganized. A "special course" department was added for those who were not candidates for a degree. Those enrolled in this department were to receive a certificate showing what work they had accomplished. The collegiate department was reorganized so as to have three courses. In the classical course the subjects
stressed were Latin, Greek, philosophy, mathematics, and the physical and natural sciences. The Latin-scientific or philosophical course was the same as the classical except that Greek was omitted so that the student might give more attention to some special study. This course led to the degree of Bachelor of Philosophy. The third was called the general scientific course. It differed from the classical in that both Latin and Greek were left out and French and German substituted. Completion of this course led to the Bachelor of Science degree.

In connection with this reorganization, much more emphasis was given on history than before. It was announced that "To the study of history, Coe College would give the high rank it deserves both as a mental discipline and a necessary part of a finished education. The work has been arranged with a view of securing to students not only a knowledge of the more prominent historic events and personages, but also such a familiarity with modes of investigation as will lead them to independent thought and prepare them for extended historic research in afterlife." Accordingly, ancient history was to be offered one period a week throughout the freshman year; medieval and early modern history two periods throughout the sophomore year; and French and English history three hours a week during the junior year. During the senior year, it was stated, "are studied the broader historic questions" relating to the history of civilization and to the philosophy of history.

Beginning with 1890, greater recognition was given to
electives than was true previously. These electives or "optional" subjects could be taken only after the prescribed courses of the first two years had been completed, and then only by those who maintained a general average of 80 percent.

It is interesting to note that during the administration of President Marshall, provision was made for the granting of a Ph.D. degree. This was done in 1891 at the request of the Cedar Rapids Philosophy Club. The degree was to be granted for work privately done and on the presentation of a thesis. The first to receive this degree was Rev. Charles R. Hunt of Keota, Iowa. The following year saw the granting of the degree to five persons: Dr. George E. Crawford, Rev. Levi Marshall, J. M. St. John, A. Gordon Murray, and Professor C. O. Bates. They were members of the Cedar Rapids Philosophy Club and for months had been carrying on special studies. In the spring of 1894, they submitted theses and on the recommendation of the Curriculum Committee of the Board of Trustees, it was voted to grant them the Ph.D. degree. Each was charged a fee of twenty dollars. Since 1894, no more Ph.D. degrees have been granted by Coe College.

During the first year of Mr. Marshall's presidency, there was inaugurated a lecture course designed to instruct as well as entertain the students. These lectures were given for the most part by prominent citizens of Cedar Rapids, though occasionally outsiders were presented. These lectures were given through the winter terms of five consecutive years. Apparently they were discontinued in 1892.
So far as the relations between students and faculty were concerned, the administration of President Marshall did not open auspiciously. It will be recalled that friction had developed in the latter part of President Phelps' administration, due in part to student dissatisfaction with the strict discipline of the college. Early in 1887, a member of the Alpha Nu Society was charged with reading a paper at a "Public" which was discourteous to the faculty, patrons, and trustees and which contained irreverent references to God. This, the faculty declared, was subversive to good order and discipline. The offender was required to read publicly in Chapel a suitable apology and the Alpha Nu Society was warned to exercise greater care.

This happened while Mr. Phelps was still president. In the following December, after President Marshall had taken charge, more trouble broke out. Firecrackers were set off in the halls, naturally creating considerable disturbance. Two suspected students were called before the faculty and confessed their guilt when a threat was made to turn the matter over to the police. It was then decided to suspend them and a paper explaining this action was read in Chapel. Later, one of the pair was reinstated after he had made proper application.

In February 1888, the same student who had been in trouble the previous year was again the subject of disciplinary action. A faculty rule had been put into effect requiring that papers
intended to be read at "Publics" should first be handed to the professor of English literature for approval. That faculty member declared that a paper handed to him by the student in question was "irreverent and out of keeping with a Christian college." He kept the paper and ordered the student to write another. The next development took place when the student was called before the faculty to explain his failure to hand in this second paper. The student insisted that he would not comply with this order until he had received his first paper back. Following this he was suspended, but within two weeks was re-instated upon his own application and after he had "given assurance of further good conduct."

Meanwhile, a number of other students had become involved. After the offender had been suspended, the president of the sophomore class appeared before the faculty and declared that his class did not approve of the action which had been taken. This was followed by the circulation of a petition to the Board of Trustees, signed by a number of students, "complaining of the discipline of the College and asking for an investigation." The trustees held a special meeting on April 4, 1888, and referred the petition to the faculty. The latter "were unanimous in considering the petition as wholly without grounds, and regarded it as a malicious and grossly insolent attempt to overthrow the discipline and good order of the College." Thereupon seven students were expelled, including two seniors, two juniors, and three sophomores.
The expelled students immediately wrote letters to the Board of Trustees "appealing from the action of the faculty" and requesting reinstatement. On April 26, the trustees held another special meeting at which the faculty were present by invitation. After a discussion of the matter and after the students had been questioned personally before the Board and faculty, all withdrew except the trustees. By a vote of eight to six the Board decided to sustain the faculty, but they also adopted a resolution recommending that the penalty of expulsion in four of the cases be changed to indefinite suspension "with a promise of reinstatement so soon as the faculty should become satisfied with the assurance of good conduct for the future." Subsequently, the four students in question were reinstated by the faculty.

Viewed after an elapse of many years, these disciplinary troubles may not appear to have been important and the historian may be accused of using valuable space for trivial purposes. But the matter was exceedingly important at the time; in fact, it was one of the most critical periods in the history of the College. While the two expelled seniors were reinstated, and graduated in 1888 with their class; all the others involved in the affair withdrew from the college. Not only that, but not a member of the junior and sophomore classes remained to complete their courses, which accounts for the fact that there were no graduating classes in either 1889 or 1890.

The disciplinary troubles led to the formulation and
publication of rules which were published in the catalog for 1888 and 1889. It was stated that:

"The faculty claim the right to make provision for the removal of any student from the institution, whose influence is not salutary upon the peace of the College, whose delinquencies in studies throw him below the required percent to enter or to remain in his class, and whose habits, such as drinking, profanity, gambling, etc., are incompatible with the welfare of the College."

Students were to get the permission of the president before leaving the city. It was further stated that students should observe study hours as well as recitation hours. "Calls on young ladies, whether rooming in Williston Hall or in the city," read one of the rules, "must be confined as far as possible to the evenings of Friday and Saturday. It is expected no calls will be made on the Sabbath."

Throughout the period the difficulties in relation to the boarding hall, which had started under President Phelps, were continued. In an attempt to secure better patronage for Williston Hall (a name which had gradually come to be applied to the boarding hall, being derived from the name of Rev. Williston Jones), the trustees, on June 1, 1888, decided to insert in the college catalog a statement that all young ladies coming to the city to attend the College were required to room in Williston Hall unless excused by a committee consisting of the chairman of the Board's executive committee, the treasurer, and the president of the College.
As the years passed, the situation did not seem to improve. In the fall of 1892, only 14 rooms were occupied and only 30 persons were boarding at the hall. Those who were patronizing the dining room were threatening to leave because of dissatisfaction with the fare. By the fall of 1896, the patronage of Williston Hall had become so limited that the trustees decided to close it and use the president's home temporarily as the women's dormitory. [This was following the death of President Marshall and before his successor had been chosen.]

At no time after the upheaval in the early part of the Marshall administration was the student enrollment very large. For instance, in the year 1892-1893, the total enrollment in the four college classes was 48. There were 24 special students and 47 in the preparatory department, making a total of only 119. In 1895-96, the last year of Mr. Marshall's presidency, the enrollment was hardly any larger. There were then 52 students, 27 special students, and 48 preparatory students, making a total of 127.

The small enrollment of the period was not remedied by several steps to liberalize the admission requirements. In June 1887, the Board authorized its curriculum committee to secure, if possible, an arrangement with public schools and academies of the state so that their courses would lead up to the college curriculum. Where such arrangements were made, a certificate was to be sufficient to "admit the applicants holding the same to this college without further examination on the studies embraced in said certificate."
A special effort was made to encourage graduates of the Cedar Rapids high school to enter Coe College. In 1869, it was announced that graduates of the Cedar Rapids high school "and of high schools of same grade" would be admitted as freshmen to the Latin-scientific course without examination. Graduates of institutes and seminaries and other schools who had studied mathematics and who had had one year of Greek were to be admitted to the classical course. Those graduates who had studied plane geometry and algebra through quadratics were to be admitted to the general scientific course without examination. All others applying for admission must take examinations in Latin, Greek, mathematics, English, United States history, and natural science.

Concerning general student activities during the period, little need be said here as this phase of the college history will be given special attention later. The Literary Society activities, the debates, the oratorical contests, and the beginning of organized athletics will all be given attention.

Before leaving this section perhaps some mention should be made of the efforts to stimulate students to do their best. By 1889, the following prizes were being offered: The Knox Prize for scholarship; two Bever Oratorical Prizes; the C.B. Soutter Prizes for proficiency in physical science, in the classics and in English; the botanical prizes offered by the Honorable James Wilson and W. H. Hawkins for preparatory students; the Trustees' Scholarship offering four years free tuition at Coe to the
student "who had graduated with the highest honor at any academy 
of high school in the state"; and the J. S. Parvin prizes offered 
to the highest-ranking students in the preparatory department. 
In 1890, the Ristine Mathematical Prizes were added. S. L. Dows, 
in 1891, began offering the Dows Essay Prizes of $20, $15, and 
$10 for the best essays by juniors "on an assigned subject." 
That same year marked the offering for the first time of Dr. 
George E. Crawford's biological prizes.

Just as the preparations were being made for the opening 
of the new college year in September 1896, the college com-
munity was saddened by the sudden death of President Marshall. 
Returning from a reunion of the Grand Army of the Republic in 
St. Paul, he contracted a bad cold. It became so serious that 
the day after his return he was taken to St. Luke's Hospital, 
but it was too late for medical skill to save his life. Two 
days later, on September 11, he died of pneumonia.

A special meeting of the trustees was immediately called 
to make arrangements for his funeral. It was decided to hold 
the services at the First Presbyterian Church on the afternoon 
of Sunday, September 13, and Rev. J. Milton Greene of Fort 
Dodge was invited to preach the funeral sermon. Messrs. C. G. 
Greene, N. K. Beechley, and J. S. Ely were appointed a committee 
to arrange the details connected with the funeral, while Rev. 
Burkhalter and C. G. Greene were appointed to draft resolutions 
expressive of the Board's sentiments toward the departed leader.
A large crowd was present at the funeral, including trustees, faculty, members of the G.A.R., and a number of students who had come to the city to pay their last respects to their beloved president, though it was several days before the scheduled opening of the College. After the services the body was sent to Mt. Morris, New York, under escort of Professor C. O. Bates, for burial beside Mrs. Marshall, who had died four years previously.

On the day after the funeral, another special meeting of the Board was held to receive a report from the committee on funeral arrangements and to consider plans for the future. It was reported that Dr. Marshall's will had been found and had been turned over to C. B. Soutter, who had been named as an executor. This document showed how devoted the late president was to Coe College, for he left $5,000 for the endowment fund and $1,000 for founding a scholarship for worthy students.

As soon as the College convened, the students, assembled in the chapel, adopted resolutions expressing their esteem for Dr. Marshall and declaring that in his death they had "lost a personal friend, a warm-hearted supporter and a zealous helper."

Resolutions were also adopted by other groups including the Military Order of the Loyal Legion of the United States, Commandery of the State of Iowa. Meeting at Des Moines on November 1, this organization passed resolutions which declared that Dr. Marshall was a "noble specimen of the American patriot, soldier, and citizen."
When the Board of Trustees met for their regular meeting on October 13, resolutions reported by Rev. Burkhalter were adopted by a rising vote. Though these resolutions were quite lengthy, a more fitting close cannot be made of this account of President Marshall than by reproducing them in full:

"The Board of Trustees of Coe College in recording the death of Rev. James Marshall, the President of the College, who departed this life September 11th, in the midst of the discharge of laborious duties on behalf of the institution, would bear united testimony of their appreciation of him.

"He was a man of power, the power that is born of the possession of a high ideal, a concentrated purpose, an unusual faculty to organize and to lead, and an unflagging zeal to execute and perform. He never spared himself. He forgot himself but he never forgot the College. He may be said to have laid down his life on behalf of the cause and institution to which he devoted the fullness of his best power from the first day of his assuming the charge until the day of his entering into rest.

"'His works do follow him.' These works which remain with us are the strong and united faculty which he organized and which he inspired with his own high ideals, the noble standard of scholarship to which he elevated the curriculum, the beautiful campus which is a wonder of improvement when we contrast it with what it was when his hands first touched it, and the example of industry and energy which his life has furnished.

"It seems sad that he should have passed away without seeing the fulfillment of the hopes he so dearly cherished, and the plans he so wisely formulated. But often in this world it is given for one to sow and another to reap. One leader surveys the prospect only afar off from Nebo's top whilst another follows to enter the land of promise. One
conceives the building of the house, but leaves it to another to actually erect it. But no one can think, thereby, that the former lives in vain.

"He yet speaketh.' His life and death call upon us who survive to imitate him in giving our best powers to the College for which he lived and died. If we are faithful we may live to accomplish what it was denied him, and he calls us, by the fact that he remembered the institution in his last will and testament, to labor that more shall be added and nothing be left undone to increase and enlarge its efficiency.

"This minute seems evidently incomplete without the mention of that efficient and beloved companion, the wife and partner of his heart and work, who preceded him into rest about four years ago and whose taking away only left him to throw himself in his solitude with positive abandon into that one remaining object of his devotion, the College. We may speak of them fitly in the beautiful words of scripture... 'they were lovely and pleasant in their lives and in their death they were not divided.'"