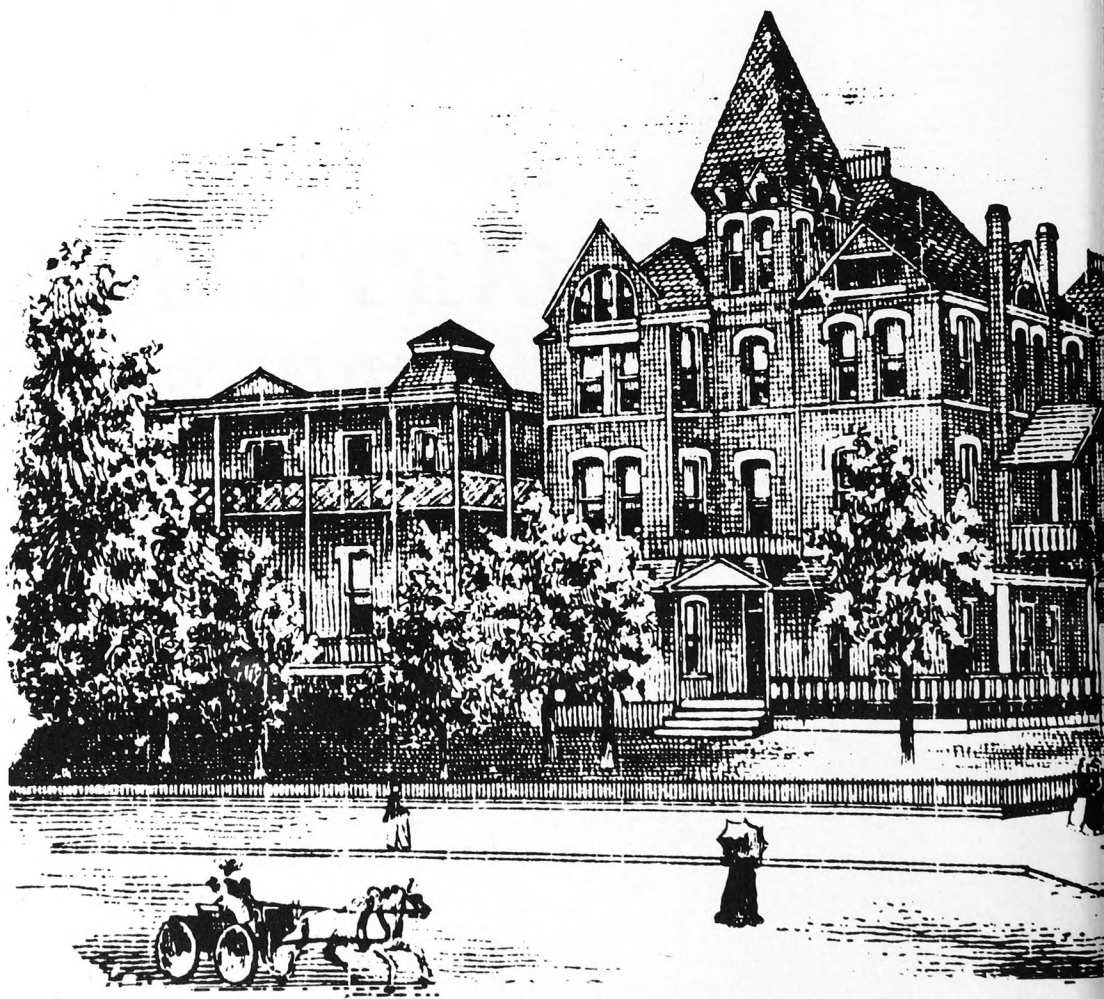


SAINT MARY'S HALL
First Century

SAINT MARY'S



Saint Mary's Hall / 1897

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First Century

by Kemper Diehl



San Antonio, Texas
1979

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*This book is dedicated by
the Board of Trustees of
Saint Mary's Hall
to the members of
the Class of 1979
who embody one hundred years
of commitment of the entire
Saint Mary's Hall family
to private education
in South Texas
and
to Lieutenant General
and Mrs. Sam Maddux, Jr.,
whose foresight and generosity
have made the publication
of this history possible.*

1

THE HISTORY OF THE
CITY OF BOSTON
FROM THE FIRST SETTLEMENT
TO THE PRESENT TIME
IN TWO VOLUMES
BY NATHANIEL BENTLEY
OF THE BARRISTER AT LAW
IN THE SUPREME COURT OF JUDICATURE
IN THE COUNTY OF MIDDLESEX
LONDON: PRINTED BY J. JOHNSON, ST. PAULS CHURCH-YARD, 1734.

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Foreword

It is my privilege to present this history of Saint Mary's Hall, in the name of its Board of Trustees, to the school's family and to the community of South Texas. The Centennial celebration is an event worthy of this publication and an occasion to share this work with all those connected with the school.

The significance of the history of Saint Mary's Hall is a definition of its tradition as a justification for independent education. Turning out the whole person has always been the primary function of the school. The school's product is the responsible citizen, aware of the cultural and social amenities of life. Saint Mary's Hall is committed to the basic goal of instilling in its students a desire for that quality of life.

In the beginning of its second century the school continues to offer any qualified young person the option of a quality, personalized and traditional education, thereby producing outstanding members of the community.

It is my hope that this book will be a valuable chronological account of the names and events that comprise the beloved tradition of Saint Mary's Hall. I am particularly pleased that Vaughan Meyer, a former board president and the dynamic force behind the school's most recent history, has favored us with an introduction. Mr. Meyer is our most

articulate spokesman for private education and for the
ultimate meaning of the past and future of Saint Mary's Hall.

Mrs. Betty Coates Maddux
Trustee
May, 1979

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Introduction

Who or what is it that creates the essence of a school? Headmasters, trustees, faculty and students change and interchange; campuses are relocated and buildings radically altered. The indefinable spirit that is a school, in the hearts of its alumnae and friends, remains somehow a constant.

Is it tradition, that elusive combination of thoughts and actions which are preserved, to be passed on because of a special quality? Is it achievement, measured, perhaps, by an educator's dry standards? Is it the quality of the people who serve and lead, as perhaps was in the mind of Carlyle when he wrote, ". . . history is but the record of greatness"? Or, is it, ultimately, the finished product of the school, an individual who emerges from such an institution, qualified in a unique way?

In the course of a century a body of tradition develops. That subtle blend of ingredients, unrecognized and perhaps unrecognizable from the outside, has much to do with life within the school. Externally, however, certain points are clear. The stabilizing influence of the traditional ties with the Church is certainly one. Another is recognition of the importance of Saint Mary's Hall to other regions—in the early days it was the vast, sparsely populated areas of Texas. Today it is

the rural regions whose public schools have not kept pace and it is, also, distant areas, even foreign countries. This importance, the reader will find, was recognized by the early East Coast patrons of the school and has continued into recent years.

The stewardship of trustees has certainly made an impact, always offering essential responsible direction. In part, leadership can come from the trustees and trustee presidents; however, the real leader is the head of the institution. Every institution that achieves greatness has been blessed with one or more leaders who have combined their intellect, administrative ability, drive, personality, and presence into an ability which brings out the best in others.

In perspective, it seems to me that Miss Ruth Coit was the headmistress of Saint Mary's Hall who possessed a unique combination of all these qualities which inspired students and supporters alike. Among the recent headmasters, Mr. Henry Pennell epitomized the selfless intellectual; William Garrison, in his early years, proved a most able and imaginative administrator; and to Sherwood Inkley there was great devotion.

Involvement breeds interest. The golden years in this respect were the middle and late 1960s, when the entire school community and all elements of its constituency were involved in creating the new campus and then in seeing that it flourished. The effort was immense, but so was the excitement and interest generated.

With the single exception of Jamie Armstrong Bennett, there is no lay person in the first century whose dedication, hard work, accomplishments, and generosity can compare with Betty Coates Maddux, Patricia Murchison Mallory, and Ramona Seeligson. Surely, Mrs. Seeligson set some kind of record for service without recognition: she would never consent to the title of trustee or committee chairman—she was simply always there when a job needed doing and did it superbly.

In reading the draft of the text which follows, I wished the compiler had known personally more of the people who appear on its pages, but circumstances and the passage of years made that impossible. Nonetheless, the essential facts are here. One of the most important is implied, but should be plainly stated: the need for greatly increased endowment. Endowment by gifts or bequests enable a school to achieve the greatness it seeks. Annual giving, no matter how generous, cannot be depended upon to provide sufficiently the funds required to

Introduction

fulfill the goal of the founders and dedicated workers of the first one hundred years. Such funds are essential for the employment and retention of the best teachers—they are the heart of any school. To attain this goal must be an early order of business in the Second Century.

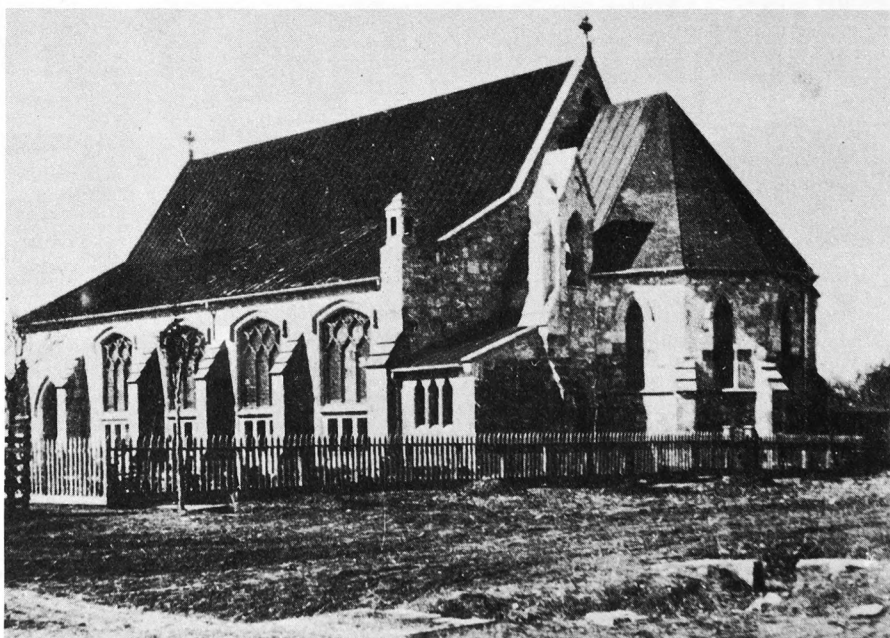
Who or what constitutes the essence of a school? These pages give to you the essence of Saint Mary's Hall—tradition, achievement, leadership, and a special kind of student. Perhaps, as Oliver Wendell Holmes wrote, "a page of history is worth a volume of words." The readers of these pages may judge for themselves.

Vaughan B. Meyer
May, 1979



SAINT MARY'S HALL
First Century

*Right Reverend Robert
Woodward Barnwell Elliott.
(Courtesy, St. Mark's
Episcopal Church Archives)*



*St. Mark's Episcopal Church. c. 1875. (Grandjean Collection.
Courtesy, D.R.T. Library)*

Saint Mary's Hall: First Century

It was an exciting day for eight men who gathered inside the unweathered, cream-colored limestone walls of the new St. Mark's Church in San Antonio on May 6, 1875. One of them, youthful and dynamic, was the Right Reverend Robert Woodward Barnwell Elliott, bishop of the Missionary District of Western Texas of the Episcopal Church. With him were four clergymen and three lay delegates to the Primary Convocation of the new district.

After fourteen years of effort, interrupted by the Civil War, the congregation of St. Mark's had celebrated the completion of its handsome new church on Easter Sunday, five weeks earlier.

With the opening of the first convocation of the district came the first opportunity for the thirty-four-year-old bishop to chart the missionary effort he envisioned for the 110,000 square miles of frontier Texas that made up his episcopate. As an officer of the Confederate Army in the recent war, Bishop Elliott had never faced the sort of challenge that he now encountered in western Texas. He had seven active clergy and

427 communicants in the whole vast area. Much of the territory could only be crossed safely with army escorts and aside from three short stretches of railroad at the eastern and southern extremities of the district, travel was largely by stagecoach and wagon.

But when Bishop Elliott rose to deliver his primary address, he directed his concern not to the difficulties of delivering pastoral care by horseback, but to a desperate need he had perceived almost as soon as he had arrived in Texas the past December.

"I should feel that the church was moving onward with certainty and precision, secure of her future," said the bishop, "if I could tell you that she was furnished with schools—where the generation that will succeed us was receiving the refining, conservative, and Godly training which her education imparts."

"The cry," said Bishop Elliott, "comes from all parts of the country" for "a higher style of education." This, he suggested, should be an education "which in its religious aspects can withstand the attacks of rationalism and upon its intellectual side firmly put away . . . unreasoning dogmatism." The bishop told the convocation that "we must agitate, agitate, agitate, until brooding thoughts take on solid form—and we can pass away knowing that we have done an honest day's work in the cause of sound education."

The bishop's message struck fire. A year later, June, 1876, at the district's second convocation at St. Andrew's Church in Seguin, a Committee on Education spoke out for church members:

They feel that words, mere words, are utterly inadequate to express the urgent need and the vital importance to the church in western Texas that some provision should be made for the Godly education of her children.

The committee warned that while "the church is standing still her children are not; they are rapidly slipping from her hand and going forth to the responsibilities of life unfurnished for its work." Pleading for the early establishment of a school for girls, the committee explained:

What we want is an institution, even though with small beginnings, which shall take the daughters of

the church and train them up in gentleness and grace and true loveliness of character, to be like her that was "blessed among women," true "handmaids of the Lord."

The men who talked of establishing a school for girls that June week in Seguin were both optimists and realists. They had a burning conviction that such a school was a necessity, and they had faith that their prayer would—with the proper dedicated work—be answered.

At the same time, they knew first hand of the difficulties and perils which could overwhelm such a project. San Antonio provided a setting which held many hazards for an institution devoted to training young ladies "in gentleness and grace." In the mid-1870s, San Antonio was just emerging from a chaotic decade which followed the fall of the Confederacy. Like the rest of the sparsely settled state, it had come out of the war in poor condition, both physically and economically. Its streets were narrow and unpaved; water came from the river or irrigation ditches; sanitation was primitive. Even in 1875 there were few buildings of more than one story. The town did have more than sixty saloons (counterbalancing five small public grammar schools). A frontier community, with Indian and bandit raids still commonplace not far to the north, west, and south, San Antonio was becoming the headquarters, not only for the army, but also for the great trail drives moving Longhorn cattle to northern markets.

The men who, in June, 1876, envisioned a school for girls had fresh memories of an attempt to surmount the difficulties posed by the raw frontier. Just eleven years earlier in 1865, an Episcopal church school had been started. Although the school failed, it left such a strong foundation that, under Bishop Elliott's guidance, there arose an institution which would prove successful beyond the wildest dreams of those pioneers. The earlier was named Saint Mary's Hall and there would be powerful links between this school of 1865 and the later reestablished Saint Mary's Hall of 1879. During the early years of the school, however, there were occasional references to it by other names. Among them were Saint Mary's School for Girls, Saint Mary's Episcopal School, Saint Mary's School, and Saint Mary's Academy Hall.

Almost from the time of the establishment of Protestant churches in Texas there had been concern about the inade-

quacy or nonexistence of schools. While travelling by stage across the vast reaches of the then newly formed Diocese of Texas to its widely scattered Episcopal churches, Bishop Alexander Gregg had made plans in 1860 to launch a boys' school. Like so many other dreams, it was shattered by the oncoming war.

But the guns of the last Civil War engagement had been stilled only a month when Bishop Gregg urged his 1865 Council of the Diocese to begin schools at the parish level. Education had been neglected during the war and the bishop was convinced the church had a duty to make a new beginning by providing schools which were "in spirit and feeling, church homes."

At forty-five, Bishop Gregg was entering one of the most productive stages of a remarkable career. Vigorous and tireless, he acted personally on his call for schools. Two months after his plea to the council, he moved his family residence in August, 1865, to San Antonio so he could oversee the founding of Saint Mary's School for Girls and hold services at youthful St. Mark's Church, which was without a pastor.

On September 2, 1865, the *San Antonio Herald* announced:

It gives us great pleasure to learn that the educational progress of San Antonio bids fair to keep pace with the growth of the city in all respects. We are informed by Bishop Gregg that he hopes to have established here as early in October as may be practicable, two church schools, of high order—male and female.

The female institution, the *Herald* promised, "is intended to present to our daughters, educational advantages not surpassed by any institution in the South."

By October the bishop's efforts were successful. The Reverend J. J. Nicholson of Mobile, Alabama, the rector at one time of Christ Church in Houston, arrived to become pastor of St. Mark's and headmaster of Saint Mary's School.

On October 27, the *Herald* reported:

We are gratified to be able to state that the Rev. Nicholson has succeeded in procuring a building in which to make a commencement with his new educational enterprise, and on Thursday next an organization of the classes will take place in the Cassiano house, near the residence of J. C. French. We have heretofore referred to this effort to establish a female

seminary of high order in our city, under the auspices of the Episcopal Church, the Rt. Rev. Gregg having located in our city purposely to facilitate the work.

The hopes that soared with this promising beginning, however, soon were dashed. An early attack of a great cholera epidemic took the life of Mr. Nicholson before the end of the year. Mounting in ferocity in the fall of 1866, the epidemic took almost three hundred lives. Talk, but no action, began about the establishment of a clean water supply for the town. The frightening epidemic almost doomed the infant school, but despite an interruption when all schools were closed by authorities as a health measure, Saint Mary's persisted.

The Reverend E. A. Wagner arrived to take up Mr. Nicholson's work with the church and the school; he invested not only time, but personal funds in the struggle.

Meanwhile, Bishop Gregg took a tour which was to have far-reaching effects on the history of Saint Mary's Hall. Early in January, 1866, he began a trail which was to become familiar to his successors. Because his own people were reduced economically to the barter level, he travelled North to seek assistance, particularly in raising funds for the boys' school he considered essential in San Antonio. In New York he visited Mr. John David Wolfe, a philanthropist noted for his concern with Christian education. Mr. Wolfe gave the princely sum of \$10,000 for the proposed school. This enabled the start of construction of Wolfe Hall at the northwest corner of Navarro and Martin streets.

When the boys' school proved to be an impossible dream, Wolfe Hall became the home of Saint Mary's Hall and, for a time, St. Mark's Church itself. By the time the infant girls' school was ready "for the reception of pupils" for its second year in September, 1866, it boasted a faculty of six, though it is doubtful that more than two were full-time instructors.

A notice in the *Herald* reported that Miss Bertie Love of North Carolina, "a lady of rare endowments and accomplishments," and Mrs. Virginia T. Polk would assist the rector. In addition, the newspaper listed instructors of drawing, music, and modern languages. Mr. Wagner, it was reported, would continue to instruct classes as head of the school until "another clergyman of experience" could be obtained.

An advertisement early in 1867 told something about tuition and courses of instruction. Tuition in English and board could be obtained for twenty-five dollars a month. Primary Department tuition for day students was two dollars, while more advanced instruction, including ancient languages, cost four to six dollars. Separate charges of two to four dollars were listed for modern languages, piano, harp, guitar, vocal music, drawing, and painting.

Meanwhile, Mr. Wagner had arranged for the completion of Wolfe Hall, even advancing his own private funds to finish and furnish the building. A mortgage on the building was given him to cover his loans and unpaid salary. The busy pastor was also pushing forward the construction of St. Mark's Church, which had been begun in 1861 but which was left uncompleted because of the Civil War. Together, he and Bishop Gregg were building a thriving church.

In January, 1868, Mr. Wagner resigned his San Antonio posts to become general missionary in eastern Texas; he was succeeded by the devoted Mrs. Polk. The move was caused, in part at least, by the financial problems of the school. For a time Wolfe Hall was under the ownership of St. Mark's Church. The church redeemed the mortgage given to Mr. Wagner, and the property was deeded to the parish on condition it not be alienated from church or school purposes. The St. Mark's congregation met in Wolfe Hall from 1866 to 1875 when its own building facing Travis Park was completed.

The *San Antonio Herald* of April 15, 1868 described in glowing terms an "exhibition" of "proficiency of the scholars belonging to Saint Mary's Episcopal School, under the direction of Mrs. Polk." The writer related that Dryden Hall "was filled to overflowing with relatives and friends of the scholars, all of whom were delighted with the entertainment." The *Herald* could not "speak too highly of the merits of the compositions read by the young misses," finding the subjects well chosen and considered, the reading "generally excellent," and the articulation "distinct." The program included songs by the whole school and "exceedingly humorous dialogues." In conclusion, it reported, "the hall was cleared for dancing and the little ones enjoyed themselves in this diversion until the 'wee small hours.' "

During the time Mrs. Polk headed the school, the connection with the church became less direct. When she announced

plans for the fall of 1868, she listed nonclerical "trustees." Yet in her advertisements for the fall session of 1871, Mrs. Polk began her list of "references" with Bishop Gregg and the Reverend W. R. Richardson, the rector of St. Mark's. In the same announcement, Mrs. Polk noted that Mrs. L. A. Edmonds, another gifted pioneer educator, had become associated with her in the direction and control of Saint Mary's Hall.

The growing regard of San Antonio's leading families for the school was reflected by the *San Antonio Express*, which devoted a lengthy account in its issue of August 20, 1871 to a fund-raising entertainment given for Saint Mary's Hall at the Plaza House. The *Express* noted that "there were a goodly number of ladies and gentlemen of our best families present," as well as "the prettiest young misses of San Antonio and vicinity." Among the prettiest, the account related, were the "daughters of the generous and popular proprietor of the Plaza House, Miss Lena Tobin, in lemon colored organdy, and Miss Annie Tobin, in green tartleton and while polonaise." Some years later Miss Annie Tobin became the wife of a minister who was one of the best-loved of Saint Mary's Hall's principals.

On August 20, 1873 the *Herald* once again announced the September opening of Saint Mary's Hall under the direction of Mrs. Polk assisted by Miss Annie Sweet and described the school as an institution which "for a long series of years has so highly and so successfully commended itself to appreciative parents and guardians."

The school, however, ended as a private operation sometime after 1873 and St. Mark's Church (the owner of Wolfe Hall) leased the ground floor facilities to be used as a public school.

After a lapse of time, efforts to reestablish a church school were initiated. If anything, the vision which had caused Bishop Gregg to begin Saint Mary's Hall against difficult odds inspired Bishop Elliott even more passionately. After making his strong plea for church schools in his primary address to the 1875 convocation of the district and hearing it echoed in the resolution of the Committee on Education a year later, he went to work. In 1878 two schools, St. Andrew's Academy for Boys and Montgomery Institute for Girls, were started in Seguin.

Meanwhile, Bishop Elliott had not forgotten his resolution to restore a church school to Wolfe Hall. Once again, trips to the North provided the solution.

When the fourth convocation of the district met at St. Mark's in early May, 1878, Bishop Elliott cheered the delegates with a lengthy and hopeful report on Saint Mary's Hall. Briefly reviewing the history of the institution, the bishop lamented the use of Wolfe Hall as a public school—"a system of education in which teachers are granted their positions under promise that in no way will God or religion be recognized by them."

Bishop Elliott termed the situation an "abomination" which would soon end. Miss Catherine L. Wolfe, the daughter of the original benefactor of the school, had given \$1,000 toward the "redemption of the school building" and on payment of a like sum, the bishop explained, the vestry of St. Mark's would transfer the building. He pledged that, once returned, Saint Mary's Hall would be protected so far as humanly possible against "any reoccurrence of the present trouble."

The bishop spoke optimistically of having the final \$1,000 "placed in my hands by the end of the year," but he had underestimated the strains placed on his frail body by the exhausting demands of his missionary work. A few months later, when he attended the general convention of the Episcopal church, friends found him to be in such poor health that they induced him to go to Europe for an extended rest. He did not return until mid-1879. He resumed at once his efforts for Saint Mary's Hall and as a result completed the arrangements that year for the revival of the school.



The reestablishment of Saint Mary's Hall came at an opportune time. Texas had enjoyed growing prosperity in the 1870s. A succession of wet years favored farmers; the cattle boom was reaching its zenith, and the arrival of the railroads in South Texas brought new settlers and opened new avenues of trade. The city directory reported: "During the year 1878 the trade of San Antonio increased nearly 100 percent in all the lines of business." The area was ready for a high quality school.

Yet even with favorable conditions, a successful school would need a leader who could fit the educational process to the challenges students would face later in life. Bishop Elliott found such a leader in Miss Philippa Stevenson, a graduate of Saint Mary's Hall, Burlington, New Jersey.

The Reverend Wallace Carnahan, who had worked with the early church schools in Seguin and who later served for twelve years as the head of Saint Mary's Hall, was in a position to judge the remarkable work of Miss Stevenson. In praising her he wrote: "I wish to record here a tribute to the memory of the first principal of Saint Mary's Hall, Miss Philippa Stevenson. I have never known such an active mind, powerful will and consecrated spirit in so frail a body."

Mr. Carnahan observed that the alumnae of the school "did well to place a stained glass window in the chapel of the school to express their reverence for her memory." The line of scripture on the window, Mr. Carnahan wrote, was appropriate: "She hath done what she could."

The school, under Miss Stevenson's capable guidance, grew to include primary, junior, and senior departments. It offered subjects up to the level of higher mathematics, Latin and modern languages, and some science. Within little more than a decade, (Miss Stevenson served from 1879 to 1889) instruction broadened to the point that the senior department was termed "college." Its instruction paralleled that of a good preparatory school of the present day.

Reporting to the District Convocation of 1880, Bishop Elliott explained that Catherine L. Wolfe had given another \$1,500 to Saint Mary's Hall. This had paid the final \$1,000 to St. Mark's, leaving funds for necessary repairs.

In the spring of 1881, the Education Committee reported to the District Convocation that the new school was "flourishing" with four teachers and thirty-four pupils. Bishop Elliott reported the lower story of Wolfe Hall now contained "a noble school room, just fitted with the most improved desks, etc., and also a dining room." Nearby was the kitchen and upstairs there were a parlor and nine dormitory rooms.

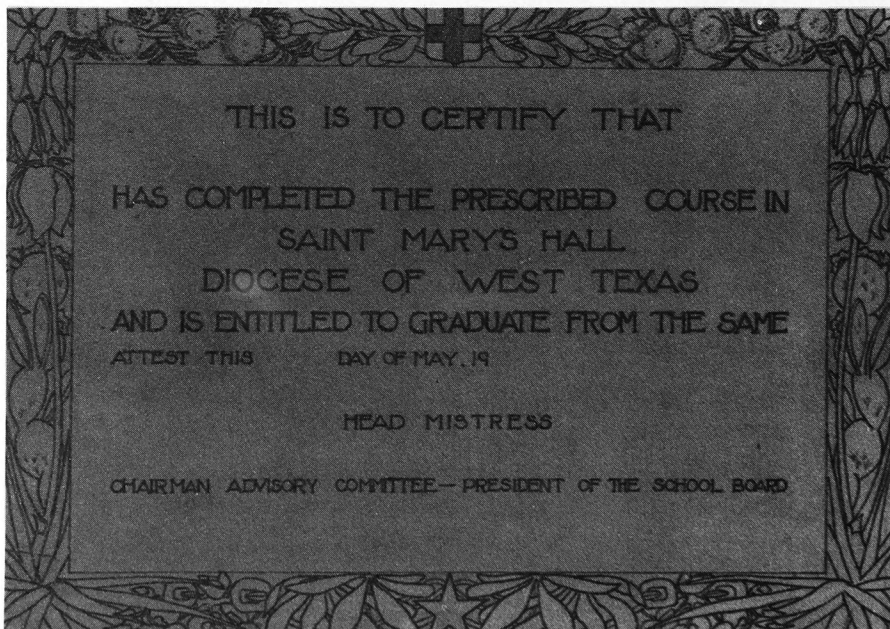
The bishop revealed that a tower and upper and lower galleries had been added, while the stonework had been painted—"all this at a cost of \$1,650, a larger part having been given for this purpose by some dear friends in Cambridge, Massachusetts." A school of "high grade and character" was assured, he reported, removing the "reproach" of a "Godless education," or the alternative of a Catholic convent school.

If anything, the public appraisal of the school was even more enthusiastic. The June 2, 1881 edition of the *Express* hailed the commencement exercises of the school as a "flatter-

ing success" for teachers and scholars alike. Students marched into the hall, which was "decorated in the school colors—white, with blue ribbons—to the dulcet strains of 'Onward Christian Soldiers.' " Over the principal's desk, the reporter observed, was a motto in blue and gold, with a Latin inscription translated as, "Not for school, but for life we learn."

The *Express* related that a "very tasteful banner was borne by Miss Mollie Smith, stepdaughter of Col. H. B. Andrews, who is leading the school." Bishop Elliott presented Miss Smith with a silver medal as the "leading scholar, perfect in all studies and deportment of the year." Miss Alva Ogden received a silver medal for perfect deportment and Miss Maude Towle earned a silver medal for "superiority in needle work." The *Express* commented, "we cannot conclude without complimenting the young ladies . . . upon the proficiency to which they have attained under the skillful direction of Saint Mary's School."

In the following year, 1882, the school boasted forty-seven scholars, including three boarding pupils. A Bishop Elliott Library had been created and the range of instruction was



A copy of the first diploma from Saint Mary's Hall.

broadened. Dr. Smith of the United States Army, for example, presented lectures on physiology. The school's emphasis, however, centered on practical instruction. The industrial classes made thirty-two garments to be given away. Near the close of the year, the Committee on Education looked to the future in an optimistic report on the school: "To sum up, that one little seed has taken deep root and will ultimately become as strong and sturdy as the giant oak of the forest."

The school by 1883 had seventy-two students enrolled, with seven of them campus residents. Miss Stevenson presided over a faculty of ten. An addition to the faculty was a calisthenics instructor. Parents and students were cautioned that "simple dress" was required. Boarding students were instructed to furnish their own napkins and towels, as well as a Bible, a dictionary, a copy of Shakespeare, and an ancient atlas. The school's advertisements assured parents: "Hand sewing taught to every class." Composition was termed a "specialty" of the school. The curriculum included higher mathematics, Latin, German, French, Spanish, instrumental and vocal music, painting of oils, china and water colors, drawing, and weekly elocution drills for the older students.

A year earlier Miss Stevenson had reported that "the religious instruction of the scholars has not been all that we could wish, but, nevertheless, much has been accomplished." More, certainly, was being accomplished in 1883-84. The Christmas season of 1883 was observed when "the older scholars dressed some charming dolls for the wee members of Saint Mary's Hall, and all heartily enjoyed a merry frolic."

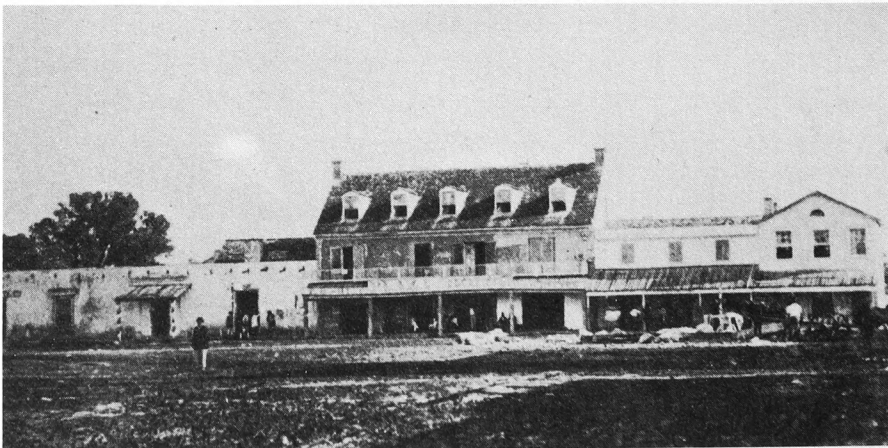
Early in 1884 the girls organized a "little missionary society." When Bishop Elliott visited the school on May 30, 1884, he thanked the members of the society for "the good and pleasant things they had done with their earnings." He noted that they had helped the poor, provided a Bible for St. John's Mission on Dignowity Hill and, at Easter, had sent an offering of books to their sister school, Montgomery Institute in Seguin.

At the school's closing exercises in 1884, in addition to awards for scholarship, musical perfection, elocution, and deportment, the students were honored for various feats of sewing and for religious studies. Among those honored were Miss Nita Lacoste for "Best Buttonhole," and the Misses Eva Cunningham, Alice Herff, Maud Spangler, and Ada Wallace for "Catechism."

During the next few years the students organized a

number of societies—all dedicated to service or study. Scholars and teachers organized the "Saint Mary's Guild" to promote scholarship and love of literature. The Dorcas Society was founded and dedicated itself to providing new clothes for orphans. A chapter of the Agassiz Association, promoting group study of the "beauties of nature," was well established. By the 1886-87 school year the Missionary Society had forty-two members and appeared to have been the most active group. It sponsored a "well-conducted industrial school," a vigorous Sunday School, and a "dear little" branch of the Ministering Children's League. Many of the activities of the Missionary Society were closely linked with nearby St. Mark's Church where, during the years of the downtown school, the girls attended services on Sunday.

San Antonio during this time presented a unique combination of cosmopolitan living and the raw violence of the frontier. Burke's *Texas Almanac* in the early 1880s noted that San Antonio "is the most lively town in the state and thoroughly cosmopolitan. On her streets are to be found every nationality and phase of humanity." Although progress had gripped the town with the arrival of the railroad and the telegraph in the late 1870s, in 1884 the citizens voted down a proposition to issue bonds for a sewer system. While such gathering places as Scholz's Palm Garden on Alamo Street and Sommers Garden



North Side Main Plaza. c. 1870. (Grandjean Collection. Courtesy, D.R.T. Library)

were highly respectable and "visited by the best people of the city," other areas housed dangerous saloons and gambling parlors. Writer Frank Bushick recalled that "several brave men met their fate" at the Iron Front saloon at Houston and St. Mary's streets and were "carried out through those same swinging doors still wearing their boots." The Jack Harris theater and saloon at the northeast corner of Main Plaza won renown in the 1880s when, first the proprietor and then the celebrated gunmen Ben Thompson and King Fisher met their fate in sensational episodes.

The location of Saint Mary's Hall proved to be advantageous. It was safely isolated from this seamy side of the growing town. On the banks of the San Antonio River, the school was comfortably close to Travis Park, which was to become the center of the community's social life. Together with St. Mark's Church and Temple Beth-El, the park attracted the families of the Oppenheimers, Waelders, Terrells, Houstons, Vances, Tobins, Johnsons, Napiers, and Murphys. It was not surprising that the daughters of leading families graced the rolls of the school. At the same time, children from remote ranches and border cavalry posts became boarders. In most places the one-room school was still the typical setting for rural education and sometimes there was no school at all. Saint Mary's Hall provided the answer for an increasing number of families.



The closing exercises of 1887 were darkened by fears for the health of Bishop Elliott. "We feel that we speak for the entire community," said Miss Stevenson, "when we say, 'God bless Bishop Elliott and enable him to return to his precious work in Western Texas.' " The harsh conditions of the frontier episcopate, which required the bishop to endure constant hardship as he travelled hundreds of miles by stagecoach and buggy, had taken their toll. When the bishop went to the general convention of the church in Chicago in 1887, he was worn-out and sick. Never strong, he had contracted dengue fever. Nevertheless he fulfilled his convention duties and then left for the East, once again preaching constantly and winning friends and money for the missionary efforts in the Southwest. Friends again urged him to rest and recuperate, but it was too late. The bishop died in Sewanee, Tennessee on August 26. A memorial service in honor of the school's founder was held at

the opening ceremonies of Saint Mary's Hall, September 19, 1887.

Selected as the new bishop was the Right Reverend James Steptoe Johnston, a native of Mississippi and, like Bishop Elliott, a veteran of the Confederate Army. The new bishop was consecrated at his own parish in Mobile, Alabama, on January 6, 1888 and just twelve days later found time to pay his first visit to Saint Mary's Hall.

The need to enlarge the accommodations at the school was evident to Bishop Johnston and he soon laid plans to do so. Bishop Johnston received a letter from close friends of Bishop Elliott in Connecticut suggesting the building of a hall in his memory and offering funds to help finance the project. By the spring of 1889, \$5,500 had been given for the new building. This was reported by the new bishop to the District Convocation. Shortly before Bishop Elliott's death a lot adjacent to Saint Mary's Hall had been bought by his friends, and Bishop Johnston announced plans to build Elliott Hall on this land. The new building was designed to house boarding students and teachers. Wolfe Hall would then be renovated and used exclusively for classes. While the bishop was gratified by liberal donations from some San Antonians, he told convocation delegates of his disappointment at those who would not give.

Meanwhile, Saint Mary's Hall faced a difficult transitional period. Miss Stevenson's health, never good, failed alarmingly during the winter of 1888-89 and she retired at the close of the spring session of 1889, leaving a record of great accomplishment. The student body had reached a total of 105. In addition to the traditional educational staples and modern languages, arts, and homemaking skills, the curriculum had added the sciences. The school appeared also to have a strong financial foundation. While the sister institution of Montgomery Institute in Seguin had shown consistent red ink in treasurer's reports and had been heavily subsidized by St. Andrew's Church in Seguin, Saint Mary's Hall had not received assistance from St. Mark's Church in San Antonio for a number of years. When Montgomery Institute ceased to exist in 1892, Saint Mary's Hall remained as the only school for girls in the Missionary District of Western Texas.

The school moved ahead in 1889-90 under the direction of the new principal, Miss Louise M. Smith, who expanded the art department and the Department of Modern Languages. In ad-

dition, a periodical club was formed. Elliott Hall was partly completed without the creation of debt and its rooms were furnished by benefactors. Just four weeks before Christmas, 1889, it was opened and the number of boarding students immediately rose from four to ten. The student body grew to 120 during the last year of the decade.

Miss Smith resigned before the end of the spring of 1890 and Bishop Johnston had to search for a new head for the school. His choice was revealed in the *Express* of June 22, 1890, which announced that the school would open on September 17 with the Reverend J. G. Mulholland, LL.D., as joint principal with his wife. Dr. Mulholland was a graduate of Trinity College, Dublin, his wife a graduate of Wellesley.

During the summer of 1890 Wolfe Hall was completely remodelled and Elliott Hall was provided with that modern wonder, electric lights. The school's facilities continued to expand during Dr. Mulholland's tenure. Dr. Mulholland had \$2,163 and lots worth \$2,000 available for a new wing. By the next year Elliott Hall was enlarged to its full dimension and, in addition to dormitory rooms, the three-story hall had space for an office, parlors, library, and dining room. On the second floor was a beautiful chapel, "Gray Memorial," provided by the widow of the Reverend George Zabriskie Gray. Miss Stevenson died in February, 1890, and the alumnae contributed a stained glass chancel window in her memory.

During this period Dr. Mulholland opened school daily with a short service from the Book of Common Prayer, including a chant and hymn and a portion of the Scripture. The pupils—Lutheran, Baptist, Presbyterian, Roman Catholic, and Jewish, according to the convocation report of 1892—were instructed in Bible and were trained in singing hymns and chants.



While Saint Mary's Hall commencement ceremonies reassured patrons and the newspaper-reading public each year that the young ladies were being trained as proper Victorians in the domestic and social graces, there were overtones of a new intellectual thrust that was sending some graduates on to the pioneer colleges for women. And there were premonitions—in the form of sharp disapproval—of the movements which were to change dramatically the role of women in the century ahead.

The commencement season of 1893 expressed these varied themes. In an account of the June 1 ceremonies, the *Express* headlined, "Ready for the World," and described at length the essays read by the seven graduates and the musical performances of Saint Mary's Hall students which brightened the morning event.

Miss Ada Waelder's essay on "Success" drew the approving comment of "sensible" from the writer. The salutatory essay of Miss Lillian Knight was greeted with "generous applause by the large audience." Miss Ida Oppenheimer's essay titled "Unfinished Work," was reported to be "full of good points." The writer was impressed by the parallels drawn by Miss May Keller in her "Beyond the Alps Lies Italy," and the newspaper quoted at length from a perceptive essay on "The Architecture of San Antonio" by Miss May Cresson. Miss Cresson appeared to have anticipated feelings of later conservationists by praising the city's native architecture, scoffing at the transplanted ill-suited northern designs to San Antonio, and voicing strong concern over neglect of the Spanish missions, especially San Jose. Miss Emma Bell's valedictory was praised, and Miss Mary Heard's class poem was of such quality that the *Express* announced plans to print it. Musical performances ranged in approval from "pleasing" to "bewitching."

Although Saint Mary's Hall was producing graduates who were scholarly and creative in their thinking, the sermon by the Reverend T. H. Lee of Austin capsuled the contemporary attitudes toward the role of women and of opposition to change. The *Express* reported:

He roasted the women who want to vote and to work by means of politics, and said that if women vote they must also do military duty, and if this would conserve the interests and happiness of the world he could not see how.

The Austin clergyman further admonished the graduates:

It is through the moral power of woman that she wields her influence. A man discovered America, but he was fitted out by a woman. Every man has an Isabella in his mother, who gives up her jewelry and comfort for him.

In presenting diplomas, Bishop Johnston reported that

Miss Bell had received her entire education at Saint Mary's Hall. The next night after graduation, the seven young ladies were tendered a "complimentary German" by the young men of St. Mark's Church at Turner Hall. "All spent a delightful evening and it was a fitting close to a festive week," commented the *Express*.

A year later, 1894, Dr. Mulholland presented eight young ladies to Bishop Johnston for diplomas. It was the principal's last commencement at the school. The District Convocation that spring had decided that the head of the school would be elected for a term of three years, and Dr. Mulholland declined to run again. He left to launch his own school for girls the following year.

Called by the convocation to be principal was the Reverend Wallace Carnahan, a pioneer missionary and educator. In addition to launching St. Mark's Church in San Marcos, Mr. Carnahan had started two churches in San Antonio and had taken part in the first convocation of the Missionary District of Western Texas as secretary. He had served on the Education Committee which called for the establishment of schools, and he started the Montgomery Institute in 1878, when he was pastor of St. Andrew's Church in Seguin. He was to head Saint Mary's Hall for twelve years—a period of extended growth and development.

Mr. Carnahan reorganized the school, personally taught Bible, Church history, and psychology and pronounced the rest of the faculty of ten to be the strongest in the history of the school. Tuition was cut from 10 to 30 percent and the school attracted eighty-seven pupils.

A Christmas pageant was a highlight of the winter of 1894. The *Express* on December 23 praised the production which attracted "by far the largest and most enthusiastic audience ever assembled at Saint Mary's Academy Hall." The report referred to the event as "an intensely interesting one from the sweet carols as sung by the little misses to the exceptionally illustrious reading of the lines of 'The Times of Marie Antoinette,' as interpreted by the seniors and graduation class." The decorations "lent charming color to the pretty gowns and happy faces," the report continued. The following spring the Education Committee was equally enthusiastic about the school. It announced, "Your committee notes with

pleasure that the most satisfactory feature of the year's work in this school has been the pupils' growth in grace."

As the century neared its close, Bishop Johnston expressed his gratification at the work which the school was performing. Reviewing the history of Saint Mary's Hall in his report of 1898, he observed:

During this time hundreds of girls have felt the uplifting influence of its efforts to "make our daughters like cornerstones, polished after the similitude of a temple." Many a household and community will always be different from what it would have been, more refined, more cultured, more influenced by high ideals of right living, because of the silent work of character building, along the lines of church training, which has gone on in this Christian school for 18 years.

The close of the century revealed problems as well as feelings of accomplishment. In his report to the District Convocation of 1899, Mr. Carnahan noted that there were ninety-two pupils, including a record thirty-one boarders. Students would have to be turned away unless the school were enlarged, he warned. Once again, aid came from the East. The convocation of 1900 was told that Mr. Felix R. Brunot of Pittsburgh had left Saint Mary's Hall a legacy of \$33,364—a substantial bequest for that era. This allowed the addition of Brunot Hall, which provided a large room for the library, six additional bedrooms, enlarged accommodations for academic work, new music rooms, and an art studio. Brunot Hall was completed in time for the start of school in the fall of 1901. Every room was filled, much to the surprise of Mr. Carnahan who had not expected the school to reach capacity for years. As a result, Saint Mary's Hall reached a record enrollment of 81 day students and 52 boarders for a total of 133.

It appeared that the school was entering a golden era. San Antonio had begun the new century as the largest and wealthiest city in the state with a population of 52,321 and a per capita wealth of \$597. A great street-paving program was launched; improvement work started on Brackenridge Park, and the city received \$50,000 from Andrew Carnegie for a public library.

Saint Mary's Hall offered schooling which fitted the era. In a slender catalogue dating from 1901, Mr. Carnahan spelled

out the philosophy of the school:

Saint Mary's Hall now offers the very best advantages for the cultivation of a symmetrical womanhood. To that end the utmost care is taken for the health and development of the body; the mind is trained in accordance with the most approved methods, and the guiding of the spiritual nature receives the attention that its supreme importance demands. Nor do we neglect the cultivation of gracious manners, as a factor in a woman's influence.

The principal made it clear that Saint Mary's Hall was selective in its admissions, noting that some schools "in the extremity of financial need, receive all who apply for admission, hoping that the tractable may benefit the unruly." Saint Mary's Hall did not accept this attractive theory, said Mr. Carnahan, adding that "we, therefore confine our efforts to the production of a superior type of womanhood." The school, he emphasized, was most discriminating in engaging teachers who were "selected with reference to their social culture and piety, not less than for their education and talents."

The catalogue also revealed that the Brunot bequest and other gifts had enabled the school to acquire an endowment, reduce charges, and increase the number of scholarships to seven, including five of \$100 each for boarders. The new charges were, indeed, modest. The basic charge for room, board, and tuition had dropped from \$350 in the early 1880s to \$240 a year, despite the rising level of South Texas incomes. The charge for day pupils in the Primary Department was only \$12 a term, moving up to \$32 for the "College" — formerly the Senior Department.

The school had its own uniform, which boarding pupils were required to wear when leaving the school premises. The catalogue reported:

It is a light Oxford cap of dark purple cloth; and in the warm weather of autumn and spring, a plain white pique skirt without trimming, worn with a purple belt. In the winter a waist and skirt of dark purple cloth are worn, and in the coldest weather a coat of the same material. The cap and winter uniform cost from \$16 to \$20 and are made in San Antonio.

The catalogue went on to relate that the "style and quality

of clothing indoors is left to the choice of each patron, but simplicity and economy are earnestly advised." The school warned in stern fashion: "Jewelry is very unbecoming to school girls." Among other items, pupils were to bring an umbrella, a pair of thick-soled shoes, a pair of overshoes, and two small rugs.

For their outlay parents found that their girls were offered an exhaustive course. The Primary Department started with "some of the kindergarten methods," and by the time a girl graduated she had been exposed to (1) mathematics (through trigonometry); (2) physics; (3) chemistry; (4) botany; (5) psychology; (6) Latin (through Livy or Horace); (7) history — ancient, medieval, modern European, and American; and of course, most heavily to (8) the Bible; (9) Shakespeare; and (10) the English poets. A wide range of optional courses in modern languages, music, and art also filled the catalogue. The catalogue stated:

Practice in essay-writing and reading aloud are maintained throughout the whole course; and spelling is not dropped until the student spells perfectly. The Bible forms a part of the whole course. It is studied historically and devotionally, as the greatest of classics, and as the inspired word of God, which maketh wise unto salvation.

A delightful account of the school during this era was written by Mrs. Nellie Munson Bartlett of the Class of 1900 in her autobiography:

At Saint Mary's Hall we had a large room with two double beds, two bureaus, two armoires, and four straight chairs. Of course we took care of our own rooms. There was daily inspection, and believe me, if a book on the table was not in line with the other books, there was a demerit. I don't think the rule disturbed us very much as we were very neat.

Recalling the excursions of the young ladies off the school grounds, "which, of course, was never without a chaperone," Mrs. Bartlett remembered that the school uniform was worn on these occasions. The frogs, she recalled, "barked in the San Antonio River at night." Other recollections of Mrs. Bartlett included:

We had chapel morning and evening. The standards of curriculum were high, meeting those of schools now known as junior college. For instance, we could have entered as a junior at Smith or Vassar. I loved school and had no criticism of the teachers . . . Diversion was rare. On Saturday night we were allowed to walk downtown and have ice cream. Once a month, rotating groups were escorted downtown with a teacher to shop. Should a concert or a good theatre come to town, we were allowed to go. Otherwise it was school, a walk, and study. We could only correspond with persons on a list signed by our parents. Thus, the care of the young, and concentration on the task at hand, study, were the primary concerns of the school. The result was rewarding.

The lively girls also found informal diversions:

We formed a club—seven of us—with crossbones and a skull drawn in ink on a white ribbon as our badge. The slogan was, “Audere est Agere,” or “to dare is to achieve,” and we felt very courageous. There was a compulsory group with silver hearts on a pin, and engraved S.N.E.—“Speak No Evil.” I think most of us held rigidly to the rule.

The life at the school was not, however, entirely without excitement. In a book of reminiscences he published in 1915, Mr. Carnahan recalled several “Saint Mary’s Hall incidents.” On the night of May 7, 1900, he recalled, the students were thrown into a wild panic when a cyclone struck San Antonio, wrecking the uncompleted San Antonio Loan and Trust Company building. Saint Mary’s suffered only the loss of two chimneys and a severing of the electric light wires. In a bathrobe and slippers, the principal met a crowd of girls rushing down the stairs. One assured him that “we are all dead!” To which the doughty principal replied, “Why, my child, you are the noisiest dead girl I ever saw in my life.” Mr. Carnahan called the roll by candlelight and then offered up a prayer of thanksgiving when he found that all the children were present and none hurt. In October, 1903, the school had a more serious scare when the school physician found that a teacher was suffering from yellow fever. It was part of the last yellow fever outbreak in the city’s history. Before a quarantine isolated the city, all but twelve boarders were removed by

their parents. The ill teacher was isolated with a special nurse and recovered; no one else in the school contracted the disease. School was suspended and teachers received "holiday on full pay."

The school proved a boon, not only for the children of isolated ranch families, but also for the daughters of army officers stationed along the border and in other remote areas. In addition, fame of the city's "healthy climate" drew other boarding students. In the spring of 1902 Mr. Carnahan reported to the District Convocation that the school had ten students from the U.S. Army, nine from Mexico, three from the Indian Territory, three from Arkansas, and one each from Illinois, Kentucky, Alabama, Mississippi, and New Mexico. The growth of the school, the principal observed, had caused a need for four more pianos, four more music rooms, a gymnasium, a larger chapel, and new desks for the Grammar School.

Bishop Johnston, whose episcopal residence on Pecan Street was just steps from the school, kept a watchful and loving eye on Saint Mary's Hall and its products. In his address to the District Convocation of 1904, he observed that the girls who attended Saint Mary's Hall "take their part in the strenuous battle for the right, which grows more intense each year, as the forces of evil, reenforced by the infidel influences, which result from a godless education, hurl themselves with ever increasing violence and virulence against the ancient citadels of our faith."

On December 25, 1905, Mr. Carnahan, who had been elected to four successive terms as principal, notified the trustees that he would not accept reelection and would leave at the close of the spring term. Bishop Johnston and the standing committee of the newly created Diocese of West Texas, acting as trustees, a few days later adopted a resolution praising his services and hoping that the closing years of his ministry "may be as peaceful as the earlier ones have been brilliant and useful." The resolution declared:

In view of the positive and definite declaration by the Rev. Wallace Carnahan that he will not accept a reelection as principal of Saint Mary's Hall, the trustees desire to put on their record their high appreciation of the ability and fidelity which he has displayed during the 12 years of his incumbency as principal of this important school. He has placed it in

the very first rank of institutions of similar character in this state. Saint Mary's Hall stands for refined Christian womanhood and accurate and finished scholarship.

The turn of the century saw the national trend of progressivism becoming a growing influence in San Antonio. Nevertheless, the city was still very wild and young—an unhappy marriage between a sleepy Mexican border town and a brawling cattle center, nearly bursting at the seams with domestic turmoil.

By the end of the next decade, a dramatic metamorphosis of the city's culture and business evolved. Everyone was talking about it, even the ubiquitous chili queens, who were, much to their amazement, chased off Alamo Plaza in 1909. Stirred finally by national trends, San Antonio awakened and decided to become a standard, hardworking American city—or, at least with a broad, sly smile that Detroit could never understand, to give it a fair try.

From 1900 to 1910 the city's population almost doubled, from 53,321 to 96,614. The City Directory in 1911 reported that building activity was up 600 percent, assessed valuations up 130 percent, improvements up 900 percent, and bank deposits up 200 percent. The town was suddenly bustling and booming, and everyone wanted to have the most progressive business and home and attitude.

At the same time, the Missionary District of Western Texas, under the leadership of Bishop Johnston, was rapidly growing and solidifying. In 1902, the district, for the first time, met all of its obligations and was honored by the Board of Missions for paying its full apportionment from its own resources. Johnston began a successful campaign to make western Texas into an independent Diocese of West Texas. It would have been hard to find a more exciting or challenging place to run a school than in booming San Antonio, under the direction of a vigorous and growing church.

Arriving to harvest the abundance and harness the energy flowing from the city and district into Saint Mary's Hall was the Reverend Arthur W. Burroughs. Mr. Burroughs took charge in 1906 and served until 1914, leading the school through an era of progress and prosperity.

Originally from Philadelphia, Mr. Burroughs had served as a pioneer pastor in Uvalde and Victoria. He was well known

in San Antonio; his wife was the former Miss Annie Tobin. The new principal had a winning personality, which made him immediately popular with both students and parents. In later years this admiration led to the formation of a Burroughs Club among alumnae. The records of the club contained this tribute:

Mr. Burroughs used persuasion instead of discipline. His prime consideration was the personality of the pupil, not the rules of the school. However, he could be stern when the occasion demanded. Hypocrisy, meanness and greed brought forth his intense denunciation. If religion is "caught" rather than "taught" then it was an epidemic among students as well as teachers.

Mr. Burroughs was an unassuming, very humble man, who lived by and for the spirit of hard work and self-denial. At one point in his career, when Saint Mary's Hall had ample money to disburse for salaries, he nevertheless refrained from awarding himself more than token compensation, asserting that he "should not make money from the school any more than a good rector should profit from his church."

It was characteristic that Mr. Burroughs, immediately upon assuming his new job, released a report to the Education Committee of the Diocesan Council warning that there was indeed very much that remained to be done. He raged at the possibility of funds being unused—"probably lying somewhere wrapped in a napkin"—while the pressing need for a gymnasium wing went unanswered. He also emphasized the need for a library and a larger endowment to earn more money for scholarships.

Among the immediate changes made by the new headmaster were the settlement of several outstanding debts and the commission of \$1,500 in improvements for the grounds and buildings. A new financial policy was announced under which no qualified prospective student would be denied admission as long as endowment income remained available.

A number of other significant changes in the school were evident with the release of an impressive new catalogue in September, 1907. The new book was to set the model by which Mr. Burroughs conducted Saint Mary's Hall for his entire tenure, a model from which he rarely deviated, despite the whirlwinds of change that buffeted San Antonio and the diocese.

For the parents, the most notable alteration in this catalogue of 1907 was the elevation of tuition charges. The fee for room, board, English, Latin, and one modern language had jumped to \$300, a \$48 increase over 1901. Saint Mary's Hall officials were quick to point out, though, that the charge was still far below that of the prestigious girls' schools on the East Coast.

The fee increase, indeed, was not as significant as several more subtle changes in the school's approach—changes possibly not even noticed by the students at the time. From the introductory essay by Mr. Burroughs as well as through other descriptions of the school functions, a shift in emphasis in the education of girls was evident. To be sure, Bishop Johnston was still saying that the woman's place was in the home, subordinate to man. But by the end of the first decade of the century he was modifying this remark with the observation that he was "old-fashioned."

Slowly, but surely, in the administration of Mr. Burroughs and others in the early twentieth century, Saint Mary's Hall concentrated less on polishing its young ladies and increasingly on educating them.

A significant indication of this trend in Mr. Burroughs's initial catalogue were the opening words of the general introduction to the school: "Education can be classed under three heads: physical, mental, and moral or spiritual." Clearly, Mr. Burroughs seemed to be recording specific qualities to be developed, where in earlier days words like "grace and refinement" had murkily covered educational aims. He was adding a strong stress on physical development. The school was moving to the position that girls needed sports and physical activity just as boys did.

In fact, a good sports program seemed to be one of the principal concerns of Mr. Burroughs. In addition to requesting a wing with a gym for the campus, he described in his catalogue a vigorous athletic schedule that included basketball, lawn tennis, and "other outdoor sports." The girls were also required to perform daily calisthenics. "Girls who are inclined to stoop," added Mr. Burroughs characteristically, "or are awkward in any way are especially looked after." The principal went on to say that the teachers had "proven their fitness." Obviously he believed that a strong body was an important qualification for a strong mind.

Finally, the Burroughs catalogue made the reasonable as-

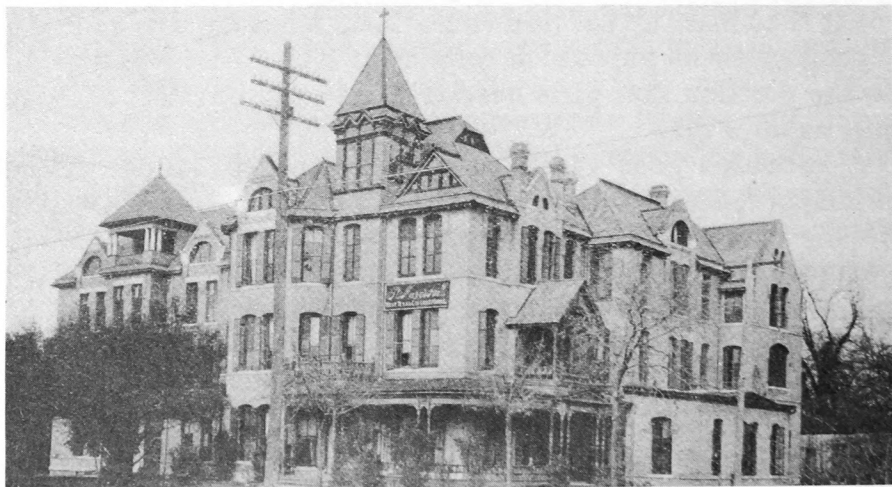
sertion that the "example of right living, courteous and unselfish conduct on all occasions, educates a child more than preaching and praying, which also have their proper place in the training of youth." Relaxed and yet firm and confident in his approach, Burroughs brought Saint Mary's Hall a long way from "the cultivation of a symmetrical womanhood" of the previous century.

The new leadership proved to be a success from the start. During the summer of 1907 the annex which Mr. Burroughs had requested was erected, including a gymnasium and space for twenty-five pupils and two teachers. The Burroughs philosophy of a strong physical program seemed to be taking hold in the diocese. Bishop Johnston had great praise for its virtues in a dedication address.

"It is expected that this will add greatly to the physical development of the pupils," he said of the gym, "something that is greatly needed among Southern girls, who, for lack of sufficient exercise, do not compare favorably with their sisters in the North. Great men have, and must have, great mothers. And mothers, to be great, must, as a rule, be physically strong."

Bishop Johnston and the principal expected to spend two years leisurely filling the new annex, but every place in it was taken before September, 1907.

The newly created Diocesan School Board—consisting of three clergymen, two laymen, and the bishop as ex-officio



Saint Mary's Hall. 1911. (From: Picturesque San Antonio. Courtesy, D.R.T. Library)

chairman—immediately began making plans for the addition of a third floor to Wolfe Hall.

The bishop revealed that, once again, he had to appeal to friends in the North and East for funds to complete the improvements. He berated residents of the diocese for not caring enough to support the school through their own means.

But, despite the failure of San Antonians to give liberally to Saint Mary's Hall, they apparently had no qualms about sending their children there in ever increasing numbers. The boarding capacity increased again with the completion of the third floor of Wolfe; in May, 1908 there were 68 boarders and 92 day students. Total enrollment rose to 185 pupils in September, 1908.

The following year, Mr. Burroughs packed the school with 194 students. With waiting list in hand, he went to the school board to request yet another building. It seemed that nothing could stop the rapid expansion of the school.

Internal activity at Saint Mary's Hall had also risen to a vigorous boil during the three boom years. The girls became eligible, because of the high academic standard, to enter the University of Texas without any sort of examination. Tuition increased and so did the camaraderie and esprit de corps of the students as an ever more selective group entered the school each year. Saint Mary's Hall had once seemed an undistinguished church school; now a degree from it meant vast superiority in training over other local institutions.

Mrs. Lucie Carr Armstrong, a graduate of the Class of 1914, knew much of the detachment and hard work of the Saint Mary's Hall of this Burroughs era. She entered the school when Mr. Burroughs, who was her uncle, became principal and stayed during the entire time of his leadership.

Mrs. Armstrong recalled that the beginnings of World War I in 1914 had little effect on her; she was caught up in the Saint Mary's Hall basketball team, which won the area championship.

By her account, Saint Mary's Hall girls studied and exercised diligently, but Monday morning gossip was much more likely to center on who walked home with whom after the mandatory services at St. Mark's Church than on the latest passages from Vergil or the illuminating Sunday sermon.

"The girls were always crazy about the Capers boys," she remembered. According to Mrs. Armstrong, "We all loved

uncle Arthur. He was a dear." But she recalled, "My aunt, the former Annie Tobin, was the strict one." Mrs. Burroughs served as "housemother." Mrs. Armstrong loved Saint Mary's Hall as she knew it, but she saw the end of an era. Another who attended Saint Mary's Hall during the early years of Mr. Burroughs was Mrs. Mary Maverick McGarraugh. Her father, Mr. Albert Maverick, drove her in his buggy from the Sunshine Ranch to the quiet campus.



Within a few years the peaceful area around the school became filled with multi-storied buildings and rumbling new automobiles. Enrollment began to decline because of a location that was becoming unfavorable. Several changes were to shake the school. The roots of the troubles that brought Saint Mary's Hall from a progressive, prosperous school to a bare, old-fashioned existence by 1920 lay, ironically, in the very forces that had originally propelled it to prominence in the early years of the century — expansion of the city and diocese. The city was boiling and swirling and becoming noisier and more populated at an alarming rate during these years.

The board called for a move to a new campus. There was more than one reason for wanting to move the school. Bishop Johnston had won diocesan status for the district in 1904, but the move had brought difficulties. Not really ready to remain financially solvent without funds from the national church, the Diocese of West Texas fell into debt. In 1912 a \$25,000 mortgage was placed on the Saint Mary's Hall property to provide for debts in other areas. By 1914 the mortgage holders were pressing for payments.

The final, disastrous blow to the first golden era of the school was the resignation of the Reverend Arthur Burroughs in May, 1914. Mr. Burroughs told the board that the ill health of his wife caused his decision.

A saddened board, after unsuccessfully attempting to persuade Mr. Burroughs to stay on at the school, began to search for a leader who could guide the institution through what board members knew would be stormy times.

As in other times of need, when others had made trips to the East to obtain aid for Saint Mary's Hall, it was no surprise when the Right Reverend William Theodotus Capers, newly elected bishop coadjutor of the diocese, had to take a tour of

the East to find a replacement for Burroughs. Finally, in September, 1914, the *Church News* announced that Miss Elizabeth Andrews of Merion, Pennsylvania, would be the new principal.

The *Church News* was strong in its praise of Miss Andrews and its hopes for the school. "Miss Andrews has wide and valuable experience as a teacher and has made a record that is in itself a guarantee that the future of Saint Mary's Hall is in safe hands," it proclaimed. The new school head had graduated from Bryn Mawr in 1899 and had studied at the Sorbonne in Paris and at other academic centers in Europe. Elaborating further on her qualifications, the *Church News* stated:

It is said of Miss Andrews that she represents the very best culture of Christian education. She comes from a long line of ancestors who helped to make the United States illustrious in the beginning of the struggle for independence. By inheritance and education she is most splendidly equipped for the high honor to which she has been elected.

The article concluded by asserting that "the outlook for the coming school year is exceedingly bright, and indications



*Right Reverend
William Theodotus Capers.*

are that the boarding department will be filled to the limit of its capacity when the school opens in September."

But the hopeful predictions for the 1914-15 school year were not to be realized. Quite to the contrary, the number of boarders and day pupils fell markedly from the previous year. The expenses of maintaining the school in its old, now very undesirable location climbed. The school board attributed the decline in pupils to "the wars in Mexico and Europe," but there were other problems much closer at hand. At the end of the year Miss Andrews resigned as principal, and the school was committed to Bishop Capers for the year 1915-16. A treasurer's report revealed that the school had accumulated a \$10,000 debt during the last disastrous session at Martin and Navarro streets. With this added to the \$14,000 debt of Burroughs's last years and the \$25,000 mortgage, the school's financial situation became critical.

In May, 1916, the school board announced that part of Wolfe Hall had been leased to Miss Kathryn Ford to be occupied as a hotel for three years beginning April 1, 1916, at a rent of \$3,600. Said the treasurer of the board: "I have left, one room on the first floor, and four on the third in addition to the three floors of old Wolfe Hall, and the room on Navarro Street known as the gymnasium. I have great hopes of getting something out of this space before the end of the year."

The treasurer's report was signed by Mr. George T. Allensworth. This marked the first of a long series of tireless attempts on his part to find a suitable home for Saint Mary's Hall and to settle its financial problems.

At the same Diocesan Council of May, 1916, at which the school board made its depressing report on the conversion of the beloved Wolfe Hall into a hotel, Bishop Capers devoted much of his address to the problems of the diocesan church schools and the necessity of rectifying them. Like his predecessors, he was desperately trying to get the people of the diocese interested and concerned enough to support the school without help from eastern friends when he asked: "Do we not see both by the revelation of scripture and of science that our daughters should be under the care and oversight of the church and should be taught through the church just what their honorable position in life is?" Continuing his plea, the bishop stated:

The present social life of woman that finds its expression through club life, through the various semi-political organizations, is diverting time from her highest and holiest avocations.

I do not wish to be understood as speaking against the activity of women in these various spheres of life, but I do want to emphasize the great truth for which the text stands, namely, that the woman's highest function is to bind the fabric of civilization together by virtue of her own inherent and distinguished character . . . woman holds in her keeping the moral and spiritual welfare of mankind. The standards she accepts, men will live by — those which she repudiates and disavows will be cast out of the thought and hearts of man. Such is the responsibility of our daughters. They only become the polished corner stones of the social fabric under the culture and discipline of the church . . .

While the bishop pleaded with his parishes for support for Saint Mary's Hall and for the also-struggling West Texas Military Academy, he also took decisive action over the summer. In the summer of 1916, he moved the school to a large, two-storied house at 2001 San Pedro Avenue at the corner of Woodlawn Avenue. The property was leased from the owner,



Residence of D. J. Woodward. (From: Souvenir of Picturesque Alamo City. Courtesy, D.R.T. Library)

Mr. D. J. Woodward. At the same time, the buildings on the old campus were advertised as boarding houses, after \$1,451 was spent on repairs.

In the June, 1916 issue of the *Church News*, Bishop Capers detailed the new organization and operation of the school. He emphasized that the selection of the new campus was his personal responsibility. "I wish to clear the school board of any accountability in this matter," he wrote. But he assured prospective patrons, "My choice of this particular property has been made with reference both to its beautiful situation and the dignity of the building. Every convenience is to be found in the home life of the school. The rooms are large and airy and very beautifully furnished. The surroundings are most attractive and inspiring."

After this description of the campus, the bishop introduced the new headmistress whom he had found in the East, Miss Laura Lee Dorsey. Miss Dorsey was extremely well qualified and Bishop Capers had great hopes that she could pull the school together. The new principal had, for fifteen years, been associate principal of the Olney School in Washington, D.C. She had taught history in Miss Jones' School in Chestnut Hill, Pennsylvania, had operated her own school in Washington, and came to San Antonio from Miss Mason's School in Pennsylvania where she had been teaching.

Concluded the bishop:

I feel that I have done everything to warrant mothers in committing the care of their daughters to Saint Mary's Hall for their spiritual and intellectual culture. I am persuaded that Saint Mary's Hall can offer equal advantages with any other school of its kind in the South and North and I therefore am justified in urging the cause of Saint Mary's Hall on the conscience of the church people of the diocese . . . To send our daughters to schools and colleges of various denominations rather than to Saint Mary's Hall under the present circumstances of the diocese and with the remarkable opportunities that this school offers, would be a very disloyal attitude toward the whole work of the church.

The thrust of this article by Bishop Capers and his earlier address to the convocation foreshadowed the eight-year era of Miss Dorsey and her sister, Miss Virginia Dorsey. The bishop's

appeal to the diocese for financial help and support was a familiar one over the next ten years as the school struggled with large debts, inadequate facilities, and a reduced enrollment due to postwar recession.

It was only natural that Miss Laura Dorsey, with her experience in finishing schools and her small, often extremely insufficient facilities, should conduct the school in a less academically oriented atmosphere. Miss Dorsey did a remarkable job with the scanty resources she had available in those lean times. Time after time she came up with brilliant improvisations to make up for what she lacked in money and material, and her warm, appealing manner—"gracefully southern," one student called it—made up for much that the school lacked in other areas she could not control. For many years, Miss Dorsey was the very spirit and life of Saint Mary's Hall, and it was only through her persevering efforts that the school survived the crisis period.

The first catalogue Miss Dorsey released as headmistress indicated the new tone of the school and her own ideas about the proper training of girls. After extolling the virtues of Laurel Heights, the catalogue announced that Saint Mary's Hall was located "in the midst of unusually spacious and costly" homes. "The ideal feature of Saint Mary's Hall in its new location," reported the essay, "is that it combines a home of refining influence with a school of unusual merit."

Discussing the school's purpose, the catalogue declared, "In the carefully balanced scheme of religious, mental and physical training, no effort nor expense will be spared to secure for our girls their greatest usefulness and happiness, while the home-like atmosphere of this beautiful house adds to the cultivation of those social qualities so necessary to the life of the nation."

It was emphasized that the school sought "to make the students realize that graduation is not the goal to be aimed at, but true mental development which is to be attained only by good work and hard work." There were innovations; a seal was composed with the inscription:

The whirr of the distaff must make music in the house, else the heart is not right. Work done faithfully will be done happily and happiness is the music of the world. Service without sympathy is selfishness, for sympathy is the harmonizing note of life.

A School of Music was offered, with a separate four-year curriculum, and special courses were introduced in singing. A new school uniform was designed, and a number of ceremonies and rituals were initiated to inspire a sense of tradition among the girls. Purple bands, gold bands, titles of "Junior Councillor" or "Senior Councillor" could be won by enterprising students, and "Royal Reports" were given for averages over 90 in "deportment and studies."

And there were some significant changes in the curriculum as well. The Latin course eased somewhat, and the literature for English became lighter. The girls began reading more Walter Scott and James Fenimore Cooper and less Vergil and Seneca.

But the course of study was still rigorous. All the requirements for the current College Board examinations were met; in addition other, extra course work was required. Despite its small staff (eight in 1917) and its reduced funds, the school run by Miss Dorsey still provided a far better education than the San Antonio public schools.

The first year, predictably, turned out to be the rockiest for the newly reorganized school. In the year 1915-16 the school operated at a \$3,000 deficit, which Bishop Capers, as financial manager, had to absorb personally. In 1916 the board received \$4,578 rent from the old buildings on Martin and Navarro streets, and this added income was enough to balance the school's budget.

During the 1916-17 school year the status of the school was changed again. The bishop no longer assumed financial responsibility for the operation. For the remaining years of Miss Dorsey's tenure, she operated the school on her own, "under the supervision of the bishop," and under lease from the school board. The school board apparently did not want to risk losing more money on the school in those difficult financial times. As a result, Miss Dorsey was given almost free rein with the school. It was her management, filled with spark, color, and ingenuity, that kept the school filled when private schools elsewhere were failing. Miss Dorsey continued until 1919 to operate the school successfully, without incurring further deficits.

But no amount of ingenuity or careful planning on the part of the headmistress could solve the long-term financial problems of the school. By May, 1918, the situation had become

critical. The school's creditors were threatening to take legal action on the debts and interest on the old school property, and enrollment on San Pedro Avenue was dropping due to the turmoil caused by World War I. Prior to the war, a large part of Saint Mary's Hall patronage had come from girls of army families stationed in San Antonio, but during the war years no service family could feel secure or permanently established enough to send its daughters to a local private school.

On May 29, 1918, at a gloomy meeting of the Diocesan School Board the gallant headmistress Miss Dorsey informed them that because of its financial condition and uncertain status due to the war, she felt she could no longer operate the school properly. She offered the board her resignation, and the group very regretfully accepted it. A resolution was then passed which closed the school for the remainder of the war, or until the board saw fit to reopen it. After a long history of service to the church and city, Saint Mary's Hall had been doomed to die.

But not all of the friends and supporters of Saint Mary's Hall had given up hope. Mr. George C. Walker for several months had been working to interest buyers in the old Saint Mary's Hall campus. Finally, he succeeded in interesting a local businessman, and at an exciting meeting of the school board on June 7, Mr. Walker reported that none other than Mr. D. J. Woodward was interested in the property. He offered to give Saint Mary's Hall the San Pedro Avenue property, which he had leased to them, and a cash payment of \$8,000 in return for the use of the old campus and an option to buy it. Most important, he also agreed to take on the mortgage indebtedness of the property which now was an awesome \$48,000.

A jubilant board immediately agreed in principle to the deal and notified Miss Dorsey. The headmistress, delighted, agreed to take her job back and signed a five-year agreement for lease of the school from the board. This lease was similar to the previous one: Miss Dorsey was to operate the school, under guidance of the church, and use the facilities free of rent.

Miss Dorsey made a number of much-needed repairs to the building during the summer of 1918 and reopened the school in September with sixteen teachers and ninety-eight pupils, twenty of whom were boarders. The school had to be closed twice during the year because of influenza epidemics; nevertheless, the school operated without a deficit, thanks to a

\$2,000 bequest from Elizabeth C. Johnston of New Jersey.

Meanwhile, the terms of the agreement with Mr. Woodward were altered, actually to the advantage of the school. He bought the old Saint Mary's Hall for \$90,000, assumed all of its debts, and gave the diocese free use of his building on San Pedro Avenue for up to three years. This pact was approved by the board and was settled by Mr. Walker in the spring of 1919. Subsequently the decision was made for the school to acquire the San Pedro Avenue site.

After the crisis of 1918, Saint Mary's Hall improved steadily both scholastically and financially. Facilities were still somewhat inadequate (they had been that way for years), and Miss Dorsey invented a number of ways for circumventing problems. On pleasant days, for example, almost all of the classes were held either on the shaded porches or on the grass underneath the property's oak trees, preventing crowding in the classrooms. In 1920, the headmistress built sleeping porches on the roof of the house to accommodate more boarders. Everyone seemed to like them, even Bishop Capers, who remarked in his journal: "It was my pleasure to visit with the housemother after the children had been put to bed in these sleeping porches and I am sure they could not have looked more comfortable or seemed more happy if they had been in their own little beds at home."

In 1920, Miss Dorsey had the board buy the house across the street from the property to accommodate more boarders; she improvised a classroom building in a carriage house. Although the kindergarten was closed, the enrollment rose to a total of 119 students. In June, 1920, the school had its largest graduating class ever.

By 1922, under Miss Dorsey's guidance, the school had come a long way from the depths to which it had sunk during the depressing war years. In that year the school again won accreditation from the University of Texas and received a highly complimentary report from the state supervisor. Everyone was impressed with the work of the headmistress. Said Bishop Capers:

I doubt if any member of the council can possibly realize what an achievement on the part of the principal this report (by the state supervisor) represents. She took charge of the school when it was without credit and with outworn equipment. And now, practi-

cally without the help or material sympathy of the diocese, she has achieved all this . . .

Naturally, the board eagerly agreed to offer Miss Dorsey a new contract, which she accepted. But in May, 1923, she suddenly resigned to accept a more lucrative position with the University of Virginia. Her sister, Miss Virginia Mason Dorsey, who had been a teacher at the school for several years, took over and operated the school for the last year of her sister's contract. But the brief prosperity at the San Pedro Avenue campus had proved illusory. Again the school began to be plagued by debts.

As Saint Mary's Hall moved into the spring term of 1924, the situation of the school again had become critical. The property on San Pedro was inadequate, at best, for a modern school and was also deteriorating. In addition, it was again carrying a burdensome mortgage. Saint Mary's Hall was operating at a costly deficit, and it appeared the school might not be able to reopen in the fall.

Once again Saint Mary's Hall looked to the North, but only after a plan and a financial solution had been conceived at home. The catalyst was Mrs. John M. Bennett, who for some

*Mrs. John M. Bennett.
(Portrait by W. Branson
Cartwright)*



time had been concerned with San Antonio's need for a college preparatory school which would rank in quality with the most respected institutions of the East. The plan she proposed contemplated issuing and selling bonds to finance the necessary improvements for modern school facilities. A search would be made for the best possible headmistress to revive and upgrade the academic program.

The search led quickly to Miss Ruth Coit, a remarkable woman who was destined to raise Saint Mary's Hall's performance to a new, and higher level and lay the foundations for strong and continued growth.



Miss Ruth Coit

Miss Bertha Conde, a religious secretary for the Young Women's Christian Association, had visited San Antonio and told Mrs. Bennett of Miss Coit. A native of Philadelphia and graduate of Radcliffe College, Miss Ruth Coit was the niece of the celebrated Dr. Henry Coit, founder of St. Paul's School. She was associated with Dr. Joseph H. Coit when he was head of St. Paul's and studied school organization and the psychology of teaching under him. She became vice-director and subsequently headmistress of Cambridge School for Girls. She was called away from this post to head the Northeast division of the YWCA during World War I.

In April, 1924, Bishop Capers wrote for recommendations for Miss Coit and received an impressive packet of answers. Typical was a letter from Bishop Edward M. Parker of New Hampshire who wrote: "I have known Miss Coit in a very real way for many years and can speak most warmly of her fineness of character, good judgement, and power in dealing with girls. She is a devout and earnest Christian woman and an excellent scholar." By July 22, Bishop Capers and Mrs. Bennett were able to issue an announcement that Miss Coit would undertake the challenge at Saint Mary's Hall.

The new headmistress came to San Antonio in August, visited the Bennett family, and learned the full extent of the challenge. Immediately upon returning to New York on August 9, after her week in San Antonio, Miss Coit presented the bishop, the advisory committee, and the school board with what she called "A brief and inadequate summary of conditions at Saint Mary's Hall."

Her report did not mince words. The building, she wrote, had been neglected until the need for repairs had given it a "shabby appearance." In fact, she added, the structure was not especially well adapted to school use. Sleeping quarters were "much overcrowded" and "the furniture is unattractive and of a type no longer in use in boarding schools." Bathing and sanitary facilities were inadequate. Classrooms were "poor, insufficient in number" and lacked equipment. Finally, she wrote, "The grounds were uncared for and there was a considerable amount of rubbish which ought not have been permitted to accumulate on school property." Miss Coit reported that, with "the very able help of Mrs. Bennett," she had succeeded in assembling an incomplete staff for the new school year. Nevertheless, she considered the staff stopgap and employed the teachers for a single year only. The new headmistress, however, also saw a positive side of the situation. She wrote:

The spirit and enthusiasm and affection, which apparently surround Saint Mary's Hall, and are expressed by friends, members of the alumnae, parents, pupils and teachers argues well for the future. Evidently there is a splendid foundation on which to build and there is no cause whatever for discouragement. Everything points to the upbuilding of a fine and strong school which shall be not only a blessing to the girl youth of San Antonio but a

distinct business asset and one of the sources of attraction to San Antonio.

Showing her capacity as an administrator, Miss Coit made a series of practical recommendations for operations during the year starting that September.

With the start of classes, the new headmistress worked vigorously to change the school's atmosphere. She wrote a remarkable series of direct and honest reports to the board and Bishop Capers. As of October 22, 1924 there were seventy-five students and nine teachers. The students in the Primary and Intermediate Departments gave "no anxiety," but it was a different matter with the college preparatory classes. She wrote:

"The pupils in the Upper School are a grave anxiety. Considered as a group (not individually) they are rude and unkempt, have slovenly or no mental habits and no conception of what is meant by proper preparation of a lesson."

A number of girls, she observed, regarded themselves as "privileged characters and were inclined to be lawless." Class work was below standard and "done solely for the mark received with no interest in or enthusiasm for the subject." Miss Coit reported that she had already made changes to correct the deficiencies she had reported.

Writing a history of that period at the school, Mrs. Bennett related that "mothers were aghast" when Miss Coit announced that "graduation exercises should be simple, inexpensive, dignified and girlish and planned by the school, not by the pupils." Other changes came fast. Mrs. Bennett recalled: "The girls were accustomed to wearing high heels and going to dances for recreation. They hardly knew a tennis racquet when they saw one. We built an asphalt tennis court and a simple assembly room and gymnasium."

By the time she reported again on November 25, Miss Coit was able to announce encouraging improvement in student understanding of "what good and accurate work and proper classroom order means." She was personally teaching "Study of the Bible (Old Testament Heroes and Heroines)" and a class "in what I might describe as 'Opening Vistas.'" In the matter of disorderly pupils, Miss Coit had interviewed parents "to make the school position on their situation clear." Cooperation had resulted from both parents and pupils. Miss Coit gained

cooperation from another group as well. Mrs. John Bennett, in her recollections of the period, wrote:

Miss Coit's introduction to the boys from T.M.I. was a raid against the front door as the girls returned from a concert. She called them in and told them that from their behavior she would class them as gutter-snipes; but, if they were gentlemen, to call properly dressed on Saturday or Sunday afternoon. They laughed about their first encounter with the new headmistress and one of the boys said afterwards, "I'll bet she was a humdinger when she was a girl."

By February the academic situation had improved to the point where the visiting state inspector "viewed the school with kind eyes, thereby giving a much more favorable report than I would give." School was not all work for the girls that winter. They defeated Incarnate Word 2-0 in a soccer game, enjoyed lively dances in December and February, visited the missions, and held a picnic on the Salado Creek in Camp Travis. Tennis tournaments were held in March and a track meet in May.

Meanwhile, Miss Coit reported in detail the moves she was making to strengthen the faculty for the 1925-26 year, and she and the board were anxiously considering the physical needs of the school. Miss Coit stated the situation in her report of February 25, 1925:

"I believe it is unnecessary to state how undesirable is the present location of Saint Mary's Hall for a school. Accessibility is its only recommendation. If it is not possible or practical to move, we shall do our best on this spot, but under fixed difficulties."

Apparently discouraged the following months, she wrote the board that with proper facilities, the 1925-26 enrollment could reach 150 pupils and "double that number in two years." But, she went on to warn, "If the school cannot offer the public proper school facilities, then I consider it futile to continue and I recommend that Saint Mary's Hall come to an honorable end May 29, 1925, which is the last day of the school year."

The board, meanwhile, was taking action. On March 5, 1925 a committee was formed to study the expansion of Saint Mary's Hall, and on March 24 Mr. George C. Vaughan reported the committee's recommendation for the purchase of the Alfred Ward property at 117 East French Place, which was to

be the home of the school for the next four decades.

Miss Coit was pleased with the decision, but she was also careful that spring to spell out the goals she envisioned, writing:

I wish to state definitely that I take a long look into the future and my interest and desire is to do my full share (and more) to help establish on a permanent basis a school for girls which shall be of the first rank. In employing the word "school," I mean everything that implies—teaching force, buildings, grounds, equipment, tradition, esprit de corps. The arrangement and general plan of the buildings or building, must accord with their intelligent and efficient use. If the foregoing, in brief, expresses the intention of the school board in regard to the immediate future of Saint Mary's Hall, I present my congratulations, if not, the school board may ask me to withdraw at this time without the slightest feeling of obligation towards me.

Miss Coit said she could be satisfied with simple beginnings, but added, "I have no interest in 'make-shifts' or unacademic procedures." She asked for the establishment of a school "on principal, not on personality," and told the board, "The opportunity is here and now."

Needless to say, the board voiced its trust and confidence in Miss Coit and went to work to make the proposed new physical plant a reality.

An early step was the creation of a corporation known as St. Mary's Hall for the operation of the school. Incorporators were Bishop Capers, Mrs. John Bennett, Mr. Hiram Partee, Mr. George C. Vaughan, Mr. Frank M. Gillespie, Mr. Albert Steves, Jr., and Mr. George T. Allensworth. The Reverend L. B. Richards and the Reverend B. S. McKenzie were added to this group as trustees the following spring of 1926. Mr. Partee became chairman of the Building Committee. Mrs. Bennett played a major role in the sale of bonds to finance purchase of the property and construction of a new school building. The bond issue totalled \$100,000 and was secured by the school property. Bonds carried an interest rate of 6 percent payable semi-annually—an arrangement that proved a problem some years later. The Ward property was obtained for \$45,000. Mrs. Bennett recalled that the owners wanted the school to have

their home and made concessions and that, during the expansion and building program, the various professional men involved waived fees, or took bonds in payment.



Saint Mary's Hall was in its new location for the 1925-26 term. There was an air of improvisation to some of the arrangements that first year on East French Place. One teacher, Miss Katharine Lee, who later as headmistress became one of the vital builders of the modern Saint Mary's Hall, remembered the 1925-26 year very well. "My first year with the school was the first year on French Place," she recalled, adding, "my last year—when I came back as a part-time teacher—was the last year there."

Just graduated from Mount Holyoke College, Miss Lee had not considered teaching; she was looking for a job as a newspaper reporter. But then she met Miss Coit. She was just the type of young teaching prospect the headmistress wanted for the school. Miss Lee taught the fourth and fifth grades and her classroom was the elegant butler's pantry of the old Ward home. "There was a beautiful copper sink," she recalled, "with those faucets that curved like a crane, and the cupboards were wonderful."

More important to her, though, were the students—about three or four to each grade she taught. Years later, after serving as headmistress of a succession of distinguished schools, Miss Lee recalled: "I still remember Mary Estelle Petty sitting on the edge of her chair, asking, 'How come, Miss Lee?' That made me think that teaching was the greatest thing in the world."

Already the influence of Miss Coit pervaded the school. The uniform prescribed by Miss Coit for wear during school hours consisted of a dark blue pleated skirt, a white middie blouse, a black tie, low-heeled brown shoes, and brown stockings. For cold weather there was a dark blue wool sweater. Special shoes and bloomers were prescribed for physical training. A white washable skirt was added for warm weather. As traditions grew, the uniform was adjusted.

Miss Coit was striving for a school which would fit the classic model she had studied while with the Coits at St. Paul's. Her approach startled some students at first. "She had a vision which wasn't too easy for them to comprehend," recalled Miss

Lee. "They didn't know of Boston and St. Paul's. They could sense, though, that this was something fine—something to reach out to." Miss Coit, she related, "was fairness itself . . . a delightful person with a deliciously dry sense of humor that you had to learn to appreciate."

There was no question as to Miss Coit's philosophy. Miss Lee explained: "The fundamental verities were very real to Ruth Coit . . . If you were a good school, this was what you gave to your students . . . Those were great years, gracious years. She expected a lot and she gave a lot."

Miss Coit compiled her first catalogue as headmistress and the result reflected her determination to strive for quality. Although allowing students in the Upper School to elect an academic course which did not lead to college, the school placed great emphasis on its college preparatory track. "The school prepares candidates for the examinations of the colleges that admit women, and for those of the College Entrance Examination Board," the catalogue advised. A stress on fundamentals was indicated by the observation that "every teacher is an instructor in English and the written exercises in all departments are criticized with reference to purity of diction as well as subject matter."

The new catalogue reflected another change: sharply increased rates. In January a statement by Miss Coit heralded what in future years would become a familiar warning from the school's heads. She wrote the board: "A high grade of teachers must be secured and this cannot be done unless the school is in a position to offer the requisite salaries." The board adopted her proposals and the annual charge for board and tuition jumped from \$650 to \$1,000. Charges for day students also rose, with the Upper School jumping from an annual fee of \$150 to a new level of \$225.

Meanwhile, the Building Committee had planned well. A new "School House," which was to become the keystone of the new campus, was finished "amazingly quickly" to the northeast of the original home, or "The Residence." An impressive dedication was held on April 10, 1926. After a brief dedicatory service, Bishop Capers turned to Miss Coit and said:

As headmistress of Saint Mary's Hall you have assumed a responsibility which I believe you realize. You should exercise your utmost power to maintain in the school the highest standards of excellence,



The School House. French Place Campus, Saint Mary's Hall.



The Residence. French Place Campus, Saint Mary's Hall.

never forgetting that this is a Christian school and has therefore a twofold duty to perform. I hand you the key to the School House and I charge you to keep the school above all keeping.

The headmistress responded:

In accepting the key to the School House I receive it as a symbol. We who have charge of the school should unlock the gates of learning and encourage the rising generation to enter to grow in wisdom, in grace, in stature and in favour with God and men. I pledge you my word that to the limit of my ability I will advance the highest and best interests of the school, recognizing that to the care of the school are entrusted the priceless daughters of the State of Texas.

Speaker for the dedication was Dr. Edgar Odell Lovett, president of the Rice Institute. He commented on the good fortune of "city and church and commonwealth" that "this New England gentlewoman consented to come to Saint Mary's Hall, in the Southwest," and said the new building would be a storehouse of "personal dreams and memories, personal yearnings and longings, personal strivings of spirit . . . friendships, friendly rivalries and perhaps fierce hatreds, ambitions, doubts and conquests, of immortal youth—your youth."

The ever-practical headmistress, meanwhile, had already posted regulations governing the use of the new School House. They cautioned: "All proper wear and tear will be accepted as interesting and pleasant, but any pupil who abuses the building will be disciplined and the following acts are considered vandalism." Miss Coit then listed five specific areas of vandalism including such familiar youthful habits as "marking with knife, pencil, pen, or any other instrument on the walls, floor, doors, window stools, or woodwork at any point," as well as the splashing of ink, other forms of marring, misuse of books or apparatus, and misuse of wash basins or toilets.

June 2, 1926 marked what the *Church News* described as the culmination of "a banner year in the history of Saint Mary's Hall." A special service had been held at St. Mark's Church on May 23, followed by the baccalaureate service at Christ Church on May 30. A gala dance was held on June 1, and the following morning graduation exercises took place in the auditorium of the new building.

The ceremonies illuminated the growing success of the school's renewed emphasis on athletics. Chaplain Richards awarded "chevrons" to some twenty girls for their performances in tennis, soccer, baseball, riding, walking, and gymnastics. Track meet medals went to seven performers, and cups to three.

In full use the next school year, 1926-27, the new building lived up to Miss Coit's hopes. In his report to the Diocesan Council, Bishop Capers asserted: "The school house is a gem, architecturally; it is a perfect school house, pedagogically; and in its furnishings it is the most lovely school house, having the atmosphere of refinement and Christian culture. There is, literally speaking, nothing to be desired in it."

The bishop reported that Miss Laura Lee Dorsey, the former headmistress, had visited the school during the Christmas holidays and concluded that Saint Mary's Hall "offered the boarder more comforts and greater advantages in many particulars than did the expensive schools of the East."

A report of the trustees to the Diocesan Council in early 1927 related that the Ward home had been converted into a dormitory for twenty-two boarders. The old property on San Pedro had been sold.

A new catalogue in the fall of 1927 asserted that the "certificate of Saint Mary's Hall admits students without examination to all colleges which accept certificates, and the school has affiliation with the University of Texas." In addition, it noted, the school "has a friendly understanding with the Eastern colleges which do not admit by certificate and pupils will be well received by those colleges."

The catalogue continued to stress preparation for college board examinations. It also gave notice that physical education was required of all students except for the year before entering college "when it may be omitted." The school advised: "Particular attention is given to correct standing and sitting position. Every effort is made to give the girls the freedom of and taste for healthy outdoor sports."

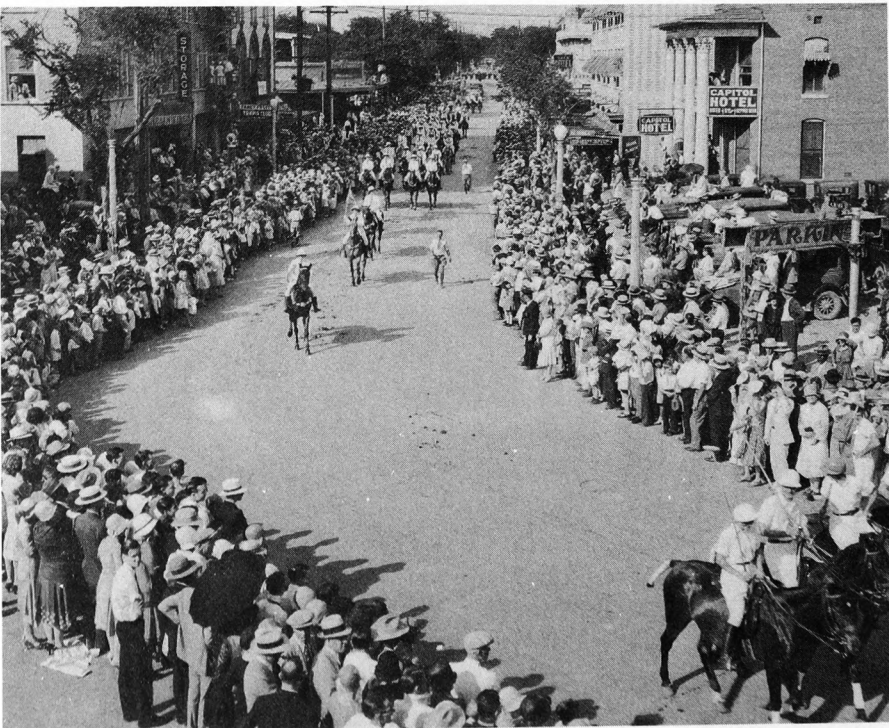
Miss Coit summed up progress in a report to the Diocesan Council in early 1928. She contrasted conditions which she found on her arrival with the improved operation at the new campus. She related:

The teaching staff has been enlarged and a group of competent and enthusiastic young women assembled

to give instruction according to the latest recognized educational methods. An Art Department where instruction is active and where children throughout the school have a chance to receive instruction has been established; there is an exhibition of drawings of the past two years at the present moment hanging in the Witte Museum.

Miss Coit reported that enrollment had increased from 67 in 1924 to 130. The library had increased to eight hundred volumes. Stressing the continuity of the school, she predicted, "A child who enters in the Primary Department will be ready to take the college board examination without strain at the end of her eleventh year."

Miss Coit reached another milestone during 1928. She wrote a warm foreword for the first Saint Mary's Hall year-book, *La Reata*, praising the class for "courage and generosity" in undertaking "the adventure" and in "opening the pages" to the entire school. "In the life of The School," wrote Miss Coit, "loyalty is the most important and close beside it stands always duty, honor, truth, courage, self-control, humour, ser-



Saint Mary's Hall Cavalcade. Battle of Flowers Parade. 1930.

vice, energy and sacrifice. These are the priceless stones each class must give with magnanimity to the fabric of Saint Mary's Hall."

Editor in chief of the *La Reata* was Eleanor Nolte and Harriet Smith was business manager. Other editors included Francis Jeffers, Mary Mathis, Cynthia Rote, and Virginia Crossette. The book was typical of its day, providing pictures of graduating seniors, Upper School members, clubs, and sports groups. It recorded one event that was to become familiar. The new Stirr-Up Club had been formed to promote riding at Saint Mary's Hall and had succeeded in "winning first prize in the Battle of Flowers with their Cavalcade."

Bishop Capers was delighted with the progress of the school under the leadership of Miss Coit. In the August, 1928, educational issue of the *Church News*, he wrote a long analysis of Saint Mary's Hall as "a school of merit." He declared:

Now under the Providence of God, Saint Mary's Hall has a most unusual woman as its headmistress, Miss Ruth Coit. She quickly gains the sympathy and confidence of the student body not only because of her intellectual and social gifts, but because of her very keen insight into girlhood and young womanhood, and also because of the fact that she lives the splendid life that she preaches.

The bishop credited the "high intellectual attainments" of the young women to the faculty and laid great stress on religious training as a means for developing the highest sort of ideal in students. He observed, "My weekly contact with the students of Saint Mary's Hall leads me to believe that the idealism of the Christian faith is definitely moulding the ideas and inspiring the students with the noblest idealism."

Miss Coit arranged for Saint Mary's Hall to do some educational pioneering in 1929 by working out one of the first teacher exchange programs. Miss Katharine Lee went to Malvern Girls' College in Worcestershire, England, while Miss Margaret Ogle came from Malvern to teach English, history, and geography. Recalling the experience, Miss Lee related, "I was busy teaching English children English history—which was awe-inspiring." Upon her return, Miss Lee became head of the Lower School.

One of Miss Coit's first innovations was the creation of two Upper School intramural teams, the "Elliotts" and the

"Capers," in honor of the bishops who were instrumental in the founding and the modern reorganization of the school. By 1930 the traditional field day had been renamed "The Bishops' Day" and it became the high point of the year's intraschool competition. The 1930 catalogue officially prescribed a Bishops' Day uniform of white blouse, white skirt, purple tie, and gymnasium shoes. The same uniform was directed for wear to the church service attended the last Sunday of the term, with the substitution of low-heeled tan shoes and the addition of a purple beret.

Meanwhile, a change was being prepared in the basic direction of the school. At the Diocesan Council of 1930, Bishop Capers reported he was requesting a new charter and organization for Saint Mary's Hall. On the recommendation of Miss Coit, a charter was adopted which followed the plan used by St. Paul's School. This provided that trustees would elect their successors and that the president of the board "shall be at all times the Bishop of the Diocese of West Texas of the Protestant Episcopal Church." The second clause gave the purpose and defined the connection with the church, thus:

This corporation is formed for the support and maintenance of an educational undertaking, more particularly the conducting of a girls' resident and day school under the patronage of the Diocese of West Texas of the Protestant Episcopal Church, such undertaking to be conducted entirely without profit.

At the time of the incorporation June 1, 1931, the trustees, in addition to Bishop Capers, were Mrs. John M. Bennett, Mr. Hiram Partee, Mr. George C. Vaughan, Miss Coit, and Mrs. J. H. Lapham. A seventh trustee, Mr. J. Croswell Hall, was soon added. The charter related that the nonprofit corporation held property valued at \$150,000, "less a bonded indebtedness of \$100,000." It also established the name of the corporation as Saint Mary's Hall, Inc., using the full spelling of the name.

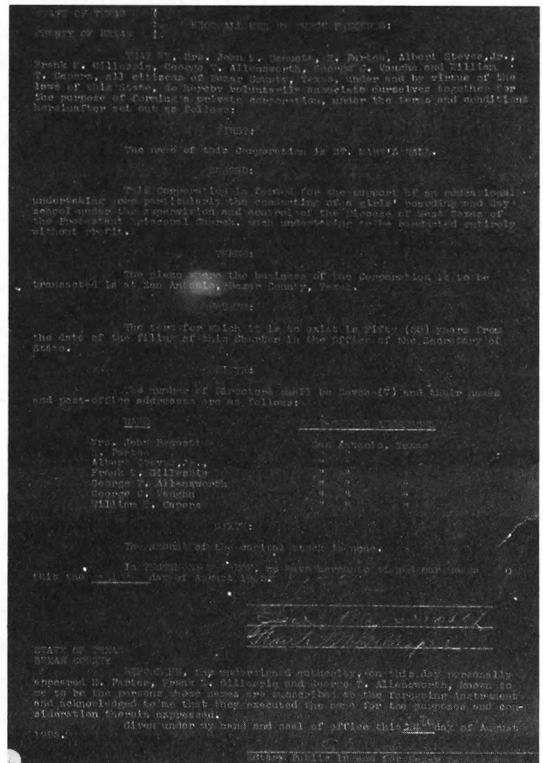
The strengthened board quickly faced financial problems which continued for most of the decade. Even before the market crash of 1929, Bishop Capers had told the Diocesan Council of receiving complaints about the high tuition at the school. But with the onset of the depression, Saint Mary's Hall faced a real inability of patrons to pay the fees.

By the end of 1931, business in the city was declining at a frightening pace; unemployment was growing, and Mayor

C. M. Chambers was raising a relief fund of \$100,000. When the Saint Mary's Hall trustees met on December 29, 1931, they were told that enrollment was low because of "lack of funds." But Miss Coit was able to report that the personnel of the school had accepted a 20 percent cut in salaries "in a very fine spirit." Some members of the staff had even volunteered to accept greater cuts "for the benefit of the more needy." It would be years before the cuts were fully restored. In December, 1932, a deficit was projected "before February 1." The board voted for a further reduction of salaries amounting to \$1,500, with Miss Coit directed to make the arrangements.

Tuition charges remained the same well into the depression years. But in the 1933-34 year a graduated scale of charges was adopted for resident students with the charge varying according to choice of room. The following year this experiment was dropped and charges were generally rolled back. In place of the \$1,000 annual charge for board and tuition, resident students were charged \$650 plus the tuition charged day pupils. These tuition charges also were lowered. As a result, the cost for boarding students ranged from \$750 for the first

*Saint Mary's Hall
Charter. June 1, 1931.*



year in the Primary Department to \$875 for girls in the last four years.

The picture brightened in 1934-35. In December, 1934, the board voted a 10 percent pay increase for the staff, retroactive to the start of the school year. The following February Miss Marjorie McGown, the school executive, was able to project a profit of \$7,000. But the board faced a mountainous problem in maintaining payments on its 6 percent bonds. At times the trustees had to borrow to pay the interest and, even so, they fell behind. On December 16, 1935, for example, the board voted the belated interest payment for the six months ending January 1, 1932. Over the next two years the situation did not improve. In this crisis the school did not look to the North for help.

By the mid-1930s Saint Mary's Hall's reputation had been so well established that the school was facing space problems. In the fall of 1936 enrollment climbed to 193. A year earlier the board had voted to spend \$2,000 to construct an infirmary and thus free a dormitory room for two students.

With the academic program steadily building on firm foundations and with the financial problems of the school on the way to solution, Miss Coit began to look ahead to the day when she would relinquish the direction of the school to a new head. She celebrated her sixty-sixth birthday in 1934 and by the end of the year was discussing with the board a search for her successor. A small committee of Miss Coit, Mrs. Lapham, and Bishop Capers was formed to consider candidates. The hunt proved to be lengthy, and it was not until the closing exercises of June, 1937 that Ruth Coit completed her service as headmistress—a remarkable span of thirteen years in which she had strengthened a faltering institution and brought it to the very front rank of the nation's preparatory schools.

Miss Coit's influence continued long after her departure. The entrance to the School House retained in bronze her familiar reminder, "Teach Us Delight in Simple Things," and her former students carried lasting memories. Dr. Amy Freeman Lee, who, from the Class of 1931 became a well-known artist and president of the board of Incarnate Word College, recalled that she went to Saint Mary's Hall only in her final year, but testified, "During that year Miss Ruth Coit set her mark on my whole life. She was an enormous influence, and we remained friends until her death."

Recalling Miss Coit as a "classic New England educator and a great lady," Dr. Lee remembered also the inspiration she gained from membership in "The English Tea Party," the honor society which met once a week in the library with Miss Coit. "We had tea and crumpets and read aloud . . . plays, mostly. I especially enjoyed 'Cyrano' during those session," she related.

Mrs. Eloise Seeligson Smith of the Class of 1939 recalled two renowned wicker chairs outside Miss Coit's office on which girls sat while waiting to see the headmistress. Miss Coit taught the students a ladylike script and insisted they use it. Many were using it years later. "We were all very fond of her," said Mrs. Smith. "She was a darling."

Miss Coit made great efforts to recruit an outstanding faculty and to make her new teachers feel at home. Miss Katharine Fischer, who worked closely with Miss Coit for many years, recalled that the headmistress had a special way of entertaining new teachers who were unfamiliar with the city. She would take them to the old Plaza Hotel for late afternoon refreshments. Then there would be an elevator ascent to the top of the Tower Life Building (at the time known as the Smith-Young Tower) for a view of the city at sunset. "It was very lovely," recalled Miss Fischer. "We'd stay until you could see the lights of the cars coming in on the highways. Then we would go to the Menger for dinner."

Mrs. Robert R. Witt, whose daughters were Saint Mary's Hall students, and who served as a dedicated member of the Advisory Committee, remembered Miss Coit as "the last of the old-style headmistresses—an educated, refined, cultured woman who instilled a lot of her values just through her presence."



The same sort of feeling for the headmistress was held by members of the Board of Trustees who voted in May, 1937 to change the name of the school to "The Ruth Coit School." After being submitted to the alumnae and student body, the new name was announced at the commencement exercises June 4. It was also announced that Miss Coit would become "trustee in residence," living on the campus in the house which she had bought in 1933, and Miss Marjorie McGown would continue as executive head.

In an effort to settle the matter of payments by the school on its 6 percent bonds, Mr. Bennett, treasurer, wrote a letter to the board on January 25, 1938 in which he outlined the situation and proposed a solution. The treasurer reported that the bond issue was "now \$50,000 in default in principal and over \$15,000 in interest." He related that he had exhausted all possibility of having the debt refinanced with government or private funds. He continued:

It appears that the only solution to this situation would be to ask the present bondholders to voluntarily accept new bonds in lieu of the ones they now hold.

I have talked to owners of over 85 per cent of the outstanding indebtedness and they have agreed to the following plan: The bondholders would accept new bonds to bear 4 per cent interest instead of 6 per cent. They would waive all claim to past due interest and accept new bonds as current regarding interest. The yearly maturity schedule of the new issue would be set forward on a basis which would permit the school to meet the requirements without again going into default.

Mr. Bennett reported that he had met no opposition to the plan, surmising that the bondholders probably realized it was "the only solution to their problem."

The trustees quickly adopted the plan. With the authorization of the board, the treasurer proceeded with the refunding plan and was successful. New bonds totaling \$100,000 were issued March 1, 1938, and the school's financial future was placed on a firm foundation.

Selected as the new headmistress to replace Miss Coit was Miss Estelle Marion Bonnell, dean of the Child Education Foundation of New York. A native of England, the new headmistress was a graduate of Vassar College and had done special work in child psychology and education at the University of Wisconsin and Columbia University. "Miss Bonnell was quite a fine person and a fine teacher," recalled Miss Katharine Fischer. "She stressed two things: How to study and how to develop your personality."

The new arrangements did not prove lasting. Miss Coit's old friend, Miss McGown, resigned as executive in February, 1938. She had been a member of the first Advisory Committee and had worked closely with Miss Coit during the exciting

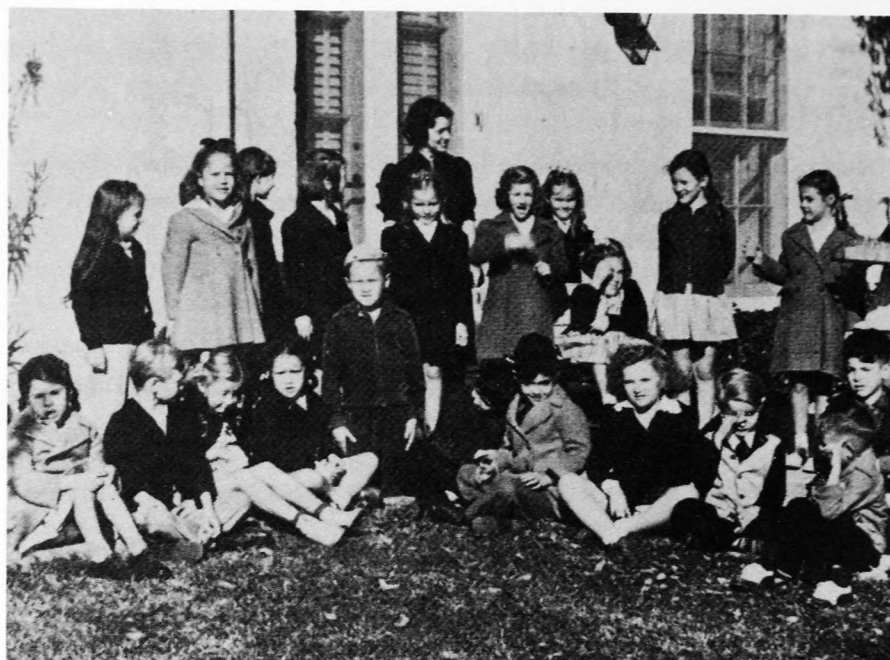
years of the 1920s and early 1930s. Miss Bonnell resigned in November, 1939, effective at the close of the school year in June, 1940.

In 1939 Miss Coit agreed to sell her house to the school. It became East House. Some months later she urged the board to change the name of the school, and the board acceded to her wishes by returning to the familiar Saint Mary's Hall in early 1941.

In selecting a new headmistress, the board turned instinctively to Miss Katharine Lee. After obtaining her master's degree in geography from Columbia University in 1932, Miss Lee had left Saint Mary's Hall to teach at The Chapin School in New York. In 1935 the Brearley School there had invited her to set up a special science and geography program for elementary and junior school students. She had been in the midst of this interesting assignment when the board made unsuccessful overtures to her in early 1936 in its search for a successor to Miss Coit. When the offer was renewed in 1940, Miss Lee agreed to accept the board's invitation. Though she regretted leaving the work and life at Brearley, she wrote that "it is with a feeling of satisfaction that I am returning to the school where I began my teaching experience 14 years ago, to begin so impor-

Miss Katharine Lee.





The Elliott School. 1942.

tant and challenging a work, among, and with the help of, those I have known over so many years."

Miss Lee guided the school through a period of development and rapid change stemming from the onset of World War II. Her report to the trustees at the close of 1940-41 year reflected the new, swift pace. The most important step taken, she noted, had been the shift from the old eleven-year program to a twelve-year sequence. The necessary curriculum reorganization was developed by a faculty committee after a three-month study. An afternoon "elective program" with a wide range of available sports and activities was launched and soon was attracting a majority of day students to stay after regular classes.

Fresh arrangements for involvement of parents and alumnae were pushed. New achievement tests were introduced, and they enabled the headmistress to pinpoint areas of strength and weakness. More students were encouraged to take the college board examinations, and steps were taken to make Saint Mary's Hall the San Antonio center for administration of the tests.



Wartime Activities. 1943.

Miss Lee launched a major new program by gaining board approval for the establishment of a primary school for the first and second forms. It was to be coeducational and in its own building. Mrs. Bennett, ever concerned with the welfare of Saint Mary's Hall, advanced funds for the project and arranged for the moving of a historic house from Castroville to the campus for the new "Elliott School." "It was simply beautiful," recalled Miss Lee. Remembering her own departure to boarding school at the age of thirteen, Miss Lee inaugurated a residence program for younger girls in East House, which had served as Miss Coit's home for many years. By the fall of 1942, enrollment was up to 198.

During the period just after World War II erupted, with the December 7, 1941 bombing of Pearl Harbor, Miss Lee wrote the board:

When I began my work at Saint Mary's Hall in August, 1940, I felt a tremendous compulsion . . . which was dictated by my conviction and my fear that unusual times and conditions lay ahead and that what was to be done must be done quickly, be done with

long-range vision rather than from experience, and above all must be on a sound basis.

Thanking the board for its support of the programs she had proposed, Miss Lee warned that the school's "very survival depends on the part it plays in the next very few years; on its proven worth in the community; on its preserving ideals and standards in a changing world; on its ability to meet and adapt to present conditions; and on its leadership and vision in this time of crisis."

Later she reported new responsibilities were undertaken by a Student Council which was formed in 1942. In their contribution to service during the war, the students saved such waste products as tinfoil, grease, and paper, and even cancelled stamps. They raised funds for the Red Cross, collected books for servicemen, and knitted mufflers. Daytime and night air raid drills were held, and provision was made for the black-out of suitable rooms to be used for shelter in the event of a raid. Miss Lee told the board that government authorities had recommended that the swimming pool be kept filled in case of fire and that a sandbox or basket be kept in every room.

Mrs. Elaine Seidel Hinds graduated from Saint Mary's Hall in 1943, midway through the war years, and recalled, "We knitted afghan squares in our classes, though some teachers wouldn't let us do it. This was for the people bombed in England." But the pressures of the war did not relax the school's insistence on its own standards. "We were never permitted to sit on the front wall of the school," related Mrs. Hinds. "That was unladylike. We could stand beside it and put books on it, but not sit on it. And we were never allowed to chew gum."

On the academic front, meanwhile, it was necessary to raise salaries to retain an outstanding faculty. The war was making it difficult to find and hold teachers in mathematics, science, and languages. Even so, Miss Lee was pressing the board for long-range planning of an expansion which would call for purchase of properties on both sides of the campus.

The pressures of the war were reflected in a decision of the board to increase tuition and board charges 15 percent in 1943. Nevertheless, enrollment increased. While World War I had brought Saint Mary's Hall to the verge of closing, World War II brought new students to the school from service

families, even as it took others away. The result was a very high "in-and-out" pattern. Miss Lee noted that the student body represented a much wider geographical distribution than formerly, "which has been good for us in every way." But the fluctuation due to changes in army orders was "unsettling in many ways."

Saint Mary's Hall was saddened during the spring of 1943 by the death of Bishop Capers. A resolution passed by the board noted that he had served the school over a period of twenty-eight years. It stated: "His devotion to Christian education especially made his vision of Saint Mary's Hall one of inspiration and growth. He was with the school during its bright as well as its trying years and his good humor, optimism, and faith in the outcome never faltered."



Succeeding Bishop Capers was Bishop Everett Holland Jones, who presided over his first board meeting on October 19, 1943. Expressing his pleasure at the invitation to act as president, the new bishop pointed out that he preferred service from choice rather than from necessity because of his affection for members of the board and his high regard for Miss Lee. The bishop noted that the school was not technically a church institution in that it did not belong to the church, but it was at the same a school with strong church influence.

Miss Katharine Lee termed her years at Saint Mary's Hall as "developmental years," adding, "I'm a builder; we built." She encouraged the launching of a fund-raising drive for expansion and creation of an endowment. A major purchase was completed in the summer of 1944, when the school obtained Franklin House, renamed Senior House, immediately west of The Residence. Plans were laid for a dormitory project to ease a growing strain on residence facilities. The building fund was also destined to finance a new gymnasium.

Activities outside the classroom increased during the years Miss Lee was headmistress. Competition between the intramural teams, the "Capers" and the "Elliotts," was fierce in soccer, speedball, Newcomb, fieldball, hockey, basketball, baseball, and volleyball. Tournaments were held in tennis, badminton, fencing, archery, and table tennis; girls were also able to take part in horseback riding, swimming, folk dancing, deck tennis, shuffleboard, bowling, tumbling, and posture training.

Saint Mary's Hall:



Senior House. French Place Campus, Saint Mary's Hall.



Competition between "Capers" and "Elliotts".

A course in History of Art became an elective, and music students found a splendid haven in the Conlon Studio of Music at the rear of the campus.

The library extended across the west end of the School House. It contained three thousand volumes, supplemented by special collections in the classrooms. From the Carnegie Corporation the library received more than one hundred works of art and nearly one thousand reproductions.

The catalogue stressed the school's religious influence. The course in Bible Study was planned carefully and continued through the upper level years. The practice of morning chapel continued. Most resident girls attended the Sunday services at Christ Episcopal Church. Academically, Saint Mary's Hall flourished. It became a member of the Southern Association of Colleges and Secondary Schools in 1942 and a member of the Educational Records Bureau, as well as a center for college board examinations. Teacher salaries were being increased on a yearly basis, and, in addition to meeting debt service on the bonds, the school was able to set aside a small net profit each year.

Enrollment was booming. In 1945-46 there was a total of 70 boys and girls in the Elliott School, 95 girls in the Lower School, and 140 girls in the Upper School, for a total of 305. There were 50 girls in residence, including 10 Lower School girls in East House.

Miss Lee, however, did not stay for the fulfillment of all of her plans. A new challenge to work in a coeducational setting called her to become headmistress of Polytechnic School in Pasadena, California. From there she was called to the National Cathedral School for Girls in Washington where she was headmistress for "18 most happy years."

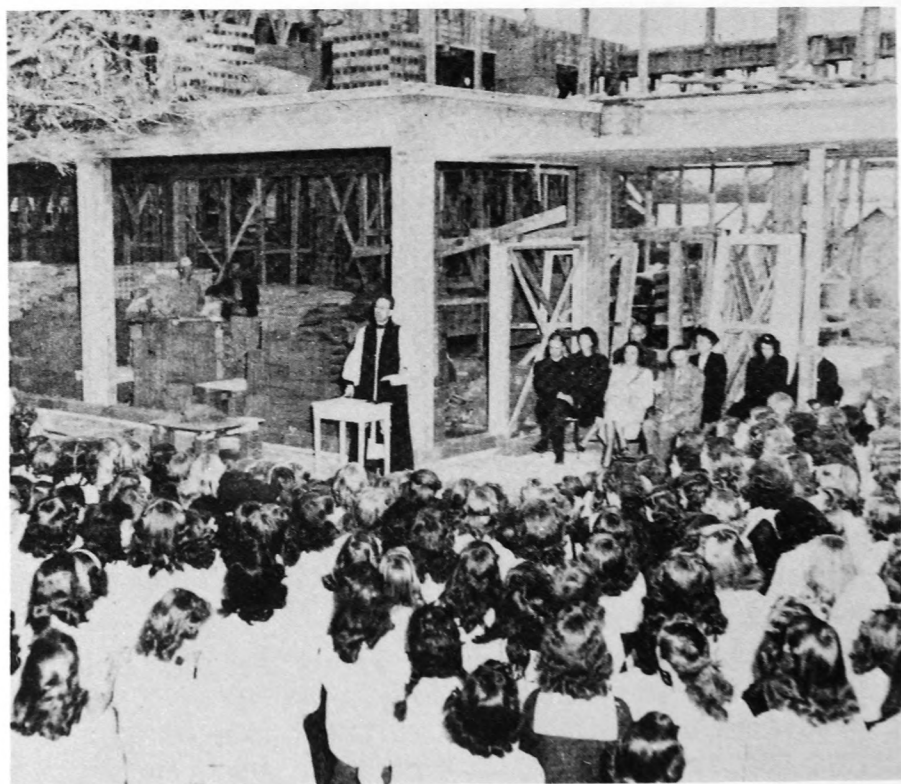
Miss Lee resigned as headmistress of Saint Mary's Hall in March, 1946, effective at the close of the school year. But the end of the school year came that year before graduation ceremonies. A polio epidemic caused city officials to ask for early closing of schools. Mrs. Nell Dumas Herff of the Class of 1948 recalled:

In 1946 the polio scare created all sorts of excitement. That spring we gathered on May 12 for Bishops' Day and were told during a very curtailed program that we were to pack up anything we had at school and go home—no more school for the year. There were no final exams that year, and no graduation ceremonies.

Returning in 1946 to Saint Mary's Hall as the new headmistress was Miss Gretchen Estabrook Tonks. Miss Tonks, who held bachelor's and master's degrees from Vassar College, had taught at the school for eight years in the 1930s and early 1940s. She had been head of the history department when she left in 1943 to accept a post at St. Timothy's School, Catonsville, Maryland. She came back to guide the school through the postwar period.

Mrs. Herff, in recalling one of the changes which took place, related, "We were just coming out of the war. The main thing that I remember . . . is that the food was getting better. All during the war we ate an awful lot of soy bean meat loaf for lunch." That which did not change were the school's standards of college preparation. "They simply wouldn't let you backslide or goof-off," recalled Mrs. Herff.

The school passed a major milestone in May 1948, when the new gymnasium was accepted. That fall the school catalogue reported,



Dedication of new gym. 1948.

The school gymnasium, completed in 1948, is located on the east end of the campus. This spacious new building offers complete facilities for physical education classrooms as well as school and residence recreation. It is also equipped with a stage and may be used as an auditorium.

The same catalogue gave fair warning of the work habits of the school. Under the heading, "Home Work," it observed:

Home work is carefully planned and is first assigned in Form Five. Forms Five and Six have only two prepared lessons a day, each taking about 30 minutes, in addition to arithmetic preparation which is done at the school and handed in before the close of each day. In Form Seven there are three prepared lessons a day, and in the Upper School the average is four; the amount of time spent on each is about 40 minutes. If a girl is absent, even for a day, it is expected that her books and assignments will be called for so that she will not be overburdened with make-up work on her return.

An even greater accomplishment occurred in the spring of 1949. The school, reported Treasurer John M. Bennett, Jr., had



Mr. John M. Bennett.

possession of all the remaining bonds of the \$100,000 issue refinanced in 1938. Over the years many of the bonds had been retired, including a number which owners donated to the school. A major trust fund had been created through gifts of bonds by the Bennett family. Mr. Bennett announced that as treasurer he had possession of \$39,950 in bonds, which accounted for all of the bonds which were not held by the school in trust funds. He was authorized to take steps to destroy the paid up bonds and have the mortgage against the school property released. On September 29, 1949, these bonds were destroyed by burning in the presence of attorney Joe P. Scott. In October of the same year, the school paid off the \$25,000 note on the Franklin-Hart property, which had been obtained during the summer of 1944.

The board continued its policy of granting salary increases to members of the staff on a yearly basis and faculty quality was being maintained. As a result of the quality of the teaching, Miss Tonks proudly reported to the board in 1950 that the Lower School had taken the Iowa Silent Reading Tests and the average Saint Mary's Hall girl was "fully two years above grade level in reading."

On October 19, 1951, Miss Tonks presented to the board her resignation as headmistress, making it effective at the close of her second three-year contract on July 1, 1952. Miss Tonks wrote a farewell in *Nota Bene*, the bulletin for alumnae and ex-students which began during Miss Coit's administration. Saying that after fourteen years (eight years earlier as a teacher and six as headmistress) she could not completely sever relations with the school, Miss Tonks predicted that Saint Mary's Hall would "continue to stand for the very best in education and to hold its place among the finest girls' preparatory schools in the country."

By the spring of 1952, the search for her successor had centered on Miss Beatrice McDermott of the Hockaday School in Dallas. She visited the campus and agreed to take the post, which she held for the next nine years.

In the same issue of the *Nota Bene* in which Miss Tonks wrote her farewell message, Miss McDermott expressed her feelings about the school:

As every day passes I become more impressed with your school. Its long history of superior work, its

friendly and informal atmosphere, its Christian spirit combine to make it deserve the pride and loyalty which you, its past and present teachers, and its multitude of friends feel for it . . . My hope is that I can carry on the traditions and maintain the standards which have been established by my predecessors.

During the fall of 1952, the board fulfilled a long-cherished dream with the purchase of the J. H. Savage home on the northwest corner of McCullough Avenue and East French Place. This extended the school grounds over the entire block from Main Avenue to McCullough Avenue, facing French Place. The Savage house was transformed into a "modern stucco home" to accommodate fourteen resident pupils. It was named the Johnston House in honor of Bishop Johnston. It was anticipated that the new house would bring the number of boarding students in the school to sixty-two.

The school, in the summer of 1953, gained a new art studio built on the back of the main building at the west end. The airy and spacious studio had gray walls, a white ceiling, and many windows to provide the north light desirable for work. Not surprisingly, enrollment in art classes rose quickly.

Saint Mary's Hall entered a period of strong growth, reflected in the fall of 1953 when the enrollment stood at 310 with a staff of thirty-nine. The board voted for an addition to the School House to provide classroom space. The following fall enrollment reached 348. Meanwhile, the school continued to show a net profit on its operation.

The growing student body led to further discussions by the board in the mid-1950s of the possibility of constructing a new dormitory. At a board meeting in late November, 1957, Miss McDermott made a suggestion that would in later years gain much attention. She pointed out that both Hockaday School of Dallas and Kinkaid School of Houston had moved to larger tracts of land out from the city. The possibility of a long-range plan for such a move was discussed but no action was taken at that time.

By early 1958 the decision was made to build the dormitory. Plans were drawn and a fund-raising drive was launched. The contract for construction of the new dormitory was signed in March, 1958. At the December meeting Trustee Edward Sweeney, who had ably guided the project, reported

that in spite of strikes and bad weather, the dormitory would be finished in January. Total cost of the new building when furnished was \$134,000. Located behind the School House, it provided a much-needed recreation room, accommodations for twenty-six students and two teachers, and a suite for visitors to the school. Provision was made for future air conditioning.

Once again, though, Saint Mary's Hall faced the problem of avoiding deficits while raising teacher pay to meet rising standards. The board voted a substantial increase in tuition and residence charges for the 1959-60 year, and a letter written to parents of students and prospective students in the spring of 1960 illuminated the school's problems.

The letter, prepared by board member Reverend Harold Gosnell, pointed out that Saint Mary's Hall was a nonprofit corporation. It noted that while the school was conducted under the patronage of the Diocese of West Texas of the Episcopal Church it did not receive financial aid from the church, or from any level of government. Its endowment funds totalled \$10,000 "generated over a period of 20 years by contributions from the students and the alumnae."

Citing the cost of the new dormitory, the letter explained that a \$50,000 construction loan remained to be repaid. It revealed that from 1947 through 1958, the operating costs of Saint Mary's Hall had risen 92 percent. As a result, the school's expenses had exceeded receipts by approximately \$17,000 in the year which ended in June, 1958. On the other hand, for the year ending in June, 1947, there was a net of \$18,000 in receipts over expenses. Attached to the letter was a comparison of the new charges with those of such schools as Hockaday and St. Stephen's of Austin, and Mr. Gosnell pointed out that Saint Mary's Hall's were "still considerably less."

The school catalogue during Miss McDermott's era suggested the growing involvement of women in public affairs. The booklet began with this message:

Our Aims at Saint Mary's Hall: That our girls through academic training may have a genuine appreciation of whatever is of real value in literature, arts, and the sciences; that they may develop an intelligent approach to current problems; that they may have a sound preparation for higher education, as well as satisfaction in intellectual achievement.

That they may develop qualities of leadership, con-

sideration for others, good sportsmanship, dependability, refinement of thought and of action, self control, and the readiness to meet with courage and initiative any emergency that may arise.

That they may be aware of the needs of the community in which they live, and, as responsible citizens, take their part with sympathy and understanding, using their abilities for the common good and that they grow in a deepening consciousness of God and of the will to serve Him.

An indication of the success of the school in meeting its goals was to be found in the results of the new National Merit Scholarship program which was launched during the 1950s. By the fall of 1959, the merit program had been in operation for four years, and Saint Mary's Hall reported that it had provided a larger number of winners than any other school in the area—five winners in four years.

In February, 1956 there was a new arrival on the campus—*The Hall Mark*, a school newspaper. The newspaper, as a project of the Upper School, covered activities of Elliott,



Roberta House, May Lynn Dressler, Eleanor Oliver and Emily Denman enjoying "The Hall Mark".

Lower, and Upper Schools. A special feature was a literary column composed of items written by members of the creative writing class.

In the spring of 1961, a chapter of the Cum Laude Society, a national organization which gives recognition to scholastic achievement in secondary schools, was formed with Miss McDermott as a charter member. Miss McDermott had worked for several years to gain this honor for the school, and she was happy to see her efforts rewarded. Before she retired, the "Saint Mary's Hall of Texas" chapter of the Cum Laude Society had been established; membership in it would be conferred in coming years as the school's recognition of distinguished achievement or service on the part of students and faculty: honorary membership was accorded to exceptional friends of the school.

Despite all of the advances of the 1950s, the winds of change continued to blow. There seemed to be a continuing need for improvements. At a board meeting in June, 1959, Mrs. John M. Bennett opened again the subject of a drive for funds. She suggested the possible employment of a professional fundraising firm. The development of a detailed plan to deal not only with present but also with future needs was proposed. The board, however, was considering an increase in membership and decided to wait until new trustees had joined. The following November, the charter was changed to enlarge the board to no fewer than six nor more than twenty-four members. Under the new arrangement the bishop of the Diocese of West Texas served as ex officio member and as chairman, with the board electing a president and other officers. Niles Chubb became the first president of the reorganized board.

With \$10,000 provided by Mr. Ewing Halsell, there was a final land purchase on East French Place—a dairy property at the rear of the school, and the question of a long-range plan for either East French Place or a new suburban site was again discussed. But again no decision was reached. Mr. Chubb wrote a letter outlining alternatives. A study for the House and Grounds Committee by architect O'Neil Ford proposed a \$700,000 program for the old campus. Mr. Chubb noted that this would be about half of the cost of moving, and that the sale of the campus would fall far short of balancing the difference. In addition, it was noted that a new dormitory had just been completed and the School House and gym were adequate for

the present enrollment. The campus was close to Christ Church, which held a sentimental attachment for alumnae.

There were compelling arguments against remaining at the old campus, however. Considered opinion was that the facilities would become inadequate within ten years, and there was no room for further expansion. Further, Mr. Chubb's analysis continued, a map prepared by Trustee Vaughan B. Meyer pinpointing the residence locations of day students in 1930 and in 1960 showed "The present location is at the southern edge of the area from which students are drawn. It is becoming increasingly rundown and commercial. The old buildings are becoming increasingly expensive to maintain." It was pointed out that the ideal size for a quality school was at least twenty acres, while Saint Mary's Hall had about seven. A long-range plan would have greater appeal to donors.

At a special meeting of the board November 29, 1960, the trustees received a presentation by Mr. Ralph Lehr, a prominent real estate appraiser (who acted at no cost to the school), of possible sites available, together with their costs. These costs ranged from \$20,000 to \$400,000 for twenty acres. The sites lay generally north of the North Loop 410 Freeway. Mr. Lehr also commented on the sale value of the East French Place property. After much discussion, the board tentatively agreed to remain at the present location and to plan to raise one million dollars, half for improvements and half for endowment. The matter of a future campus continued to plague the board.

Meanwhile, the board had a pressing new decision to make. Miss McDermott had announced her intention to retire at the close of the 1960-61 year, and a committee worked through the fall in search of a successor. The possibility was raised of a single head for both Saint Mary's Hall and Texas Military Institute. The suggestion was not pursued, but it foretold a plan which would call for considerable study over the next few years.

The efforts of a Search Committee, composed of Mrs. L. J. Moorman, Jr., Mr. L. R. Eastman, and Mr. Chubb, led to Henry Pennell, a 1943 graduate of Williams College. He had been at the Taft School for seventeen years before becoming assistant dean of admissions at Rensselaer Polytechnic Institute in New York. In July, 1961, he assumed the role of head of Saint Mary's Hall.

The problem of a residence for the headmaster was solved by the vestry of Christ Church, which made available, at no cost, its nearby Gage House. This was particularly appropriate property because of the long and valued services to the school of the family of Roxana Gage Catto (wife of Trustee John Catto, Jr., and mother-in-law of future trustee presidents Herbert D. Kelleher and James L. Hayne).

In the course of reaching agreement with the board to become headmaster, Pennell asked for clarification of the site situation. The board agreed that it wanted to remain "on French Place presently but would move if the opportunity or unforeseen events" caused a change of outlook.

Mr. Pennell noted that the Episcopal church "has its own schools which are gradually increasing the number of grades offered, in partial competition" and wondered if Saint Mary's Hall should continue to offer formal religious training. The trustees responded they had no control over such outside church activity, but regarding the role of the church within the school, the church had certain influence, and that ultimate decisions lay with the headmaster and the Board of Trustees.

The new headmaster wrote a series of messages in *Nota Bene* in which he discussed his aims for the school. He expressed a healthy skepticism about standardized, multiple-choice tests, and the meanings being given the word "excellence."

"I am not one of those who believes that the objective tests of aptitude in vogue today are the only measure of which students should be admitted to either schools or colleges," he wrote, adding, "We at Saint Mary's Hall have no quarrel with ability as measured by such tests, but we feel that they are simply an inadequate definition of true ability."

Pennell noted that every teacher has known students who demonstrated little or no academic promise on such tests, "but who became highly successful adults and outstanding contributors to community affairs." There were other students, he wrote, who showed little interest in regular assignments, but who read widely and were "more interesting and better informed" than those who merely met conventional academic requirements.



Mr. Pennell wrote of the need for excellence in such characteristics as "sensitivity to other human beings, compas-

sion, richness and variety of imaginative life, or a life-long concern for a particular scientific problem whether one is paid to work on it or not." He concluded: "This is the sort of excellence we also seek to foster without jeopardizing the traditional college preparatory program. The students we seek are those who can profit from such a secondary education."

At the time of Mr. Pennell's message, the school was caught up in the academic ferment and development that followed the orbiting of the first Russian Sputnik and the beginning of the space race. By the fall of 1961, Saint Mary's Hall had offered its first advanced placement course and was promoting broader study of languages. Just three years later, Mr. Pennell reported that seventeen seniors had taken advanced placement examinations. Honors were scored in three exams; eleven were graded "good," and eleven more were graded "pass."

In the fall of 1962, *Nota Bene* told of the new language laboratory which consisted of "20 handsome semi-private tangerine and beige booths and a matching console" with the capacity to play from one to three tapes simultaneously, the munificent gift of Mr. and Mrs. William D. McNeel.

Meanwhile the trustees were giving more attention to the question of the school's remaining at East French Place campus. A draft of a letter to alumnae, parents, and other friends of the school asking their opinions was accepted in May of 1961, but the trustees decided they should study the matter in greater depth.

Much of 1961 and 1962 was spent in the study of proposals for affiliating in some form with Texas Military Institute. On October 13, 1961, Mrs. Louis Bishop (the former Elisabeth Vaughan and the first alumna of the school to serve as board president) reported that T.M.I. trustees had voted against closer ties "at this time." However, discussion of a T.M.I. arrangement resumed late in 1961. One plan considered was establishing the schools near each other on a new site, each keeping separate facilities, headmasters, and faculties, but sharing extra-curricular activities, business management, and fundraising; another plan would have the schools share many functions and gradually effect a merger. Contacts continued with T.M.I. for several months, centering on coeducation at various grade levels; the trustees of Saint Mary's Hall favored coeducation in grades one through seven but opposed it for the

Upper School. The board of T.M.I., however, voted during the spring of 1962 to remain a boys' school at its Alamo Heights location. The Saint Mary's Hall board consequently resumed its search for a new campus location.

At a meeting on November 21, 1961, the trustees received the reports of Mr. Frank M. Gillespie, Jr. and Mr. Vaughan Meyer; Mr. Gillespie's evaluated the issue of the school's remaining at its present location, and Mr. Meyer's report included a study by the architects Bartlett Cocke and Associates which compared the Gillespie plan with rough estimates of the cost of moving to another site. Following a report of a site visit to the new 100-acre Hockaday School in Dallas by Mesdames George Coates, Harold Hudson, Louis Bishop, together with a report of Mr. Gillespie and Mr. Meyer, Mrs. Bishop, trustee president, appointed a committee to study the matter in depth. Serving on this committee were Messrs. Vaughan Meyer, F. J. Oppenheimer, Niles Chubb, and Mrs. Jack Bowman.

In addition to the location problem, the trustees dealt with three other questions as well: increases in faculty salaries, an adequate pension plan for faculty, and proper recognition of the importance of out-of-town students to Saint Mary's Hall by including on the board nonresidents of San Antonio. A committee headed by Mr. F. J. Oppenheimer was formed to study the pension plan. The bylaws were revised to give preference to three persons residing outside of Bexar County in selecting members of the board.

The architectural firm of Caudill, Rowlett & Scott of Houston, an internationally recognized designer of schools, was selected on May 3, 1962, by the Architectural Committee—Mrs. Jack Bowman, Mrs. George Coates, Messrs. L. R. Eastman, Frank M. Gillespie, Jr. and Vaughan Meyer. Their task was to evaluate the sites proposed in the presentation by Mr. Ralph Lehr at the board meeting November 29, 1960.

Delegated the responsibility for determining the size of the school was an ad hoc Study Committee, composed of the headmaster, members of the Executive Committee, plus House and Ground Committee. The design parameters were approved by the trustees on May 17 and were incorporated in letters to the architects on May 21, 1962:

1961-62 enrollment

Grades 1 through 6	90	
Grades 7 through 12	206	(76 boarders)
Total	296	

Phase I Desired		
Grades 1 through 6	180	
Grades 7 through 12	310	(120 boarders)
Total	490	
Phase II to Expand		
Grades 1 through 6	210	
Grades 7 through 12	390	(150 boarders)
Total	600	

Maximum enrollment suggested was 600; this total did not include the preschool. A maximum ratio of boarding to day students of one to two was specified.

At the May 17 meeting, the trustees also voted that "In addition to the Trustees, the Board may elect one Honorary Trustee who shall serve for life and have voice but no vote at the regular meetings of the Board." Thereupon the Nominating Committee recommended that Mrs. John M. Bennett be elected to this office in view of her many years of selfless dedication to the work of Saint Mary's Hall; the motion was unanimously adopted. Mrs. Bennett was given a standing ovation, to which she made a gracious acceptance. Presented to Mrs. Bennett was a handsomely illuminated certificate, which expressed this appreciation:

This Certificate is Presented to

JAMIE ARMSTRONG BENNETT

in recognition of thirty-eight years of dedicated service on the Board of Trustees of Saint Mary's Hall, thirty of which were served in the office of Vice President.

During these years Mrs. Bennett worked with unselfish devotion to build a school which would prepare young women for college, develop their intellectual and spiritual qualities, and instill in them a sense of responsibility to the community as future Christian leaders.

Always she recognized the importance to the school of dedicated teachers, and through her strong personal interest in them gave support and appreciation to their work.

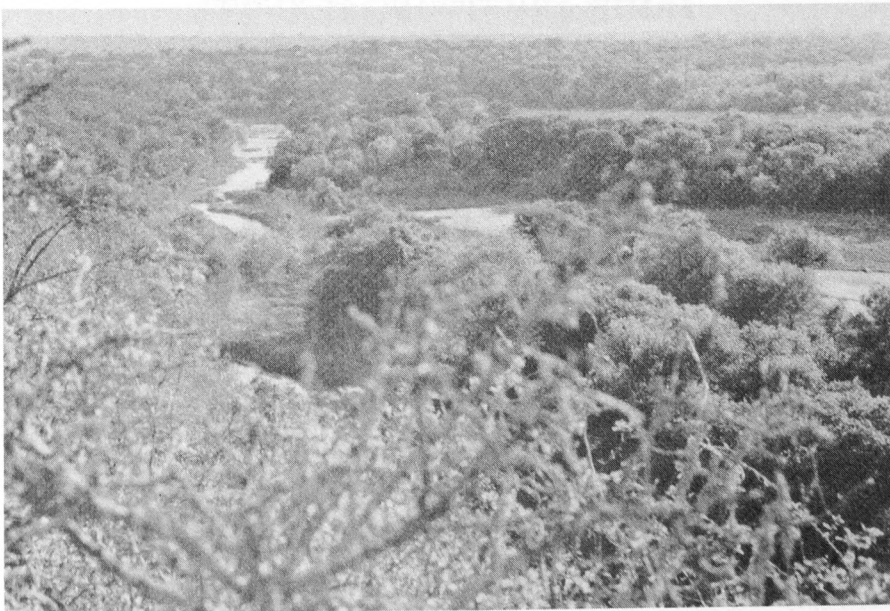
Throughout the years she has seen the achievement of many of her ideals as Saint Mary's Hall has grown

and strengthened, sending its graduates to all the leading colleges, and winning the academic award of membership in Cum Laude.

Her fellow Trustees (and members of the Staff) express their appreciation and gratitude for her many years of inspired and constructive service to Saint Mary's Hall and to education and culture in this community.

Caudill, Rowlett & Scott delivered their Building Space and Site Analysis by the end of August—a recommendation against the East French Place campus and in favor of a new site of forty or more acres. Two of the sites previously studied by the board seemed suitable. When the report was read September 13, arrangements were made for all trustees to inspect the various properties again.

The hunt ended on September 24, 1962, with the selection of a site northeast of Loop 410 on grassy, oak-studded land high above the Salado Creek. It was part of a large tract which



View of new campus property.

Mr. Quincy Lee was preparing to develop. The site was well protected on all sides. To the west, it was marked by a high cliff and Salado Creek. Between the site and Loop 410, Mr. Lee was committed to the creation of a high-income residential development to be known as Mary Mont. Other approaches to the site were owned by the City Public Service Board and were closed to future development.

After considerable discussion about financial arrangements, the board voted to buy forty acres, including the available land at the bottom of the cliff, which was obtained for protective purposes. When the transaction was closed on December 4, 1962, the total purchase came to 41.03 acres at a cost of \$151,720.

The purchase of the site and the resultant approach of a fund-raising campaign for a new plant brought Saint Mary's Hall once again into discussions with T.M.I. which was also planning a campaign for campus improvements. Discussions of a combined approach to the fund-raising led to another exploration of merger possibilities. The alternatives discussed were similar to those which had been debated off and on for three years. The trustees of T.M.I. and Saint Mary's Hall this time even held an informal luncheon meeting at the Argyle Club to examine all aspects of the situation.

The board's decision came at a meeting March 15, 1963. Mr. Pennell spoke feelingly of the value of Saint Mary's Hall as a girls' school, citing its traditions and great potentiality, and warning of the difficulties of operating a half-boarding and half-day coeducational school. Several straw votes showed a strong negative current toward various options of affiliation with the boys' school. Finally, a resolution was passed declining "further consideration of a merger or a federation."

Even as the board was reaching a decision on the purchase of a site which would provide Saint Mary's Hall with ample room for growth, it was working on other crucial aspects of the long-range plan.

To help the faculty, the pension plan was revised. To strengthen ties with the alumnae, a vote was passed to invite a representation of the Alumnae Board to attend trustees' meetings, allowing such representation voice but no vote. The Executive Committee was empowered to act for the Board of Trustees between regular meetings. The selection of architects was referred to the Architectural Committee, chaired by Mrs. Jack Bowman, for study and recommendation.

Meetings were held with the San Antonio Montessori Society about possible merger. While this merger did not materialize, Mr. Meyer arranged an exchange of properties so that the Montessori preschool would be built adjoining the south edge of the new Saint Mary's Hall campus. This offered the possibility of later merger or purchase.

Trustees Mrs. John White and Mrs. Bowman arranged for the Class of 1938 to inspect the new site at their twenty-fifth anniversary meeting.

In the latter part of March, 1963, the trustees selected Ketchum Fund Raising, Inc. to assist in what was to be the greatest financial campaign in the school's history. A final ratification of the proposal to raise funds to build the new campus took place April 11, 1963. By early June the associated firms of San Antonio architects O'Neil Ford and Bartlett Cocke, who had designed Trinity University, had been selected to design the new academic complex.

In the fall of 1963 the development work of Mr. Vaughan B. Meyer was recognized with his selection as board president, a position he fulfilled until his term expired in mid-1965. He was then elected to the newly created post of vice-chairman of the board. Following this service he continued as Development Chairman and Building Committee Chairman. In mid-1969 he was once again elected president.

In the midst of the excitement during the spring of 1963, the school was saddened by the news of the death of one of the founders of the modern Saint Mary's Hall. Mrs. Jamie Armstrong Bennett died on April 22, 1963.

From the time she had joined forces with Bishop Capers to bring Ruth Coit to the school, Mrs. Bennett had been a bulwark of strength on the board. She personally had sold many of the original bonds at a time when the future of Saint Mary's Hall appeared dubious at best. She and her husband created the first trust fund for the school, and for a considerable time there were two Bennetts on the board.

With the gifts received in Mrs. Bennett's memory, the trustees voted to create a permanent endowment fund, known as the Jamie Armstrong Bennett Memorial Fund, which would provide income for teachers' salaries. The trustees voted unanimously to designate an important area of the new campus the Jamie Armstrong Bennett Memorial Courtyard.

During this period the presiding bishop of the Episcopal

church broached the subject of racial bias. The Diocesan Committee on Race Relations asked "whether under present policies of the institution, a Negro who met the entrance requirements would be excluded because of her race." Mrs. Louis Bishop's reply included an authorized statement that the trustees were working on an admissions policy. Meanwhile, she continued, "I am happy to say, however, that no applicant for admission to Saint Mary's Hall has in the past been refused solely on the basis of race or color." It was further noted that the school had always welcomed Latin American students from the United States, Mexico, and other countries, and that Latin Americans comprised by far the largest minority ethnic group in this region—there simply were no Negro applicants.

continuation of page 103

The trustees recognized the equity and timeliness of the question raised by the church. After a long series of board meetings, as well as a presentation to the Diocesan Committee by Mr. Meyer, the following policy was proposed October 24, 1963, and ratified November 21 of that year:

"The criterion for each admission is: Will the admission be best for this child and for the school?

"Admission shall not depend upon race, religion, or national origin, but upon the intellectual, moral, and personal qualifications of the applicant.

"In those instances where an application poses problems of an unusual nature for the school or for the applicant, the Board of Trustees reserves to itself the final decision as to the advisability of granting admission.

"This policy shall be effective for the school year commencing in the fall of 1964."

Saint Mary's Hall received the first application from a Negro in March of 1964. The applicant tested marginally, and, after consulting with other independent school heads and the trustees, Mr. Pennell rejected the application for academic reasons. Qualified Negro applicants were accepted in later years.

Throughout the school year 1963-64 the architects met with the headmaster, students, and staff. Meetings were held also with an ad hoc committee comprising the members of the House and Grounds Committee and the Architectural Committee. The Architectural Committee at this time included Mrs.

George Coates, Mr. Harold Hudson, Mr. Frank M. Gillespie, Jr., Mr. L. R. Eastman, Mrs. L. J. Moorman, Jr., Mrs. Jack Bowman, Mr. Vaughan Meyer, and Reverend Harold Gosnell. Based on these discussions and the May 21, 1962 design and enrollment parameters, O'Neil Ford, as the planning architect, developed a Conceptual Master Plan. The problem was complicated by indecision of city officials on the route to be followed by the street ultimately known as Starcrest Drive. Mr. Meyer was instructed to pursue a solution, but one was not forthcoming for many months and in the end affected costs considerably, but had a happy outcome as regards the Montessori School property.

While Ford and Cocke began rough approximations of cost, Ketchum, Inc. undertook a feasibility study, the results of which were sobering. Their estimates of what could be achieved fell short of the projected goal. Nonetheless, preparations continued and candidates were considered for a Campaign Steering Committee to represent both San Antonio and nonresident alumnae, former trustees, and patrons.

Indicative of the spirit of generosity and enthusiasm being created by all this activity was the response to the budgetary problem. Treasurer Eastman prepared an excellent cost analysis, increased tuition schedules were selected, parental samplings were taken. The results were most pleasing indications that the school constituency was willing to pay for excellence. Moreover, the trustees, recognizing their special responsibilities of stewardship, responded magnificently. By the end of the year trustees had contributed enough, when added to the increased parent and alumnae giving, to balance the budget.

Bishop Everett Jones, Mr. Pennell, the Reverend Brendan Griswold, school chaplain, and other members of the faculty held a conference in the spring of 1964 to consider improvement of religious education. They agreed that the traditional scheme of instruction at many grade levels was unsatisfactory and that "two good courses were better than 10 poor ones." It was decided to teach the Bible at the tenth form level as scholarly discipline, preparing students for later studies of western historical and literary development. A twelfth form course introduced basic Christian theology and ethics.

Griswold wrote: "There is a very conscious effort to relate all that we do in each class to contemporary problems of love,

acceptance, cheating, morals, marriage and so forth. We try to show that Christianity is a total way of life, not just an academic exercise."

In the 1963-64 year, the school was well into the modernization of the mathematics curriculum. Students found new excitement in the sciences with the adoption of a new Biological Sciences Curriculum study textbook.

Meanwhile, Saint Mary's Hall was changing in other ways. When the school opened in the fall of 1964, the senior class had more boarding students than day students. For some time the proportion of boarding students had been rising. Another change was the implementing of self-government in the dormitories and the evening study hall, and this accompanied introduction of the honor system to the school as a whole. The athletic program as well was developing new aspects. Saint Mary's Hall began scheduling "play days" with such schools as St. Stephen's, Hockaday, and Ursuline Academy. On these days, teams of two of the above schools competed in tennis, softball, volleyball, and field hockey.

By the fall of 1964 the master site plan was thought to be complete, although later it was necessary to make revisions to accommodate the final city decision on routing of Starcrest Drive, the street leading into the campus. The Campaign Steering Committee had been selected:

Mr. Dixon H. Cain	Mr. Edward Longoria
Mr. George H. Coates	Mr. John McFarlin
Mrs. George H. Coates	Mr. W. L. Moody IV
Mr. Leroy G. Denman, Jr.	Mrs. Lewis J. Moorman, Jr.
Mrs. E. D. Dumas	Mr. F. J. Oppenheimer
Mr. Frank M. Gillespie, Sr.	Mrs. Ike T. Pryor, Jr.
Mr. Frank M. Gillespie, Jr.	Mr. Perry Shankle
Mr. Hugh Halff, Jr.	Mr. Albert Steves III
Mr. Dwight L. Hunter, Jr.	Mrs. Lane Taylor
Mrs. Harry D. Jersig	Mr. Frank Yturria
Mrs. Richard Kleberg, Jr.	

At a meeting September 24, 1964, the motion was passed to formalize the contract with Ketchum, Inc. as fund-raising counsel and to start the campaign early in 1965 with a goal of \$2,380,000. Trustee President Meyer was given the assignment of Campaign Development Chairman.

Many meetings followed of an ad hoc evaluation committee in an effort to develop lists of prospective donors. Among

those assisting in that task were the Campaign Development Chairman, Mrs. George Coates (in whose home the meetings were held), Mrs. Jack Bowman, Mr. G. Cameron Duncan, Mrs. Alfred W. Negley, Mrs. Meredith Mallory, Jr. (the former Patricia Murchison), and Mrs. A. A. Seeligson, Sr.

The trustees, deeply aware of their obligation to lead the way by setting an example of generous giving, did so magnificently. Financial support for the building of the Science Building came from Mr. and Mrs. George H. Coates, who followed this with many other generous gifts. Pledging funds to build the library were Mr. and Mrs. Jack T. Bowman, her mother, Mrs. Marrs McLean, and the McLean Foundation. Another substantial gift was received from Mr. and Mrs. George R. Brown of Houston (through the Brown Foundation). Mrs. Brown had been elected a trustee, but had declined to serve. By February 25, at the "Kick Off Dinner" of trustees and Steering Committee, pledges of the group exceeded \$500,000.

Mrs. Marshall B. Miller and Mr. Frank M. Gillespie, Jr. accepted the cochairmanship of the Parents' Division; the Alumnae Council accepted leadership responsibility for alumnae. The president of the board and the headmaster, or his representative Mr. Benjamin Shute, spoke at meetings in cities throughout Texas, also making slide presentations, which were followed by talks by the local leadership.

The names of many who assisted in some way to the success of this broad fund-raising campaign cannot be listed with complete accuracy. However, the names of every trustee, members of the Steering Committee, everyone in the official campaign leadership, half a dozen members of the faculty, everyone on the Alumnae Council, and at least thirty other dedicated alumnae are recorded in the records of the school.

The Campaign Bulletin of May 24, 1965 announced "Half Way Home" with pledges of \$1,256,000, or fifty-three percent of the goal. Thus encouraged, the trustees voted November 18, 1965 to authorize the associated architectural firms of O'Neil Ford and Bartlett Cocke to proceed with working drawings of the new school.

As the end of the 1964-65 fiscal year approached, the two-year terms of the officers were about to end. Under the bylaws the president could not succeed himself in office. To facilitate

and assure the continued strength of campaign leadership, the board voted on May 20 to create the new office of vice-chairman of the Board of Trustees. Mr. Vaughan Meyer was elected to this post, and Mr. Niles Chubb was again elected president.

In March, 1966, the resignation of Mr. Pennell as headmaster was accepted with regret by the board, which passed a resolution praising "the excellent standards and quality" set and maintained by the school under his administration. The board cited the success of the new accelerated programs and the help Mr. Pennell had given in planning the new campus.

A successor was found on the Saint Mary's Hall faculty. Mr. William R. Garrison had come to the school after serving five years with the Greenhill School in Dallas where he was assistant headmaster and academic dean. He held bachelor's and master's degrees from the University of Texas, and he had taught at Southern Methodist University and North Texas State. He came to Saint Mary's Hall in the fall of 1965 as head of the Mathematics Department.

In assuming the position of headmaster, Mr. Garrison discussed his goals in *Nota Bene*, as he observed: "Any projections I would dare make would be from a vantage point of 'standing on the shoulders' of the many administrators who have gone before me."

Taking note that education holds different meanings for different people, he declared: "Education, to me, is the central unifying force of a civilization, the common denominator of life. It provides a serviceability to man by dealing with the realities of everyday life as well as with the distant gleanings of the scholars of the past."

Garrison held that education "is directed at values, both moral and spiritual, which have historically impelled the forward progress of the American people." Essentially, he argued, it "is the search for truth"; the foundations of American education are moral. "Education," he wrote, "has as its primary objective the molding of character." The early Garrison years at Saint Mary's Hall mixed adroit administration and academic stability with the excitement of leaving a cherished, but cramped, old campus, to occupy a new complex designed to meet the challenges of a new century. Tuition and faculty salaries were increased; annual giving and an all-time high enrollment, including ninety-two boarders, produced a balanced budget.

Negotiations during the spring and summer of 1966, which led to the sale of the East French Place buildings to San Antonio Academy for \$450,000, assured the continued use of the campus as a center of quality education.

At last came the long delayed decision by the city council involving the right-of-way of Starcrest Drive, which required the use of 1.5 acres of the campus. In an exchange, Saint Mary's Hall granted land to the city and acquired City Public Service land, adding about eight acres to the school grounds at \$3,500 per acre.

The new Montessori School, which had been built on 4.9 acres of land adjoining the new campus, became available. The board voted in late 1966 to purchase the plant for \$140,000. This purchase increased the size of the campus to fifty-four acres. An important need was met by the purchase of a new residence for the headmaster, located one block from the new campus at 9206 Village Drive.

Otherwise, the school year 1966-67 was uneventful. However, the Scholarship Committee headed by Mrs. A. A. Seeligson, Jr., did excellent work in regularizing procedures for granting scholarships, and the trustees agreed in principle to ideas for future strengthening of the board. First was to seek always to have as a trustee an outstanding educator, which was implemented briefly and to good effect in 1969 by the election of Brig. Gen. Robert F. McDermott, who had served at the Air Force Academy with distinction. Second was the proposal to study the suggestion of Mr. George Coates to have an Advisory Board or Board of Visitors as a "feeder" for the Board of Trustees, to broaden the base of support, and involve more people in the work of the school. The Saint Mary's Hall Associates later created was an outgrowth of this idea.

The hardest working committees, without doubt, were those of Mrs. Coates and Mrs. Arthur A. Seeligson, Sr., with Ruth Bowman and Mr. Orville Carr, a most capable interior decorator who volunteered his valuable services in selecting all furnishing and decor. Outside, Mrs. Mallory with Mrs. Bishop and Mrs. L. A. Nordan planned and executed all landscaping. The written records of the school reflect little of the immensity of the contribution of these individuals, but testimonials of their work are notable on every hand in the new campus. A notable milestone was board approval May 11 of headmaster's request to accept boys up to the fourth form.

The winter of 1966-67 brought the trustees serious problems with the building program. When construction bids were opened late in 1966, Dr. Harold Gosnell, board president, reported the project cost had jumped \$600,000 above the board's target. Detailed revisions of the plans occupied the next few months. The greatest sacrifice was the substitution of a simple gymnasium for the proposed building including, in addition, an assembly hall and theater facilities. Major cost reductions were made possible by the availability of the Montessori School plant to accommodate some Lower School needs. Various other compromises were accepted. Finally, in May, 1967, the adjustments were completed and the board authorized final construction contracts totalling \$2,425,420. Together with land, fees, site work, landscaping, and furnishings, the total commitment required was approximately \$3,350,000. The treasurer, Mr. William A. Beinhorn, Jr., skillfully negotiated the necessary interim financing from three local banks, and with the support of Gen. John M. Bennett, Jr., a term loan of as much as \$1,000,000 from National Bank of Commerce.

Meanwhile, on March 10, 1967, Saint Mary's Hall students, parents, alumnae, trustees and friends rejoiced in an event that Board President Gosnell called "the realization of a

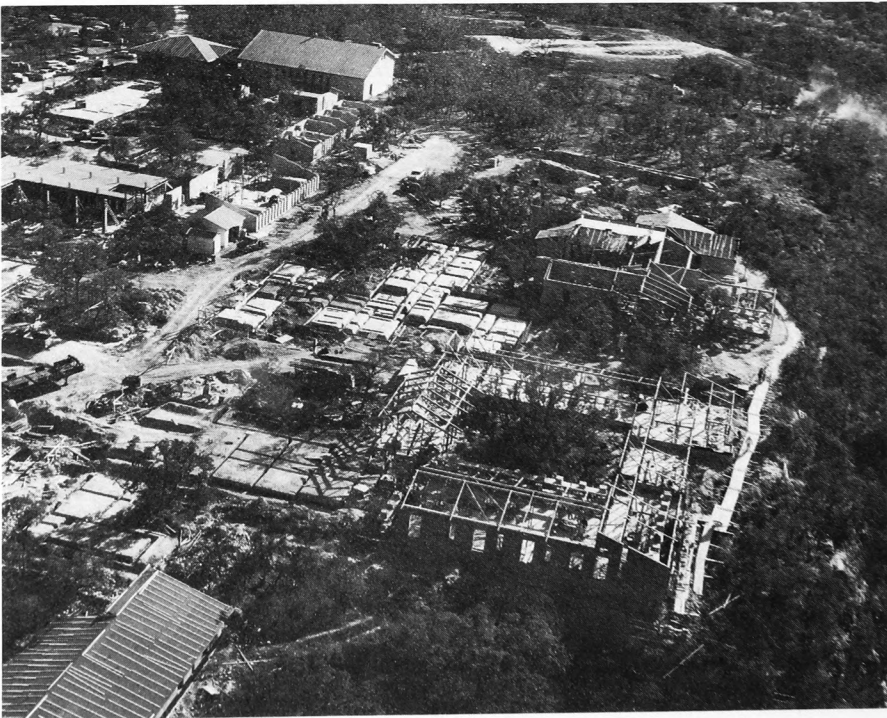
Mr. William R. Garrison, Bishop Everett H. Jones, Mr. Vaughan B. Meyer, and Mr. Walter W. McAllister, Sr. at the formal ground-breaking. March 10, 1967.



Saint Mary's Hall:



The new campus under construction.



dream." They gathered under huge oak trees at the new campus for the formal ground-breaking ceremonies. More than eight hundred people who were at the ceremony, held in conjunction with Fathers' Day, heard Development Chairman Vaughan Meyer set the mood when he said: "What is built here is to be of beauty, quality and a lasting source of pride and inspiration," but warned that an additional million dollars was needed. Bishop Jones, who dug deep with a ceremonial shovel, observed, "Never in my long association with Saint Mary's Hall has it had a better Board of Trustees, a stronger administration, a finer faculty and student body . . ."

Taking turns with the shovel, Mrs. Dolly Morrow Altgelt, '42, president of the Alumnae Association, suggested the continuity of the school's traditions, saying: "Although we alumnae will find it hard to sever our emotional attachment to the old campus, Saint Mary's Hall is not a building, but a spirit, and the campus we are beginning today will give that spirit a chance to grow and meet the demands placed on education today."

The principal speaker, the Honorable Walter W. McAllister, Sr., mayor of San Antonio, from his wealth of experience made an observation which was to prove long-remembered and often quoted. He hailed Saint Mary's Hall as "the city's outstanding private institution which sets the academic example for the tax-supported schools of this city."



The acquisition of the Montessori School led to major changes, as that school operated on a coeducational basis for preschool years, and it appeared a large number of preschool youngsters would be attracted to Saint Mary's Hall. Mr. Garrison argued that many parents would want these students to continue in the Elliott School but, in the case of boys, might not do so if they could remain there only the traditional two years. He proposed that Saint Mary's Hall become coeducational in Forms One through Four, starting in the fall of 1967, and complete the process through Form Six with the move to the new campus. The headmaster believed the school needed a broad base "in order to guarantee quality at the Upper School level." The coeducational program for the Lower School, he told trustees, would attract capable girls whose parents "are basically opposed to an all-girl school at the elementary level."

In announcing board approval of the plan, Mr. William A. Beinhorn, Jr., who became president in May, 1967, said that it was in keeping with the school's position of leadership. But, he also renewed the traditional commitment to a separate Upper School, saying, "Saint Mary's Hall will continue to serve the need for a separate education for girls for as long as there is a need for Saint Mary's Hall."

Enrollment was up and morale was high. Students did well in National Merit Scholarship tests. In the summer of 1968, twenty-one students, accompanied by two teachers, went to Europe.

On May 21, 1968, Mr. Meyer announced that the \$2,380,000 goal had been exceeded. It was decided to defer, for the present, the campaign for Building Fund Phase II to raise an additional million dollars.

At long last came the day, Moving Day, November 22, 1968, and all 300 students, including 119 boarders, joined the Montessori pupils at the new campus.

Formal dedication ceremonies were held March 21, 1969. The Dedicatory Prayer was given by Bishop Harold C. Gosnell, who had succeeded Bishop Jones upon his retirement in 1968. Dr. James W. Laurie, president of Trinity University, was the principal speaker. A large and enthusiastic throng attended and toured the campus.

As enrollment increased, receipts comfortably exceeded expenditures. Application for membership in the Southern Association of Independent Schools was filed and its report was favorable. Four students became National Merit Finalists. The reputation of the school had become international and students were accepted from such foreign countries as Ghana, Canada, Sumatra, Saudi Arabia, Thailand, England, South and Central America, and Mexico. Many of the students were in the top 30 percent in national Secondary School Admission Tests; most were in the top 10 percent. Graduates were doing very well at college according to the National Registration Office. In a statewide foreign language competition, Saint Mary's Hall's overall rating was fifth among the seventy-five schools competing. A team reached semifinals in the educational television quiz show "On the Spot." Two young Trinity University students were employed as athletic coaches, which added greatly to the promotion of school spirit. The Upper School even "went coed" with the admission of a male Saint Bernard

dog named Samson. Writing in *Nota Bene* in July, 1969, Mr. Sherwood W. Inkley, head of the Upper School, explained a new system which gave students a strong voice in affairs of the school. Twice a year, class meetings were held for the purpose of making recommendations; these were then presented to the Student Council. Those approved by the council were offered to a faculty committee which, in turn, made recommendations to the headmaster. One significant change was an extension of dating privileges to resident students in the Eleventh Form.

The increased enrollment resulted in an urgent need for classroom space. Accordingly, arrangements were made to borrow an additional \$150,000 from the National Bank of Commerce and a two-part construction program ensued. The Montessori building was enlarged according to plans drawn by Bartlett Cocke and Associates. A new Lower School building, with six classrooms and an assembly hall, was added to the Montessori building by a covered walk.

Discussions were held with the Episcopal Diocese about building a church on or near the campus. The old Christ Church connection was missed.

The school year 1969-70 began with a new slate of officers: Mr. Vaughan Meyer, president; Mr. William A. Beinhorn, Jr., vice-chairman for Finance and Administrative Liaison; Mr. Herbert D. Kelleher, vice-president. There was an atmosphere of confidence; enrollment was excellent, a "full house." The Education Committee's review of the curriculum inaugurated a valuable liaison between staff and trustees.

General McDermott and his Education Committee reviewed the curriculum with headmaster and heads of departments, a valuable liaison between staff and trustees. This was further improved by inaugurating a program of having department heads meet with the trustees from time to time to describe their work and answer questions.

Other important programs initiated were another review by the Finance Committee of the faculty retirement program, which had never been satisfactory; a complete inventory of furnishings and equipment, ably conducted by Mr. Walter Gray Davis; and a careful study and complete revision of the bylaws by a committee headed by Mr. Kelleher and Mr. Jesse H. Oppenheimer.

The proposed bylaws were adopted April 16, 1970, and besides incorporating many procedures authorized by board re-

solutions over the years, included a number of fundamental changes of importance. Perhaps the two most significant were an expansion of the number and influence of Trustee Committees, and the authorization of a support group to be known as Saint Mary's Hall Associates.

It had become apparent that, with the increasing size of the school, better channels of communication with students, staff, and various constituencies were required, both to ease the heavy pressures on the headmaster and senior trustee officers and to encourage "give and take" discussion and study in small groups. The standing committee chairmen were each to report at all trustee meetings.

The purpose of Saint Mary's Hall Associates was "to assemble a group of men and women of ability, experience, and influence, whose interest in Saint Mary's Hall can materially aid and advance the welfare of the school. A subsidiary purpose of this organization shall be to assure continuing financial support . . ." Direction was to be provided by an Associates Policy Committee authorized to give direction to the organization, as well as to establish a liaison with members and the Board of Trustees whereby recommendations could be made to the trustees for the "improvement, development, and operation of the school."

Membership in the Associates was by invitation from the board. Funds contributed (a requirement for membership) would be "spent in the best interests of the school as determined by the Associates Policy Committee in consultation with the Board of Trustees." An "Associates' Day" would be held annually for the members to visit the campus, confer with faculty and trustees and, at a dinner, receive reports of progress and plans.

The mortgage debt amounted to \$895,000 and the interest became burdensome. Mr. Meyer proposed a solicitation of past patrons and parents. First requirement, he said, was for a major gift of about half the goal. Mr. Herbert D. Kelleher agreed to share the load of the Development Chairman for Building Fund Phase II. While preparations were being made, a series of dinners was planned by Mesdames Coates, Mallory, Bishop and Ramona Seeligson. Preparations were made to show the campus and outline the needs. Stating that he would prefer for "someone else to take the reins and get a feel of things," Mr. Meyer resigned as president and trustee. At the meeting of

May 21, 1970, Mr. Kelleher was elected president, Mr. E. R. L. Wroe, Jr., vice-president, and Mr. Walter Davis, treasurer.

The assembly hall of the lower school building was partitioned into more classrooms as enrollment prospects were reported by Mr. Garrison to continue excellent. By 1971 the Lower School enrollment had almost doubled; Mr. Garrison, however, withdrew a suggestion for adding another dormitory. Salaries and tuition were adjusted upward, and there was some concern about the trend. Students won awards in language contests held at the state level, winning seven awards in a field of 240 participants, while students of French had the most first place winners. The summer program enrolled eighty students with the San Miguel Section filled to capacity, and more than eleven girls signed up for the courses to be held in Hawaii.

The school year 1971-72 opened with optimistic reports by Headmaster Garrison; Treasurer Davis expressed reservations. Actual enrollment growth had not materialized as predicted. Tuition and salaries were too low, and the interest burden of the school's indebtedness was excessive. Positive action had to be initiated. The campaign brochure for the Building Fund Phase II showed \$1,230,000 funds desired, less \$240,000 pledges already received, or a goal of \$990,000. Building fund indebtedness stood at \$912,000 in November when it was announced that a patron who preferred to remain anonymous had come forward with a "challenge grant" of \$456,000, conditioned upon others matching the amount. Mr. Kelleher pursued the campaign in an announcement letter December 3, 1971. However, he found it impossible to conduct the campaign, along with his other duties, and on January 27, 1972, Mr. Meyer, as trustee president emeritus, agreed to handle the campaign.

Two other events of note occurred in 1972. A donation of a handsome bowl and a supporting endowment was received to establish the Jamie Armstrong Bennett Award "to be given to a member of the faculty or staff who had made a signal contribution to the life of the school, and exemplification of the qualities of mind and spirit most valued by the founders." The award was donated in memory of Mrs. Bennett and of the deep religious and academic beliefs she shared with the founders of the school.

On June 30, 1972, Mr. Meyer announced that 116 pledges

received had exceeded the \$456,000 goal, thus earning the matching grant.

Mr. Meyers stated that his experience with raising funds for the school and as trustee and president had convinced him it was absolutely essential to do two things: establish, through the bylaws, a standing committee to supervise all development activity undertaken in the name of the school; to employ a full time professional director of this work.

On March 2, 1972, the board announced that Mr. Garrison had resigned in February, and Mr. Sherwood W. Inkley, head of the Upper School, accepted the position of acting headmaster. Mr. Inkley had joined the faculty as chairman of the Social Studies Department in 1966 and was appointed head of the Upper School in 1969. Initially he agreed to serve as acting headmaster, feeling that his long-range interests might lie elsewhere, but the search inevitably turned to him, and the trustees appointed him permanent headmaster in March, 1973.

His educational background included a Bachelor of Science degree in Education from the University of Texas and a Master of Science degree in government from Texas A & I University. He also held diplomas from the School of Modern Photography and the New York Institute of Photography. Before joining Saint Mary's Hall, he had taught at St. Thomas Episcopal School in Houston and was chairman of the Social Studies Department at Premont High School. His academic interests were balanced by his skill as an aircraft and glider pilot.

In September, 1972, Mr. Kelleher resigned the presidency. He was succeeded by Mr. Wroe of Austin, the first and only nonresident trustee president. Following him in office was Mrs. Alice Kleberg Meyer, the wife of Mr. Vaughan B. Meyer.

Under Mrs. Meyer's presidency, Mr. Inkley worked wonders in restoring shattered morale and continued to consolidate the administration of the school's academic programs, although boarding enrollment declined. Mrs. Meyer maintained that her mandate was to "hold things steady," but she proved to be an excellent chief executive, restoring in good measure the Trustee Committee functions and moving to solve certain problems of long standing. The trustees completely modernized the retirement plan and hospitalization insurance program, filling properly for the first time these long-felt needs. Four notably important steps were taken to improve

communication with patrons and increase income. A professional development officer was employed and named Director of External Affairs. The bylaws were revised to create a Development Committee with executive rights to "coordinate and oversee and, as necessary, organize, supervise, and manage), after consultation with the headmaster, all fund raising by the school or undertaken on its behalf by any group associated with the school, including parents, students, alumnae, Associates, and patrons," with Mr. Beinhorn as chairman and Mr. Vaughan Meyer as vice-chairman. The initial Associates Policy Committee was named. *The Shield*, the revived alumnae newspaper, under the capable editorship of Mrs. Elaine Hinds and with a great deal of help from members of the Alumnae Council, was financed by the school and re-oriented to all constituencies.

These efforts met with great success. Mr. Meyer, having recruited 112 Associates, including seven paid-up Life Members, reported \$21,750 spendable income the first year. Associates' Day programs were organized and well attended. Annual giving and percentages of participation soared.

Under Mr. Inkley's direction, the school faculty began an intensive self-study and evaluation with an emphasis on practical innovation to achieve traditional objectives. The first "mini-mester" was held in March, 1973, and included such enriching experiences as a four-day trip by twenty students to Mayan archaeological excavations in Yucatan as well as similar exposure to the research of marine biologists at the University of Texas Institute of Marine Biology at Port Aransas.

One new program that was received with joy by both students and parents was the addition of a football team for the boys in Forms Three, Four, and Five. The Saint Mary's Hall Bobcats practiced and played throughout the fall quarter to achieve an undefeated season against other mini-gladiators. Meanwhile, the varsity sports program for Upper School girls expanded well ahead of public schools which did so later in the decade under federal pressure. By the 1972-73 year, nearly one-third of the girls of the Upper School were participating in interscholastic competition in field hockey, basketball, softball, tennis, swimming, and volleyball, meeting teams from throughout Texas and Oklahoma. On campus, the "Capers" and the "Elliotts" maintained their historic rivalry in intramural competition in a variety of sports, with the Bishops' Day program climaxing the year.

Saint Mary's Hall was one of the first schools to inaugurate the quarter system calendar as required by legislation in 1973. The shift to the quarter system, combined with a continuing expansion of the curriculum offered great flexibility in studies for Upper School girls, permitting students in the Twelfth Form to make selections from a rich range of twenty-five electives, including philosophy, consumer economics, or one of four possibilities in Media Studies.

But amid change, the school remained firmly anchored to the fundamentals which had provided a foundation over the years. In the summer of 1973, *Nota Bene* reported:

All of us are alert to new things being tried by others, such as programmed material, open classrooms, learning activity packets, modular scheduling, and learning centers; fortunately we have no compulsion to adopt them simply because they are being tried by others. Whether it is by doing something no one else has done or by declining to do what "everyone else" is doing, Saint Mary's Hall continues to be free to seek the curriculum and techniques which are best for our students.

In 1974 Mr. Inkley stimulated the development of a Fine Arts Honors Program in cooperation with the San Antonio Art Institute. Students in art were offered classes at the institute on the grounds of the Marion Koogler McNay Museum. Students in the performing arts were offered similar special courses. Purchase of an Akai TV camera enriched a wide range of activities, including the work of media classes.

Admissions criteria were tightened. "We expect girls to come," said Mr. Inkley, "because of their interest in college preparation and their ability to live within what we call a reasonable frame of reference. We feel we have created a healthy, warm community with close relationships between teachers and students and between administrators and students."

Where in its beginnings the school was limited in many ways by the demands of a frontier society and the restrictions on women of the Victorian Era, Saint Mary's Hall now encouraged a broad world view. It was given expression by Mr. Inkley in a "Farewell to Seniors" in the 1974 *La Reata*.

Recalling a commencement address by President John F. Kennedy in which he urged creation of a "world safe for diversity," the headmaster wrote,

It seems unlikely to me that the time will ever come when all the people in the world will embrace the same political, economic, social and religious premises. I believe, therefore, that you and I and those who follow us should dedicate ourselves to the great task of helping to "make the world safe for diversity." The written record of man's inhumanity to man makes it all too clear how difficult it will be to achieve this goal, but the awesome power of destruction that man possesses gives us no reasonable alternative.

In November, 1975, Mr. Inkley tendered his resignation, effective at the end of the school year, in order to pursue a career in private business. His resignation was accepted with sincere regret.

A search committee, headed by Mr. James L. Hayne, was appointed. From those interviewed, the trustees selected Mr. Cornelius H. Bull to take over in midsummer, 1976. Mr. Bull was a graduate of Princeton, received a master's degree from University of Virginia, was a housemaster and teacher at Lawrenceville School. He became headmaster of Verde Valley School in Arizona, Roberts Academy in Turkey, and the American International School in Vienna, Austria. However, in the summer of 1978, he presented his resignation to Trustee I. T. Pryor III.

Again, Saint Mary's Hall was fortunate in having on its staff a much admired teacher of great intellect and charm, in the person of Mrs. Robert T. Mellard. In July, she was appointed associate headmistress to take over the administration temporarily, and in January, 1979, was named headmistress. In announcing the appointment, Trustee President Hayne pointed out that she was a native San Antonian and a graduate of Alamo Heights High School. Mrs. Mellard held a Bachelor of Arts degree from Mount Holyoke and a Master of Arts degree from Trinity University. A member of Saint Mary's Hall faculty for fourteen years as an English teacher, she served since 1969 as head of that department. There she instituted a creative writing program, including the literary magazine *The Walrus*. She was also sponsor of the Logos Society, an

honorary society for creative writing. As a published poetess, her poetry and criticism had appeared in scholarly journals. Altogether she embodied those qualities of intellect and grace of which Miss Coit and others had spoken.

Associate membership increased approximately 50 percent, from 112 in 1974 to 180 in 1978, and their giving during the 1977-78 period represented 71 percent of the Gift Income Total.

Serving as board presidents during this period of the 1970s were Mr. Herbert Kelleher, Mr. Ed R. L. Wroe, Jr., Mrs. Alice K. Meyer, Mr. Jonathan C. Calvert, Mr. I. T. Pryor III, and Mr. James L. Hayne. They presided over a school which stated that its educational objectives were "to assist girls through academic training, to have a genuine appreciation of whatever is of real value in literature, arts and science, to develop an intelligent approach to current problems, to have a sound preparation for higher education, and to take satisfaction in intellectual achievement."

At a dinner meeting on March 13, 1978 the trustees announced they wished to pay special honor to two men who had figured prominently in the history of the modern Saint Mary's Hall through their time, effort, and financial support. This announcement in the *San Antonio Express*, March 14, 1978, stated:

St. Mary's Hall trustees Monday night announced two dormitories have been named to honor Dr. Andrew G. Cowles and Vaughan B. Meyer, and the school's dining hall has been designated the Bishops' Hall.

The announcement was made by William A. Beinhorn, Jr., former board president . . .

Beinhorn praised both Cowles and Meyer for their contributions of time, effort and financial support to help make St. Mary's Hall, in its 99th year, a continuing example in secondary private education.

The article pointed out that "Cowles, a retired San Antonio physician, rancher, and philanthropist, is widely known for his interest in private education." Mr. Meyer, continued the article, "is an independent businessman who has served as president of the school's trustee board. He also

served as building fund chairman for the school's move in 1968 from French Place to its new 54-acre campus on Starcrest Drive."

Completing the first 100 years of its history, Saint Mary's Hall was preparing students for a far different world and for far different lives from those which existed when it was a struggling young school in a rugged frontier community. As it faced the future with strength and confidence, the school was nourished by powerful roots into its past—not only through its traditions, but through dedicated alumnae and teachers whose work for the school spanned generations of students.

It was a school where Mrs. Florence Eagar Roberts, at 100 years of age, returned in 1967 to be greeted by her great-grand-niece, whom she told about the classes she attended as a girl under Miss Philippa Stevenson, the first headmistress.

For Miss Katharine Fischer it was a school which she attended in the first grade under the Reverend Arthur Burroughs, later served under seven heads, beginning with Miss Coit—a school from which she retired in 1967 as treasurer and head of the business office. It was a school where Miss Fischer's aunt, Mrs. Roe Daggett Johnson, coached basketball for the Reverend Wallace Carnahan as an undergraduate, became first physical education director under Mr. Burroughs, and continued a highly innovative sports and gymnastics program under Miss Elizabeth Andrews, the Dorsey sisters (Laura Lee and Virginia), Miss Ruth Coit, Miss Estelle Bonnell, Miss Katharine Lee, and Miss Gretchen Tonks.

As the years passed, more graduates returned to Saint Mary's Hall as teachers or administrators, all the while strengthening the school's bonds with the past and its traditions. Mrs. Elaine Seidel Hinds graduated in 1943 after seven years at the school. Of the next twenty-nine years, she spent twenty-one at Saint Mary's Hall, before leaving her post as head of the school office in 1972. Explaining her continuing dedication to her alma mater, she echoed many others in saying: "As far as I'm concerned there is not another school like Saint Mary's Hall. There is a feeling about it that you find at no other girls' school."

One of the legendary teachers of the school was Mrs. Eleanor Sarratt, who joined Miss Coit as a substitute in 1932, headed the Lower School from 1952 to 1970 and then undertook direction of the Montessori School. Speaking after forty-three years of this close association, she observed,

I love the school. It has been very, very kind to me. It's changed with the times and is much broader in scope now. Yet the spirit hasn't changed. My last class of seventh graders graduated this year and it seems to me that there is more affection for the school and appreciation of it now than ever.

Bishop Elliott and his clergymen had dreamed of an institution which from small beginnings could "take the daughters of the church and train them up in gentleness and grace and true loveliness of character." Miss Coit had taken a "long look into the future" and had adopted a goal of establishing "on a permanent basis a school for girls which shall be of the first rank"—including "teaching force, buildings, grounds, equipment, tradition, esprit de corps."

They had dreamed and planned with vision. Entering its second century, Saint Mary's Hall is a school that has fulfilled its promise.

Heads of Saint Mary's Hall *1879-1979*

Founder: Bishop Robert W. B. Elliot

1879-1889	Miss Philippa Stevenson
1889-1890	Miss Louise M. Smith
1890-1894	The Reverend J. G. Mulholland
1894-1906	The Reverend Wallace Carnahan
1906-1914	The Reverend Arthur W. Burroughs
1914-1915	Miss Elizabeth Andrews
1915-1916	The Right Reverend William T. Capers
1916-1923	Miss Laura Lee Dorsey
1923-1924	Miss Virginia M. Dorsey
1924-1937	Miss Ruth Coit
1937-1940	Miss Estelle M. Bonnell
1940-1946	Miss Katharine Lee
1946-1952	Miss Gretchen E. Tonks
1952-1961	Miss Beatrice McDermott
1961-1966	Mr. Henry B. Pennell
1966-1972	Mr. William R. Garrison
1972-1976	Mr. Sherwood W. Inkley
1976-1978	Mr. Cornelius H. Bull
1979-	Mrs. Joan M. Mellard

Saint Mary's Hall Trustees *1931-1979*

Terms Served Under the 1931 Charter

Mrs. Richard O. Arneson (Barbara Briggs)	1972-73 to 1977-78
Mr. Turner F. Austin	1959-60
Rt. Rev. Scott Field Bailey	1978-79 -
Mr. William A. Beinhorn, Jr.	1964-65 to 1969-70; 1971-72 to 1976-77
Mrs. John M. Bennett (Jamie Armstrong)	1931-32 to 1963-64
Mr. John M. Bennett	1941-42 to 1959-60
Mr. John M. Bennett, Jr.	1937-38 to 1941-42
Mrs. John M. Bennett, Jr. (Eleanor Freeborn)	1962-63 to 1967-68
Mrs. Louis Polk Bishop (Elisabeth Jane Vaughan)	1957-58 to 1965-66; 1969-70 to 1974-75
Mrs. William O. Bowers III (Ruth McLean Bowman)	1960-61 to 1966-67; 1970-71 to 1972-73
Mrs. E. G. Brittingham (Sara Alicia Langoria)	1975-76 to 1977-78
Mrs. George R. Brown (Alice Pratt)	1964-65 to 1966-67
Mr. Jonathan C. Calvert	1971-72 to 1976-77
Rt. Rev. William T. Capers	1931-32 to 1942-43
Rev. Samuel O. Capers	1948-49 to 1966-67
Mrs. Lon Cartwright (Mary Leigh Zerbee)	1975-76 to 1978-79
Mr. John Catto	1947-48 to 1961-62; 1965-66 to 1966-67
Mr. Niles Chubb	1955-56 to 1966-67
Mr. William T. Chumney, Jr.	1970-71 to 1975-76
Mrs. William T. Chumney, Jr. (Betty Lucile Brewer)	1978-79 -
Mr. Elwood Cluck	1973-74 to 1975-76; 1978-79 -

Mrs. Richard Coiner III (Charlotte Turner Watson)	1978-79 -
Miss Ruth Coit	1931-32 to 1939-40
Mr. Walter G. Davis	1969-70 to 1972-73
Mrs. Edward D. Dumas (Cornelia Vaughan)	1940-41 to 1959-60
Mr. G. Cameron Duncan	1962-63 to 1967-68; 1970-71 to 1972-73
Mr. E. A. Durham	1973-74 to 1975-76
Mr. Lucius R. Eastman	1959-60 to 1963-64
Mr. Ben Eshleman, Jr.	1969-70 to 1972-72
Mr. Robert E. Fawcett, Jr.	1973-74 to 1975-76; 1978-79 -
Mrs. Hugh K. Foster (Barbara Hunter)	1978-79 -
Mr. Frank Gillespie, Jr.	1959-60 to 1964-65
Rt. Rev. Harold C. Gosnell	1955-56 to 1966-67; 1968-69 to 1976-77
Mr. J. Croswell Hall	1931-32 to 1948-49
Mrs. Norman Harwell (Marian Nordan)	1959-60 to 1965-66
Mr. H. Burt Hause	1978-79 -
Mr. James L. Hayne	1974-75 to 1978-79
Mr. George C. Hixon	1978-79 -
Mrs. Belton Kleberg Johnson (Patricia Zoch)	1973-74 to 1975-76; 1978-79 -
Rt. Rev. Everett H. Jones	1943-44 to 1967-68
Mr. W. W. Jones II	1961-62 to 1966-67
Mr. Herbert D. Kelleher	1967-68 to 1972-73; 1974-75 to 1976-77
Mrs. Herbert D. Kelleher (Joan Negley)	1978-79 -
Mr. Radcliffe Killam	1961-62 to 1968-69
Mrs. Richard M. Kleberg, Jr. (Mary Lewis Scott)	1967-68 to 1972-73
Mrs. J. H. Lapham (Avilla Brooks)	1931-32 to 1938-39

Mrs. Sam Maddux, Jr. (Elizabeth Huth Stieren Coates)	1959-60 to 1964-65; 1966-67 to 1978-79
Mrs. Meredith Mallory, Jr. (Patricia Murchison)	1965-66 to 1970-71; 1972-73 to 1977-78
Brig. Gen. Robert F. McDermott	1969-70 to 1973-74
Mrs. John R. McFarlin (Edna Capen)	1967-68
Mr. Vaughan B. Meyer	1960-61 to 1970-71; 1972-73
Mrs. Vaughan B. Meyer (Alice Kleberg Reynolds)	1971-72 to 1974-75
Mr. James C. Midcap	1967-68 to 1969-70
Mr. Charles E. Miles	1978-79 -
Mrs. Lewis Moorman, Jr. (Elizabeth Slick)	1959-60 to 1964-65
Mr. Thomas C. Musgrave III	1974-75 to 1978-79
Mr. Robert Oliver	1978-79 -
Mr. Frederic J. Oppenheimer	1959-60 to 1965-66
Mr. Jesse H. Oppenheimer	1966-67 to 1971-72
Mr. William B. Osborn, Jr.	1969-70 to 1973-74
Mr. William A. Parker	1965-66 to 1970-71; 1972-73 to 1977-78
Mrs. William A. Parker (Camilla Beatrice Mueller)	1978-79 -
Mr. Hiram Partee	1931-32 to 1937-38
Mrs. Ike T. Pryor, Jr. (Susan Ellison)	1947-48 to 1959-60
Mr. Ike T. Pryor III	1973-74 to 1975-76; 1978-79 -
Miss Katherine Berkeley Reynolds	1978-79 -
Mrs. Betty Roberts (Betty Stieren)	1972-73 to 1977-78
Lt. Gen. David Schlatter	1959-60
Mr. Arthur A. Seeligson, Jr.	1959-60 to 1961-62
Mrs. Arthur A. Seeligson, Jr. (Linda Nixon)	1966-67 to 1969-70

Mr. Frates Seeligson	1973-74 to 1975-76; 1978-79 -
Mr. Millard G. Sinclair	1966-67 to 1971-72
Mrs. Campbell Smith (Eloise Seeligson)	1968-69 to 1971-72
Mr. Edward M. Sweeney	1943-44 to 1958-59
Mrs. Lane Taylor (Amanda Cartwright)	1938-39 to 1959-60
Mr. George C. Vaughan	1931-32 to 1939-40
Mrs. John H. White (Dela Tuleta Wright)	1962-63 to 1968-69
Mr. Ed R. L. Wroe, Jr.	1966-67 to 1973-74

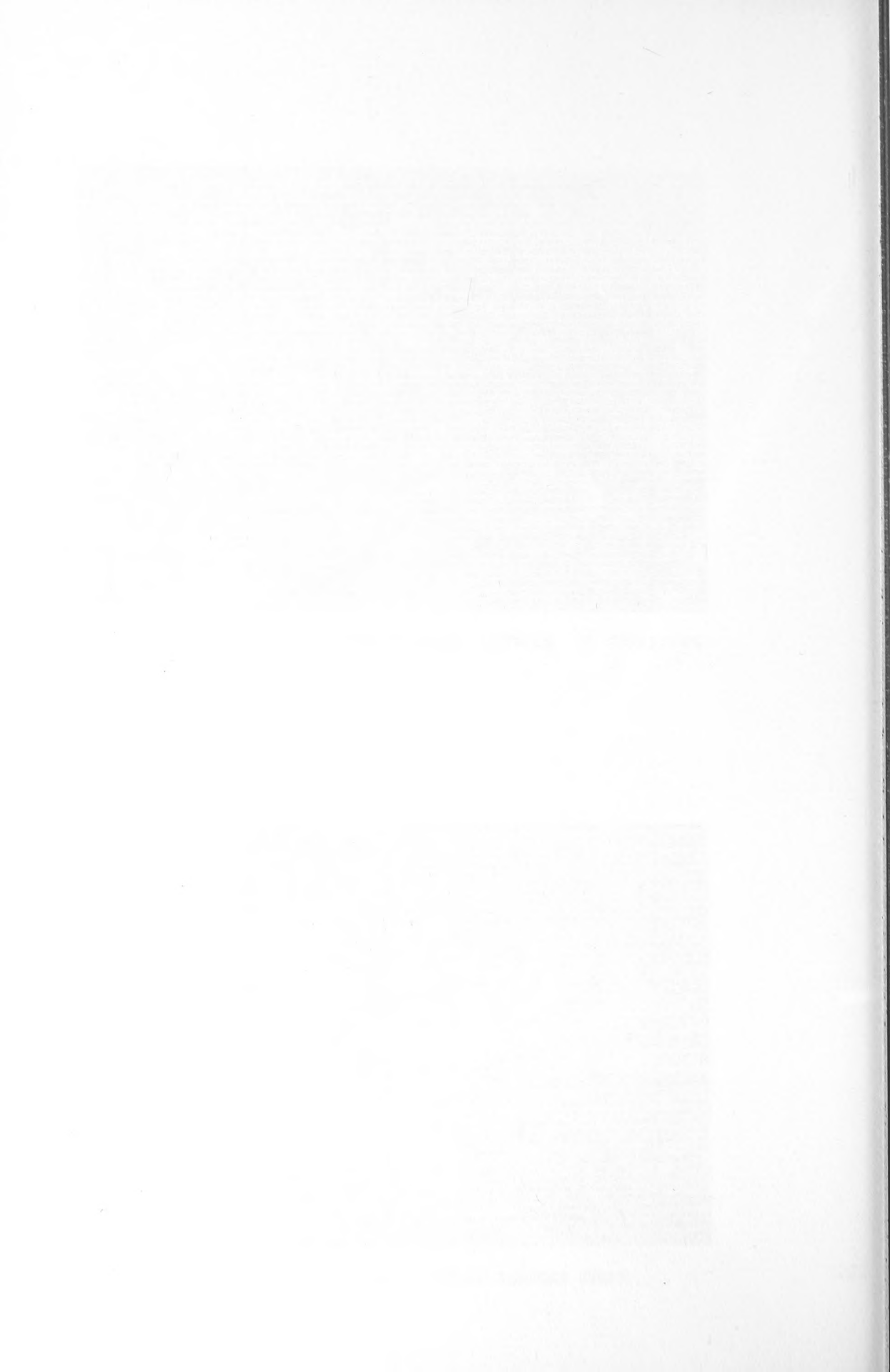


Lower school class demonstrating variety of classroom activities.



Mrs. Ruth Helms with the upper school science class.

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