

if one is going to be effective, that the right type of organization be worked up. I've learned many things from experience during these years.

One thing I learned that surprised me very much. <sup>was this</sup> That I found that school was in a way like a ship. A ship is moving forward. It is underway, and you have a certain procedure, and if you try to change that procedure while you are under way you may get into great difficulty. But when you come into port, you can make tremendous changes, and the changes may be for the good but you ~~are~~ <sup>were</sup> not apt to have so much difficulty in introducing them. I remember one time about 25 years ago I guess when I made a very slight change in procedure in the seminary. what I thought was a <sup>rather</sup> ~~very~~ slight change and yet something I thought was very much to the good and I almost had a student uprising on my hands over it. There were several who were extremely <sup>indignant</sup> ~~indignant~~ <sup>very</sup> and/upset over what I thought was a very minor matter. And I gave up the attempt to introduce it at that time. But then during the next summer I planned <sup>so</sup> /that during the following year it was announced ~~at~~ at the beginning of the year, "this is the way we are doing and there was not a word of protest from anyone.

You can make tremendous changes during the summer. And you start out on that basis. And so now when anyone comes to me with a suggestion about organization about management about the running of the institution, I say I am very glad to hear about it because God can give any one of us the wisdom to see something that is important, that others have overlooked. I am very glad of any suggestions that are given. But I say, I will consider these suggestions next summer and if they are good we will introduce them in another year. But we will not make changes during the year. It is very important to have your methods carefully understood. -- your rules and regulations. I have found this repeatedly. Somebody comes with a desire for a special alleviation in regard to some regulation or some rule which we thought was a good rule. And I hear the man's reasons for it and they sound eminently reasonable. And in the earliest days of my organization I might say, Well, sir that's fine, you go ahead and do that. That is excellent. And then I would find that what