

**1945 General Chapter  
Congregation of Holy Cross  
Allocation of Assets**

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Holy Cross History Conference  
May 26 – May 29, 2016

Thank you to the Holy Cross and Notre Dame Archivists  
for their help and advice.

Thank you to Bro. James Kane, csc, for his help and  
advice in formatting the report.

## ALLOCATION OF ASSETS

### BRIEF OVERVIEW of SOCIETAL TENSIONS 1868 – 1938

In “The Great Bridge” historian David McCullough states “among the many lessons of history is that little of consequence is ever accomplished alone.” (1) In our review of the events of 1945 we can see two leaders, Father Albert Cousineau and Brother Ephrem O’Dwyer, working mostly in concert with many Holy Cross members as they cooperate in a great collaborative effort which forever changed the Congregation of Holy Cross. This collective effort addressed problems which had vexed Holy Cross for almost a century. We will look at one aspect of this effort, namely the allocation of assets between the Priests’ Society and the Brothers’ Society by the 1945 General Chapter.

As far back as the 1860’s tensions existed between the Society of Priests who held most positions of executive authority and the Society of Brothers who wanted to direct their own novitiates, scholasticates and schools. The 1868 General Chapter resolution was to reserve the important executive positions to Priests in return for granting to the Brothers full control in their novitiates, scholasticates, and schools as well as parity between the two Societies in chapters and councils. This resolution was renewed by the 1898 General Chapter but the theory never worked well in practice for a variety of reasons. (2)

The Brothers’ view was that while much was done for the educational development of seminarians very little was being done for the Brothers. In 1901 a group of American Brothers appealed to the Superior General, Father Gilbert Français, for redress. After an investigation conducted by Father John Zahm, most withdrew their complaints by 1903. The attempts by the 1906 General Chapter to address the concerns of the Brothers were only partially successful. In 1910 another group of American Brothers petitioned Rome for redress. The petition was politely but very firmly rejected. The most workable resolution came as a result of the Brothers entering into the rapidly expanding field of Catholic secondary education. (3)

At the 1932 General Chapter a group of Priests mostly from Notre Dame University lobbied to petition Rome for total separation of the two Societies. They were concerned that the Brothers could control the General Chapter decisions by disciplined bloc voting and also that the Brothers were a financial liability because of their small salaries in diocesan and parish schools. (4) This objection ignored the reality that the contracts for staffing and salaries were determined by those who held the positions of executive authority i.e. the Priests. There was still a strong concern about the opportunities for the educational development of Brothers as expressed in the December 3, 1933, letter of Brother Ephrem to Notre Dame University President, Father John O’Hara. A copy of the letter was also sent to the Provincial, Father James Burns. (5) The 1932 motion for separation was defeated by wide margin. (44 to 7 to 2). The vote answered the question regarding the Union of the two Societies but had not really remedied the causes of the tensions. (6)

## CONTRIBUTIONS of the BROTHERS at NOTRE DAME and to HOLY CROSS

On July 7, 1932, during the debate about separation Father James Burns, Provincial, delivered an impassioned address. This formal intervention clearly presented Father Burns as a leading proponent of Union between the two Societies. He cited exemption from military service for both Priests and Brothers as a sign of Church approved equality as well as referring to the many contributions of the Brothers to Notre Dame University and to the Congregation of Holy Cross. (7)

At the onset of the Civil War in 1861 there were in America, in total, 199 Holy Cross Sisters, 18 Holy Cross Priests and 88 Holy Cross Brothers. Almost all were at Notre Dame and St. Mary's where during the war two young sons and a daughter of General Sherman were students. The Governor of Indiana, Oliver P. Morton, requested of Father Sorin twelve Holy Cross Sisters to serve as nurses in Union hospitals. Eleven nuns and Mother Angela, a cousin of Sherman's wife Ellen, were greeted in Cairo, Illinois, by U.S. Grant at the Union Army headquarters. Eventually 80 of the 199 Holy Cross Sisters served as nurses. Of the 18 Holy Cross Priests, Father Sorin, on his own, assigned seven as Army chaplains. Father Sorin hoped Holy Cross would share in the national gratitude he foresaw accruing to anyone engaging in such patriotic works of mercy. (8)

He refused, however, to denude Notre Dame for the sake of the war. When the Conscription Act of 1863 put Holy Cross Brothers in jeopardy of being drafted, Sorin acted decisively. He told Father Joseph C. Carrier, whom he had sent as a chaplain to Sherman's army at the behest of Sherman's wife, Ellen, to get Grant and Sherman to sign a petition asking for a draft exemption for the Notre Dame Brothers. The Holy Cross Priest took the signed document to Washington and received a verbal commitment that the Brothers would not be bothered. (9)

In addition to teaching, prefecting, doing maintenance and farming and office work (especially in finances) and staffing the Ave Maria and the Notre Dame Post Office, etc. the Brothers were also major factors in the 1879 reconstruction of the Main Building (10) and in the construction of Sacred Heart Church. (11)

## BROTHER EPHREM O'DWYER and FATHER ALBERT COUSINEAU

At age 19 Brother Ephrem entered Holy Cross in 1907 becoming a teacher and then a principal. In June of 1918 he was drafted into the US Army and during August he was promoted to Sargent, Co. A, 411<sup>th</sup> Reserve Labor Battalion. His talents and leadership abilities were evident not only to those in Holy Cross but to others who were not members of Holy Cross. During 1924 while Brother Ephrem was on sabbatical to study at Notre Dame, he used part of his time to research the academic records of many Brothers with the assistance of the Notre Dame Records Office. As a result that year many Brothers were finally awarded their Bachelor's degrees based on their academic records. Some of these Brothers (e.g. Aiden O'Reilly, Daniel Schott, Bernard Gervais and Peter Hosinski) had entered Holy Cross during the 1890's and 1880's. Brother Ephrem was emerging as the moral leader of the American Brothers as he was addressing the issue of the educational development of the Brothers. During the early 1930's he served as the Treasurer of Notre Dame and then as Vocation Director. From 1932 to 1938 Brother Ephrem

was a member of the Provincial Council and was also elected as a delegate to the General Chapters of 1926, 1932 and 1938. (12)

Father Albert François Cousineau was ordained a Holy Cross Priest on May 25, 1918 at the age of 23. His hope was to serve as a missionary in Bengal. He was an outstanding student and studied in Paris. In 1924 he served as temporary Procurator General filling in for Father Georges Sauvage. Returning to Quebec he taught and was director and Superior at St. Laurent College. In 1926 he was appointed to the Provincial Council. Later he became Superior at St. Joseph's Oratory and was present at the death of Saint Brother Andre on January 6, 1937. Father Cousineau was also elected as a delegate to the General Chapters of 1932 and 1938. (13)

#### THE 1938 GENERAL CHAPTER ELECTIONS

At the 1938 General Chapter, although the issue of Union or separation was on the minds of many delegates, it was not on the agenda. No viable solution was available. A new Superior General, Father Cousineau, was elected as were four new General Councilors, Father Burns, Father Charron, Brother Adhemar and Brother Ephrem.

The voting for the Office of Superior General was quite significant. Father Donoghue, Father Burns and Father Cousineau were all strong proponents of Union. Father Donoghue had become the Superior General in 1926 succeeding Father François whose final years in office had been characterized by inactivity due to poor health both physically and mentally. (14) Hence his successor had the unenviable challenge of not only addressing the Union/separation question but also of "reestablishing" the Office of Superior General. As Father Donoghue became increasingly more involved in community affairs, not all appreciated his attention to detail especially at Notre Dame which was the overwhelmingly dominant institution in the American Province. The absence of Father Donoghue's name on the first ballot was not a surprise. The total number of voting delegates was 31 – (15 Priests, 15 Brothers and the Superior General).

##### First Ballot:

Father Albert Cousineau	16
Father James Burns	13
Father Georges Sauvage	1
Blank	1

The next six ballots were identical to the first ballot. Before the eighth ballot Father Burns whose 1932 intervention and 1938 statistical report about the Brothers' contributions at Notre Dame all could remember, addressed the assembled delegates:

"We have had a French Superior General and  
we have had an American Superior General.  
It is time for a Canadian Superior General. "

##### The result on the eighth ballot was:

Father Albert Cousineau	27	
Father James Burns	1	
Father Georges Sauvage	1	
Blank	2	(15)

At the time Father Burns was 71 years old and he died two years later on September 9, 1940. It is of interest to note that Father James Burns was the first Holy Cross Provincial to assign Brothers to doctoral study. At the time of his death more than a dozen Brothers had either started or were about to start doctoral studies programs. Brother Columba Curran was the first to earn his doctorate. (16)

#### ADDRESSING the QUESTION of UNION between the TWO SOCIETIES

Very shortly after Father Cousineau was elected, he was approached by a group of Priests who insisted the question of separation be addressed. At the urging of Archbishop Cicognani, the Apostolic Delegate in Washington, DC, where the Generalate had been relocated after 70 years at Notre Dame, Father Cousineau contacted the Holy Cross Procurator General, Father Georges Sauvage. Father Sauvage recommended the Procurator General of the Oblates of Mary Immaculate, Father Joseph Rousseau, omi. Both Procurators resided in Rome and Father Rousseau was a canon lawyer, a well-known Chapter consultant and had been an administrator at the Oblate University in Ottawa. Father Rousseau, who did reside in Canada for some time during WWII, suggested that the next Holy Cross General Chapter consider autonomous homogeneous provinces rather than a complete separation of Societies. This was all carefully done after the Apostolic Delegate had urged that the issue be reintroduced by Father Cousineau and finally resolved. (17) It is of interest to note how quickly the Generalate was moved from Notre Dame to Washington thus terminating a period of some 70 years of residence by the Superiors General at Notre Dame. On July 1, 1943, the Generalate was moved again, this time to E. 80<sup>th</sup> Street in New York City. (18) Also of great significance, as confirmed by the visits of the Superior General, Father Cousineau, throughout the Congregation during this time period, was the fact that the vast majority of Holy Cross Priests and Brothers everywhere favored the preservation at all costs of the fundamental unity between the two Societies. Between 1938 and 1943 Father Cousineau visited India, Canada and the USA but not France due to WWII.

During this time period Brother Ephrem resided at both Notre Dame and at Washington, DC, for two years and then for three years in New York. The Generalate work did not keep him sufficiently occupied and while in New York City he frequently traveled 140 miles north by train to Valatie where he assisted with the postulancy program for lengthy periods of time. He was not one to spend extended periods of time in meditation. He was a practical man who much preferred action. (20) He did maintain an extensive correspondence especially with Brother Bonaventure Foley and Brother William Mang, then a member of the Provincial Council. During these years Brother Ephrem was also the author of three books about Holy Cross.

- 1 1939 BROTHER ALEXANDER SMITH a biography
- 2 1941 CURÉ of RUILLE a biography of Father Dujarié
- 3 1943 THE BROTHERS of HOLY CROSS in the USA  
a history of the Brothers [unpublished].

His extensive knowledge of Holy Cross was enhanced by this authorship as was his familiarity with the Congregational Archives. All of these activities raised the perception of Brother Ephrem as a leader of considerable talent and zeal. (21)

## PREPARATIONS for the 1945 GENERAL CHAPTER

Father Cousineau, Brother Ephrem and the overwhelming majority of the 1945 delegates were strongly committed to the concept of Union. Father Cousineau would report to the 1945 Chapter that he and his assistants had personally canvassed 90% of the Holy Cross religious and had found a broad based consensus for Union. (22) Brother Ephrem had done “some canvassing” as well. In a May 9, 1945, letter to Brother Bonaventure he writes:

According to my mind our plan for the future should be to have institutions that will produce income. We have every right to expect that in dividing the present Province we shall have the necessary income institutions in the future Province of Brothers. We should be given enough now to establish these institutions. That is neither charity nor subsidy. It is justice. We have a group of almost financially useless day schools on which we cannot depend. Nor can we depend much on “salaries” from Brothers who will work in Priests’ Houses. In figuring income, these two items don’t appear of much worth to me. Had we four property schools: Notre Dame, Los Angeles, Boston, Brooklyn, (along with New Orleans) we would have good geographical centers. The two Eastern schools will provide vocations and income for an Eastern Province eventually. I have gone over these things with [Brothers] Owen, Harold, Venard, Baptist and others; and you and Bro. William seem to agree with the idea. All consider the plan advantageous. If there are other plans they should get consideration too. If these ideas are accepted, I see all our men tied up for the next five years manning such institutions.

I have nothing in the line of news to send you at this time. A plan may be arrived at in Canada. I can’t say yet. The problems may come to the Chapter floor—not the theory, but the division of assets. They know, as I do, that the idea did not originate with the Brothers, and if we were to agree with it we should get a fair deal. If they are not satisfied, anything done at N.D. will probably be worth nothing. While the work of your Committee will not be binding on the Chapter, it would not be easy to raise the bid agreed on when the matter comes before the Chapter Committee. Rather than get too little, it might be better to let some things hang. I don’t know how many of our Brothers will think as I do, but I can’t see any deal in which we shall not have enough cash to build property schools. We couldn’t borrow and pay interest on such schools. We should have about \$ 2,500,000 plus the 35- year scholarships, and more if we are not offered \$ 2,500,000 in present property. (23)

Father Cousineau presented the nine page memo of Father Rousseau to his council which unanimously agreed that the erection of homogeneous and autonomous provinces was the best plan of action. With this unanimous support Father Cousineau was able to prepare his strategy for presenting the plan of homogeneous autonomous provinces to the General Chapter. (24)

Brother Bonaventure recalled that on July 3, 1943, the day of Father James W. Donoghue’s funeral, he learned from Brother Ephrem that there would be a committee formed to make recommendations for the division of assets as part of the study of the homogeneous autonomous provinces plan. On March 9, 1945 Brother Bonaventure received a letter from his Provincial,

Father Steiner, appointing three Brothers, Bonaventure, William Mang and Chrysostom Schaeffer [ND Treasurer] and three Priests, Hugh O'Donnell [ND President], John Cavanaugh [ND Vice-President] and Thomas Steiner to be members of this asset allocation committee. (25) A similar committee was established for the Canadian Province.

On May 11, 1946, Brother William Mang wrote to Brother Ephrem, "I think it is unfortunate that two of the Brothers on the committee have no experience in financial matters." Brother Bonaventure had also written similar reservations to Brother Ephrem on February 6, 1945. On February 6, 1945, Brother Bonaventure despite sharing with Brother William a lack of financial background revealed his initial ideas on the division of assets and a plan of operations by which the ministry of the Holy Cross Brothers could flourish and thrive. His plan presented direction and details for "Proposed Provinces or Province and Vice-Provinces." (26)

Brother William on February 28, 1945, wrote to Brother Ephrem:

In our educational conventions and committees, I've noticed that Brother Philip of the Christian Brothers, Brother Benjamin of the Xaverians, and Brother Eugene Paulin of the Brothers of Mary are men well over sixty, and they are influential because of their age and experience. I've often mentioned that in my opinion, one of our great deficiencies (and maybe the cause of some of our difficulties) is that we haven't representative men in the sixties (I mean not enough representative men) to give us direction, stability, and tradition. So I can't repress a smile when I hear those in their fifties talk about retiring, no matter how hard they might have worked. On one or two occasions, someone in his forties notified me that his work is done! Well, that is humorous. Come to think of it, I've been out teaching almost as long as you and have held some responsibility almost as long as you. And like you I've never wanted anything but a teaching job. In ten years from now there ought to be a good number of Brothers with a broadened outlook, if we get responsibility, and then retiring will be in order for you.

Having never served on any finance group, my knowledge of financial arrangements or property arrangements that might be proposed is meager. All I can say is that what you have said or implied: we have to approach problems of property or finance with the points of view that justice demands a 50 – 50 division unless we are willing to waive the fifty – fifty arrangement: and that we are not out to hurt or wreck the University of Notre Dame. Certainly we shouldn't expect any Priests' establishment (one conducted by them) to be handed over to us unless they are willing to give it up and we are willing to accept it. The only other point in your outline which I'd question is the amount set aside for the education of the Brothers. At full tuition rates, \$ 500,000 would last about twenty years for seventy-five Brothers, not counting summer school work. I'd prefer double that amount set aside for educational purposes. (27)

On May 17, 1945, Brother William wrote to Brother Ephrem a letter of similar intent again advocating an increase in scholarship funding.



In the meeting yesterday, we handed in a typewritten sheet embodying principles such as you drew up and stating that anything less than a fifty - fifty division was a concession on our part. In equity and justice we felt we should have control over the properties that Brother Bonaventure mentioned in his letter to you, plus one million dollars for educational purposes and three million dollars in cash for building schools. (28)

Brother Ephrem counseled both Brother William and Brother Bonaventure but he had no direct role in the sessions of the committee on distribution of assets. Indeed a careful reading of their letters and the fact that neither refused the appointment indicates that both men were highly intelligent, quite competent and well aware of the challenges facing the committee. What they did lack was experience and the confidence resulting from that experience in negotiating with the Priests. In this instance the Priests were the Provincial and the President and Vice-President of Notre Dame. In telling Brother Ephrem that they had limited financial backgrounds, I believe, they were in effect requesting the support of his experience and confidence in the negotiations. Brother Ephrem's responses clearly demonstrated his position as a moral leader among the Brothers. Brothers William and Bonaventure knew the goals and the "game plan" and what was necessary to attain the goal. What was needed was some financial expertise but more importantly experience, confidence and the support that Brother Ephrem could offer.

In the margin of his January 21, 1945, letter to Brother Bonaventure Brother Ephrem counsels:

"Take farms and all real estate first.

Then all cash that can be had.

Take money promises after." (29)

That Brother Ephrem could be curt and to the point was well known in Holy Cross. That Brothers William and Bonaventure were up to the challenge of negotiating is also quite apparent.

## CONSIDERATIONS PLAN of BROTHER EPHREM

Brother Ephrem shared with Brother William his carefully prepared "Considerations" on the "why and how" for the division of assets in a February 9, 1945, letter.

### COMMUNITY PROPERTY

- (1) Our institutions have developed, God favoring them, because of free labor and the re-investment of profits ... even though at the beginning there was [sic] only faith and willing hands.
- (2) In our history, Rule and Constitutions the material assets of the Congregation have been held in common by Priests and Brothers since 1837. For civil reasons it was sometimes necessary that an institution or even one of the Societies hold property in its own name.
- (3) In principle, it must be held that all the assets, of whatever nature, in the Province are subject to division or assignment in the formation of two new Provinces from an old one.

### DIVISION of ASSETS

- (1) The formation of two new Provinces does mean that ... if one is given certain buildings already existing that the other must get equivalent value in cash or other assets.

- (2) Since functioning institutions cannot be materially divided they should be retained in their integrity. ... This balancing compensation should be paid in immediate cash, but if there is not sufficient cash to make this balance a system of annual payments from revenues should be arranged.

#### PRESENT PROVINCE ASSETS

- (1) All property and assets in the Province are carried on the books at a value between 20 and 24 millions of dollars. About three-fourths of the total value listed is in the University of Notre Dame.
- (2) From this it is evident that most of the assets for the Brothers' Province must come from the present assets [of the province] and future revenues of the University, which should naturally be assigned to the Priests' Province.
- (3) All angles considered, the Brothers should in equity be entitled to a third or so of the total assets of the present Province. Without impairing the efficiency of the Priests' Province, the land and buildings and enterprises that could now be assigned to the Brothers' Province would not exceed \$ 2,500,000. The balance would have to be in a large cash payment, or annual payments over a number of years.

#### NEEDS IN A BROTHERS' PROVINCE

- (1) Postulates.
- (2) Novitiate.
- (3) Property schools capable of producing considerable income for the support of formation houses and for expansion. These should include the immediate erection of a Notre Dame Prep School for 500 boys, the erection of a couple of prep schools or day schools in suitable localities and the acquisition of a small college in the near future.
- (4) Limited expansion in the high school field and in homes for delinquent boys.
- (5) Provision for the education of Brothers in training and provisions for higher education.
- (6) Reserves and facilities for old age.

#### ASSIGNMENT TO THE BROTHERS

- (1) A total assignment of \$ 6,000,000 might meet the demands of equity. If the property assignment amounts to \$ 2,500,000 a cash credit service balance of \$ 3,500,000 remains.
- (2) The present cash reserves of the Province now existing could not meet this all at once. [Br. Ephrem itemized this \$ 3,500,000: The Priests would build ND Prep and finance it, the Priests would give a million in cash, scholarships would be assigned to Dujarie Hall and credits for chaplain services and infirmary living would be assigned.]
- (3) All these things would not provide the small college for the Brothers.

Brother Ephrem then listed the properties that were then controlled by the Brothers, the total value of which he calculates to be \$1,054,000. He then speculated on how the balance of the estimated \$2,500,000 could be taken from various other properties: land; Notre Dame Farm; the summer camp at Lawton, Michigan; the Ave Maria Press at Notre Dame; the novitiate at Rolling Prairie, Indiana; St Edward's University in Texas; Stonehill College in Massachusetts; the

novitiate in North Dartmouth, Massachusetts; the University of Portland in Oregon; and the Community Infirmary at Notre Dame. The estimated value of these combined properties was \$2,354,000. Brother Ephrem suggested that \$1,446,000 be selected from this amount.

On the last page of his "Considerations," Brother Ephrem itemized how he arrived at the nearly \$24,000,000 estimated value of the assets of the Province. Eighteen million of it was entailed in the property, cash, investments, etc., of Notre Dame University. Texas, Portland and New Orleans were valued at \$1,500,000 net. The rest of the holdings of the community together were estimated to be worth \$4,175,000, less \$300,000 in debts, giving a total of \$3,875,000 and making an exact total of \$23,375,000. (30)

Brother William's concurring view as expressed in his letter of February 28, 1945, was "justice demands a 50 – 50 division unless we are willing to waive the fifty – fifty arrangement" and "we should not expect any Priest establishment unless they are willing to give it up and we are willing to accept it." (31)

Several realities are quite evident. First, the Brothers are committed to the ideal of Union and are unwilling to "harm" Notre Dame University. Second, the values quoted for buildings are most likely based on insurance appraisals and property on tax assessments. Third, the Brothers need property schools if they are to be financially viable. Fourth, Brother Ephrem's "considerations" emphasize "present values" or cash in hand over "long term promises" of annual monetary payments. (32) "Present values" was simply Brother Ephrem's "to the point" way of stressing the future effect of inflation on the value of the current dollar. Accounting and budgeting people now use the term "future value of money" to emphasize the same concept when negotiating loans and annual payments. A 1944 – 1945 listing of the eleven Brothers' High Schools and three Boy's Homes indicated only ONE property school (New Orleans). Quite clearly the issue of 1868 still remained to be resolved. (33)

## ERECTION of HOMOGENEOUS DISTINCT PROVINCES

In a nine page treatise Father Joseph Rosseau, omi, recommended homogeneous autonomous Provinces as the best solution for maintaining the Union of the two Societies as one Congregation.

The ERECTION of HOMOGENEOUS and DISTINCT PROVINCES seems to be the answer to the problem. First of all it would maintain the Union of the two Societies, from two points of view:

- (1) Union IN PERSONA, that is to say, in the person of the Superior General, with his Council, to whom the two societies would be equally submitted, not only in name but in effect, according to the terms of the Constitutions.
- (2) Union IN OPERIBUS, that is to say, the two elements may and should cooperate in this prosecution of works common to both, according to a well-defined mode of cooperation. (34)

Father Rousseau also recommends that:

...it would be opportune for the General Chapter to re-approve, with a very substantial majority, the principle of UNION, declaring that if the Congregation is organized into homogeneous provinces, the purpose is not to arrive at the extreme, though logical, conclusion, separation; on the contrary it is in view of maintaining sure union, that a measure is being adopted to favor good will, and cooperation between the two societies. (35)

Father Rousseau's very practical recommendation on page nine is that:

...it would be well to present to the Chapter a precise project for the distribution of property, etc. (36)

Father Cousineau's interviews, insights, insistence and advocacy were instrumental in realizing the first and second recommendations while the foresight, planning and advocacy of Brother Ephrem developed the American Brothers asset allocation agenda. Supporting each leader were many active and dedicated Holy Cross religious. Both leaders protected the principle of Union and were faithful to the vision of the Founders. Likewise both were convinced that the Brothers would grow if granted greater autonomy in developing their own projects, administering their own funds and nurturing their own leadership. (37)

## GENERAL CHAPTER DECISIONS

Brother Ephrem sought a settlement of six million on a basis of 2.5 million in property, 2.5 million in cash and one million in future payments. As noted earlier, he counseled property first, then cash, then future payments. In justice he insisted on what he believed the Brothers' Society required beginning its autonomous role in the mission of Holy Cross with a reasonable chance of success. As a man of principle and fairness he would not injure or limit the chances of success for the Priests' Society as well. (38) He sought properties other than Notre Dame University. i.e. Dujarie, N.D. Farm, Bankson, Rolling Prairie Novitiate, Valatie, St Joe Farm, New Orleans, Watertown, the San Fernando property, and either Austin or Portland. On the land west of Rt. 933 he also proposed that the University build and fund Notre Dame Prep School which would be then deeded to the Brothers as part of the future payments. No N.D. Prep was ever built. The proposal by Father General to the Chapter was very similar to Brother Ephrem's basic "considerations" as described in the letter to Brother William and Brother Bonaventure prior to the meetings of the special committee chaired by Father Steiner, the American Provincial. Also some of Father Rousseau's observations appeared verbatim in the report prepared by Father Cousineau for the Chapter capitulants. (39)

The genius and talent of both Father Cousineau and Brother Ephrem is that not only did each recognize the enormity of the problem but both moved confidently to deal effectively with the challenge. Father Cousineau with consultation and assistance formulated a program for the resolution of the problem. For his part, Brother Ephrem recognized in the proposed solution an opportunity for the Brothers and how to obtain maximum benefits from this opportunity. Brother Ephrem was aware that he represented a large majority of the Brothers who acknowledged their inexperience in dealing with matters of such scope and import, and he wanted to be faithful to that responsibility. (40)

Father Cousineau knew that the manner in which he presented the proposal for autonomous provinces was crucial. He had to be a salesman. No matter how convinced of the appropriateness of the plan he and the councilors were, the delegates brought with them their own biases and those of the wider membership who sent them to represent the totality of Holy Cross throughout the world. There was no reason to believe there would be serious opposition to the plan; but to be effective it had to be accepted with enthusiasm and conviction by the capitulants. Thus the Superior General worded his report to the chapter with conscious diplomacy and persuasiveness. (41)

The agreement approved by the chapter was essentially the plan proposed by the special six man committee. Basically the committee had forwarded to the chapter what Brother Ephrem, consulting with Brother William and Brother Bonaventure, had proposed.

#### 1945 General Chapter Agreement:

The following properties, assets, and activities were to be assigned to the Brothers' Province:

Valatie	\$ 39,603.88
Dujarie	135,503.12
Watertown	229,608.00
St. Joseph Farm	210,144.35
Holy Cross College, New Orleans	379,205.00
Bankson Lake	21,790.88
St. Joseph Novitiate, Rolling Prairie	533,623.37
St. Edward's University, Texas	695,400.75
Land for Notre Dame School	14,000.00
San Fernando Valley Property	45,000.00
SUB TOTAL	\$ 2,299,855.33
Community House, Notre Dame (99 year lease)	151,643.45
Scholarships at Notre Dame University	1,000,000.00
Reserve Cash or Scholarships at NDU	500,000.00
Cash from the University of Notre Dame	1,375,000.00
TOTAL	\$ 5,326,498.00

Debts: All debts that will have accumulated at St. Joseph Novitiate and St. Edward's University at the time of transfer shall be assumed by the Priests' Province.

[Plus several personnel exchange agreements]

Provinces: Each Province shall cause to be formed a corporation to hold legally its property.

(Community House ownership would be retained by the Priest's Province). (42)

If Brother Ephrem was disappointed, it was because the total value did not more closely reach the original desired goal of six million. But he had already indicated long before the chapter his satisfaction with a figure in the neighborhood of \$ 5,500 000 million. Brother Ephrem himself, as a member of the Chapter Finance Committee, wrote up the details of the agreement that went to the chapter floor for approval. It may have been that Brother Ephrem had hoped the University would cover the difference to a total of six million in lieu of building the requested Notre Dame Prep.

What seems more clearly documented is his realistic appraisal of what the Priests, taking into account the circumstances of the University, would be able to give to the Brothers, and his willingness to accept approximately 25 percent of the province assets as opposed to the 50 percent which in justice could have been claimed. (43)

Also clearly evident is faithfulness to the principles of Union and of retaining functioning institutions in their integrity. That no such institutions were materially divided is indicative of the devotion of all to the Mission of the Congregation of Holy Cross.

The capitulants had approved Father Cousineau's proposal for the separation of the two Societies into autonomous homogeneous provinces. Henceforth provinces would operate separately under their own administrations. On the general level there would be collaboration and parity of representation in the makeup of the General Council and the General Chapter; and the Superior General, though a priest would continue to represent and guide the interests of the entire Congregation, Priests and Brothers alike. (44)

On October 19, 1976, Brother Bonaventure wrote to Brother Elmo Bransby, then Vicar Superior General, the following reflections about the 1945 General Chapter:

Father Cousineau's solution was endorsed by the entire Chapter as a solution to the discontent that existed. It might be said that there was no such harmony in the Congregation as there has been since the 1945 Chapter. The main steering committee during the Chapter which dealt with the issue was Father John Cavanaugh [and] Brother Ephrem who as I recall, implemented the study made by the six commission people under the chairmanship of Father Steiner. An interesting item of note was: at the close of the Chapter Father William Bolger spontaneously rose and gave a homily to the Chapter on the courage of Father Cousineau to bring up the issue boldly. He referred to [Father] Cousineau as an Albert the Great who had the courage to "enter the den of the fight [arena] and untangle the tails of the warring lions." But I would say the whole Chapter was a very pleasant affair—no bitterness manifested by any delegate. (45)

Similar sentiments of good will were expressed by several capitulants following the Chapter.

## POSTSCRIPT

At the 1956 General Chapter the US Brothers' Province was split into three separate units all of which very quickly became provinces. The US Brothers' Province properties were subdivided as follows:

### 1956 Proportionate Division of Assets:

#### Mid-West Province

#### Subsequently

Columba Hall

99 Year lease is still operative.

Dujarie

SOLD

Lawton

SOLD

Watertown

SOLD

St. Joseph's Novitiate at Rolling Prairie

SOLD

Property west of St Road 933 north of Angela Blvd

Current site of both Holy Cross Village and Holy Cross College.

#### South-West Province

St. Joseph's Farm

SOLD

St. Ed's University, Texas

part of the Moreau Province.

Holy Cross High School, New Orleans

part of the Moreau Province.

Notre Dame High School, Sherman Oaks

Constructed on the San Fernando Valley Property. Part of the Moreau Province.

#### Eastern Province

Valatie

part of the Moreau Province.

NDI School Rome, Italy

SOLD

(46)

'Nuff said.

## ENDNOTES

1. David G. McCullough, THE GREAT BRIDGE. New York: (Simon & Schuster, Paperbacks, 1972), p. 8.
2. Rev. James Burtchaell, csc, ONE CONGREGATION, TWO SOCIETIES: HOW MUCH FELLOWSHIP? (Holy Cross History Association, St Mary's & Notre Dame, IN 2003), p. 12.
3. Ralph E. Weber, NOTRE DAME'S JOHN ZAHM. (University of Notre Dame Press, 1961), pp. 156-165.
4. Rev. James Burtchaell, csc, op. cit., pp. 31-32.
5. Bro. Philip Armstrong, csc, A MORE PERFECT LEGACY. (Notre Dame University Press, 1995), pp. 31-39.
6. Very Rev. Thomas Barrosse, csc, HISTORY OF THE UNION OF THE TWO SOCIETIES. (unpublished manuscript), (undated). (CSC G 011). (UNDA). p. 12.
7. Bro. Maurus O'Malley, csc, THE PORTRAIT OF A BUILDER. (Holy Cross History Conference. Manchester, NH 1987), (HCHC). pp. B1-B2.
8. John F. Marszalek, CALL TO ARMS. (Notre Dame, IN Notre Dame Magazine. Autumn, 1992), pp. 15-17.
9. Ibid. p. 17.
10. Bro. Kilian Beirne, csc, FROM SEA TO SHINING SEA. (Brooklyn, NY: Theo. Gaus' Sons, Inc., 1966), pp. 55-214.
11. Rev. Arthur Hope, csc, NOTRE DAME ONE HUNDRED YEARS. (Notre Dame University Press, 1943), p. 217.
12. Bro. Maurus O'Malley, csc, op. cit., pp. 4-7.
13. Rev. Jacques Grisé, csc, LE PÈRE ALBERT COUSINEAU, PREMIER SUPÉRIER GÉNÉRAL CANADIEN. (Holy Cross History Conference, Pierrefonds, Quebec. June 3-5, 1994.) (HCHC) pp. 1-3.
14. Very Rev. James W. Donaghue, csc, CIRCULAR LETTER # 1 August 6, 1926. p. 4.
15. MINUTES OF THE 1938 and 1945 GENERAL CHAPTER. (University of Notre Dame Archives.) (CSC G 21). (UNDA).
16. Bro. Kilian Beirne, csc, op. cit., p. 285.
17. Bro. Philip Armstrong, csc, op. cit., p. 53.
18. Ibid. p. 40.
19. Ibid. p. 19.
20. Bro. Maurus O'Malley, csc, op. cit., p. 8.
21. Bro. Philip Armstrong, csc, op. cit., pp. 42-43.
22. Rev. James Burtchaell, csc, op. cit., p. 39.
23. MIDWEST ARCHIVES, DIVISION OF PROPERTY & ASSETS BETWEEN SOCIETIES, 1945. (File 18/3-5). (MWPA).
24. Bro. Philip Armstrong, csc, op. cit., pp. 82-86.
25. U.S. ARCHIVES, FATHER THOMAS STEINER, CSC, PROVINCIAL ADMINISTRATION PAPERS. (USPA).
26. MIDWEST ARCHIVES, BROTHER BONAVENTURE FOLEY, CSC, PAPERS. (MWPA).
27. MOREAU ARCHIVES, BROTHER WILLIAM MANG, CSC, PAPERS. (MPA).
28. Ibid.



29. MIDWEST ARCHIVES, BROTHER BONAVENTURE FOLEY, CSC, PAPERS. (MWPA).
30. Bro. Philip Armstrong, csc, op. cit., pp. 60-62.
31. Ibid. p. 63.
32. Ibid. p. 57.
33. Rev. James Burtchaell, csc, op.cit., pp. 49-50.
34. Rev. Joseph Rousseau, omi, CONGREGATION OF HOLY CROSS: THE UNION OF THE TWO SOCIETIES OF PRIESTS AND BROTHERS. (unpublished manuscript 1945) (File 110.2-5). (MWPA). p. 2.
35. Ibid. p. 8.
36. Ibid. p. 9.
37. Bro. Philip Armstrong, csc, op. cit., p. 84.
38. Ibid. p. 76.
39. Ibid. p. 98.
40. Ibid. p. 89.
41. Ibid. p. 90.
42. Very Rev. Albert Cousineau, csc, CIRCULAR LETTER # 21 March 25, 1946. pp. 56-58. {The \$ numbers are from the Chapter finance committee report signed by Brother Ephrem.} (File 110.2-10). (MWPA).
43. Bro. Philip Armstrong, csc, op. cit., p. 96.
44. Ibid. p. 97.
45. MIDWEST ARCHIVES, Letter from Brother Bonaventure Foley to Brother Elmo Bransby, Vicar General. October 19, 1976. (MWPA).
46. MIDWEST ARCHIVES, 1956 U.S. Brothers division of assets. (MWPA). pp. 1-2.

## ARCHIVES

MWPA refers to the Archives of the Mid-West Province at Notre Dame, Indiana.

MPA refers to the Archives of the Moreau Province at St Ed's University in Austin, Texas.

USPA refers to the Archives of the United States Province at Notre Dame, Indiana.

UNDA refers to the Archives of Notre Dame University at Notre Dame, Indiana.

HCHC refers to the Holy Cross History Conference Archives at St Mary's College, Notre Dame Indiana.

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Weber, Ralph E. NOTRE DAME'S JOHN ZAHM. Notre Dame: Notre Dame University Press, 1961.

## ADDENDUM

## C.S.C. BROTHERS' SCHOOLS LIST 1944-1945

HOLY TRINITY	CHICAGO, IL	1910
CATHEDRAL	INDIANAPOLIS, IN	1918
REITZ MEMORIAL	EVANSVILLE, IN	1919
MONSIGNOR COYLE	TAUNTON, MA	1933
CENTRAL CATHOLIC	SOUTH BEND, IN	1934
VINCENTIAN INSTITUTE	ALBANY, NY	1935
ST. ANTHONY'S	LONG BEACH, CA	1941
NOTRE DAME	BILOXI, MS	1943
CATHOLIC CENTRAL	MONROE, MI	1944
ST. THOMAS SCHOOL	BROOKLYN, NY	1944

## BOY'S HOMES OPERATED BY THE BROTHERS

ST. CHARLES	MILWAUKEE, WI	1928
GIBAULT SCHOOL	TERRE HAUTE, IN	1934
JOHN BOSCO CENTER	SPOKANE, WA	1942

## ONE PROPERTY SCHOOL FOR THE BROTHERS

HOLY CROSS H.S.	NEW ORLEANS, LA	1912
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[FORT WAYNE C.C.	1909 – 1939]
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“CONSIDERATIONS” PLAN of BRO. EPHREM.

1 COMMUNITY PROPERTY:

ALL MATERIAL ASSETS ARE HELD IN COMMON.

2 DIVISION of ASSETS:

SPLIT EQUALLY BUT FUNCTIONING  
INSTITUTIONS RETAIN THEIR INTEGRITY.

3 PRESENT VALUE of ASSETS:

ABOUT \$ 24 MILLION  
[NDU @ 18 MILLION].

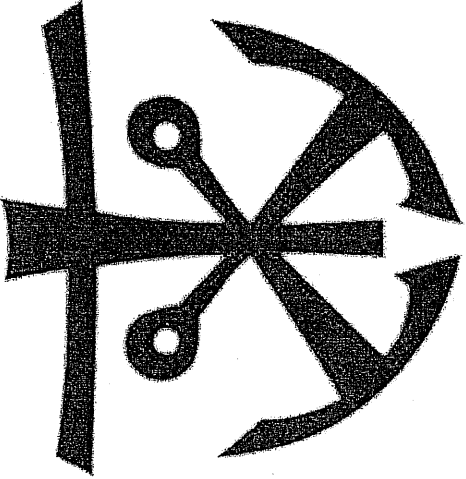
4 NEEDS of the BROTHERS' SOCIETY:

POSTULATES & A NOVITIATE;  
PROPERTY SCHOOLS & A BOYS' HOME;  
FUNDS for BROTHERS' EDUCATION;  
RESERVES & FACILITIES for AGED BROTHERS.

5 ALLOCATION to BROTHERS' SOCIETY:

@ 2.5 \$ MILLION in property,  
@ ONE MILLION in SCHOLARSHIPS,  
@ 2.5 \$ MILLION in/CREDITS, SERVICES, etc.

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TOTAL @ \$ 6 MILLION



**CONGREGATION OF HOLY CROSS**

**AND THE CIVIL WAR 1861**

**199 CSC SISTERS - 80 NURSES 40%**

**18 CSC PRIESTS - 7 CHAPLAINS 38%**

**88 CSC BROTHERS**



## SISTERS OF THE HOLY CROSS CIVIL WAR NURSES

1861-1865

In response to Governor Morton's call of October 1861, eighty Sisters of the Holy Cross under the leadership of Mother Angela served as military nurses. The Sisters became the forerunners of the Navy Nurse Corps in 1862 when they boarded the *Red Rover*, the Navy's first hospital ship.

ERECTED BY INDIANA CIVIL WAR CENTENNIAL COMMISSION 1965

**First Ballot:**

Father Albert Cousineau	16
Father James Burns	13
Father Georges Sauvage	1
Blank	1

**“We have had a French Superior General and  
we have had an American Superior General.  
It is time for a Canadian Superior General.”**

**Eighth Ballot:**

Father Albert Cousineau	27
Father James Burns	1
Father Georges Sauvage	1
Blank	2



**Brother Ephrem wrote three books about Holy Cross:**

- 1 1939 BROTHER ALEXANDER SMITH - a biography**
- 2 1941 CURE of RUILLE - a biography of Father Dujarie**
- 3 1943 THE BROTHERS of HOLY CROSS in the USA  
a history of the Brothers [unpublished]**

**In the margin of his January 21, 1945 letter to  
Brother Bonaventure, Brother Ephrem counsels:**

**“Take farms and all real estate first.**

**Then all cash that can be had.**

**Take money promises after.”**

**“CONSIDERATIONS” - PLAN of BRO. EPHREM**

**1. COMMUNITY PROPERTY:**

**ALL MATERIAL ASSETS ARE HELD IN COMMON.**

**2. DIVISION of ASSETS:**

**SPLIT EQUALLY BUT FUNCTIONING  
INSTITUTIONS RETAIN THEIR INTEGRITY.**

**3. PRESENT VALUE of ASSETS:**

**ABOUT \$ 24 MILLION  
[NDU @ 18 MILLION].**

**“CONSIDERATIONS” - PLAN of BRO. EPHREM ...**

- 4. NEEDS of the BROTHERS’ SOCIETY:**  
POSTULATES & A NOVITIATE;  
PROPERTY SCHOOLS & A BOYS’ HOME;  
FUNDS for BROTHERS’ EDUCATION;  
RESERVES & FACILITIES for AGED BROTHERS.
- 5. ALLOCATION to BROTHERS’ SOCIETY:**  
@ 2.5 \$ MILLION in property,  
@ ONE MILLION in SCHOLARSHIPS,  
@ 2.5 \$ MILLION in/CREDITS, SERVICES, etc.  
@ SIX MILLION - TOTAL

## C.S.C. BROTHERS' SCHOOLS LIST 1944-1945

**HOLY TRINITY**

# CATHEDRAL INDIANAPOLIS, IN 1918

REITZ MEMORIAL  
EVANSVILLE, IN 1919

**MONSIGNOR COYLE**  
**TAUNTON, MA 1933**

# CENTRAL CATHOLIC SOUTH BEND, IN 1934

VINCENTIAN INSTITUTE  
ALBANY, NY 1935

**ST. ANTHONY'S  
LONG BEACH, CA 1941**

NOTRE DAME

**CATHOLIC CENTRAL**  
**MONROE, MI 1944**

**ST. THOMAS SCHOOL**  
**BROOKLYN, NY 1944**

**BOY'S HOMES OPERATED BY THE BROTHERS**

**ST. CHARLES                      MILWAUKEE, WI 1928**

**GIBAULT SCHOOL      TERRE HAUTE, IN 1934**

**JOHN BOSCO CENTER      SPOKANE, WA 1942**

**ONE PROPERTY SCHOOL FOR THE BROTHERS**

**HOLY CROSS H.S.      NEW ORLEANS, LA 1912**

**[FORT WAYNE C.C.      1909 – 1939]**

**1945 General Chapter Agreement**

Valatie	\$ 39,603.88
Dujarie	135,503.12
Watertown	229,608.00
St. Joseph Farm	210,144.35
Holy Cross College, New Orleans	379,205.00
Bankson Lake	21,790.88
St. Joseph Novitiate, Rolling Prairie	533,623.37
St. Edward's University, Texas	695,400.75
Land for Notre Dame School	14,000.00
San Fernando Valley Property	45,000.00
Sub Total	\$ 2,299,855.33

## 1945 General Chapter Agreement

Community House, Notre Dame (99 year lease)	\$ 151,643.45
Scholarships at Notre Dame University	1,000,000.00
Reserve Cash or Scholarships at NDU	500,000.00
Cash from the University of Notre Dame	1,375,000.00
Total	\$ 5,326,498.00

**DEBTS:** All debts shall be assumed by the Priests' Province.  
(Several personnel exchange agreements).

**PROVINCES:** Each Province shall form a corporation to hold legally its property. (Community House ownership would be retained by the Priest's Province).



## 1956 Proportionate Division of Assets:

<u>Mid-West Province</u>	<u>Subsequently</u>
Columba Hall	99 Year lease still operative
Dujarie	SOLD
Lawton	SOLD
Watertown	SOLD
Novitiate at Rolling Prairie	SOLD
Land west of Rt 933 north of Angela Blvd	Current site of both Holy Cross Village and Holy Cross College

**St. Ed's, Hoban, Gilmour (Cleveland Diocese)**

**1956 Proportionate Division of Assets:**

**South-West Province**

**Subsequently**

**St. Joseph's Farm**

**SOLD**

**St. Ed's University, Texas**

**Moreau Province**

**Holy Cross H.S., New Orleans**

**Moreau Province**

**Notre Dame H.S.,**

**Constructed on the San Fernando**

**Sherman Oaks**

**Valley Property; Moreau Province**

**Mountain View, CA**

**1956 Proportionate Division of Assets:**

**Eastern Province**

**Subsequently**

**Valatie**

**Moreau Province**

**NDI School, Rome, Italy**

**SOLD**

**West Haven, CT; Flushing, NY**