

# THE ZURBRUGG MANSION

Centennial Celebration, September 25, 2011



Zurbrugg Mansion, Delanco, N.J.

**Frank Furness built this mansion in Delanco for the Zurbruggs 100 years ago**



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**Theophilus and  
Lizette Zurbrugg  
His factory, their  
home!**



## How Delanco Saved the Zurbrugg Mansion

By Delanco Mayor Kate Fitzpatrick



Along Delaware Avenue, facing the river, sits the former home of Theophilus Zurbrugg, a Swiss-born watchmaker that owned and operated the Philadelphia Watch Case Company at the turn of the 20<sup>th</sup> Century.

The watchmaker was, at the time, the largest manufacturer of pocket watches. Though he passed away shortly after the Mansion's construction, his home became known over the years as the "Zurbrugg Mansion." It was also sometimes called "The Columns" due to the large granite Italian-imported columns that front the building from ground to roof and give the Mansion its significant stature along the Delaware River.

After years of abandonment and neglect, it now stands as grand as it was the day it was finished in 1911. It has recently been listed on

the State Historic Register as well as the National Register of Historic Places.

On May 17, 2011 representatives of Delanco Township attended an award ceremony at the Crystal Tea Room in the Wanamaker Building to receive an award for its efforts to preserve the Zurbrugg Mansion. The Township was recognized for its exceptional leadership in acquiring the property to facilitate its eventual restoration.

The Mansion is believed to be one of Frank Furness's last commissions. He was also the architect of the University of Pennsylvania Library (now the Fisher Fine Arts Library) and the Pennsylvania Academy of the Fine Arts. Credited for breaking from European influence and combining many styles and building materials, Furness fell out of favor following his death, but his work is now receiving considerable recognition and influence.

The Mansion stood vacant for nearly a decade before the Township took the bold step towards preserving this structure by acquiring the property in 2005 and subsequently entering into a redevelopment agreement with Zurbrugg Partnership, LLC.

Today, the Mansion has been restored and converted into 27 affordable senior housing units. The redevelopment agreement also includes eight new townhouses to be built on the property and the restoration of the Carriage House. The township kept the Zurbrugg land across Delaware Avenue along the Delaware River for the enjoyment of its residents.

*(Continued on p.22)*

## The Zurbruggs' 1911 Dream House

The Zurbrugg Mansion was the dream home of a remarkable Victorian-era industrialist who, like such present-day entrepreneurs as Steve Jobs or Bill Gates, made an advanced technology of his day – the portable timepiece – affordable for the masses.

Swiss-born Theophilus Zurbrugg was the first of his family to come to the United States at age 15, settling in Mount Holly, N.J., in 1876. After rising to the pinnacle of American industry as the world's largest manufacturer of pocket watches, he moved into his dream home on Delaware Avenue in Delanco in 1912. But he did not live long to enjoy the Mansion. He died shortly after of a stroke at the age of 51. His wife, Lizette, remained in the Mansion until her death in 1923.

After serving as an apprentice at a watch case company in Philadelphia, young Zurbrugg became an engraver and developed a variety of new ideas, including a watch case made of base metal rather than gold, making pocket watches affordable for the masses much as Henry Ford's Model T made cars affordable for the common man.

In 1883 he founded T. Zurbrugg & Company. Within 10 years, he had bought out the two competing companies and in 1892, purchased the Pavilion Hotel on Fairview Street in Riverside. This building along with an additional wing built in 1903, housed the Philadelphia Watch Case Company, which became the world's largest manufacturer of pocket watches.

In 1910, Zurbrugg bought what would later be known as the Woods house in

Delanco, plus the entire riverfront block on which it stood. Delanco, like Riverside and many of its sister communities along the Delaware, came into being in the Nineteenth Century as a summer resort for well-to-do Philadelphians who moved upriver to escape the heat of the city.

The Woods house, a large three-story white house on Willow Street, was moved to the southwest corner of Willow and Second streets, where it still stands.

Zurbrugg commissioned the eminent Philadelphia architect, Frank Furness, to design a magnificent brick and stone mansion, complete with a carriage house, on



Lizette Zurbrugg (bot. left) with friends in front of the Mansion

*(Continues p.5)*

**In Loving Memory of**

**Theophilus Zurbrugg**

**And our Father**

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**Dream House** *(continued from p. 3)*

on the waterfront, where the Woods house once stood. Since Frank Furness died in 1912, it is believed to be one of his last commissions. The Mansion was built in 1911, and the family moved in during 1912.

The white granite columns which line the front of the Mansion, were imported from Italy; the tiles for the roof, from the Netherlands. A huge weeping beech tree was brought in by railroad car. The entrance to the Mansion led into a wide, spacious hall with a broad, stately staircase to the second floor.

Zurbrugg spared no expense in construction or furnishing the house. Upon Lizette's death in 1923, it was sold to the Schwinn family, relatives of the bicycle manufacturing family. It was sold again in 1949 to the firebrand radio preacher, the Rev. Carl McIntire, who operated it as the Bible Presbyterian Home until 1976. From 1992 until it closed in 2002, it was The Columns retirement home under different ownership. When it was converted into a rest home, a two-story addition of 12 bedrooms was added on to the rear.

The township decided to purchase the Mansion and the adjacent properties in 2005, a month after it won a court battle to prevent a Mercer County firm from buying the property and using it as a state licensed home for teenage boys with emotional problems.

The Zurbrugg Partnership, a partnership between Grapevine Development, a Moorestown real estate firm, and Delanco developer John Rahenkamp, bought the Mansion and the adjacent Carriage House from the township in June of 2008 as part of a redevelopment agreement.

Most of the building's original architecture was preserved and restored, and it has since been listed on the National Register of Historic Places.

The property has been subdivided into 10 building lots, allowing for construction of eight townhomes in addition to the renovated Mansion and Carriage House. The Mansion now houses 27 independent senior rental apartments. The units are a mix of affordable housing, with rents ranging from \$390 to \$888 a month for those who meet the income qualifications.



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## The Carl McIntire Era

Of all the owners of the Zurbrugg Mansion over the past century, certainly the most colorful and controversial was the Rev. Dr. Carl McIntire.

In 1949, firebrand Presbyterian fundamentalist the Rev. Carl McIntire bought the Zurbrugg Mansion and turned it into an old-age home he called the Bible Presbyterian Home, after his Collingswood church and denomination, the Bible Presbyterian Church.

McIntire was then in the process of building a worldwide empire of foreign missions, a college in New Jersey, his Collingswood church and Christian school, his Faith Theological Seminary, the Christian Admiral hotel in Cape May, Bible Conference centers, his weekly *Christian Beacon* newspaper, radio station WXUR, and thousands of loyal listeners in the Bible Belt and elsewhere who listened to his fiery, anti-Communist and right-wing taped "Twentieth Century Reformation Hour" sermons on hundreds of AM religious radio stations.

His preaching was carried by up to 600 radio stations. He was President of the 122-denomination International Council of Christian Churches, Chancellor of Shelton College, Editor of the *Christian Beacon*, author of numerous books, President of Faith Theo-

logical Seminary and guiding spirit behind the worldwide activities of the Independent Board of Presbyterian Foreign Missions.

His far-flung ministry, which he called the Twentieth Century Reformation Movement, was for the most part housed in vintage, somewhat dog-eared structures acquired at fire sale prices. Generally, under McIntire's stewardship, they wound up more dilapidated than they were when he acquired them, and the Mansion was apparently no exception. It ceased operation as an old-age home in 1976 because it no longer met state codes for such facilities.



*McIntire loved controversy almost as much as he loved publicity, and it loved him.*

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-- Delanco Recreation Commission



The bored and restless son of a small-town Nebraska Presbyterian minister, McIntire early in life sensed the division in his church between its theologically liberal (or "modernist") wing and the hard-core Calvinist fundamentalists, and he adhered to the latter. He even withdrew from Princeton University, his father's alma mater, because he felt it was becoming too liberal.

In a 1973 interview with *Courier-Post* reporter Joseph Busler, McIntire explained the religious belief that inspired his strident anti-Communism, support for capital punishment and strict law and order policies, as well as his chronic quarrels with other ministers, particularly liberal Protestant ones.

*"You see, we don't believe God has any obligation to save anybody," McIntire says. "The perfect love of God was what put Christ on the cross," he adds.*

*"Christ died for our sins and his perfect love for us satisfied God's perfect justice. Because of his death, by accepting him as the one who paid the penalty for our sins, we are no longer under condemnation before God... That's the heart of it... That's the grace of God which brings salvation!"*

*And performance of good works, in McIntire's view, is not necessary for salvation. "We completely throw out works," McIntire says. So what about those who believe but don't do any good works? "Well," says McIntire – hunching back steadfastly, with an expression that suggests the possibility he may realize he is facing one of those foibles of the Deity: "They are saved by the skin of their teeth! They are going to heaven empty-handed."*

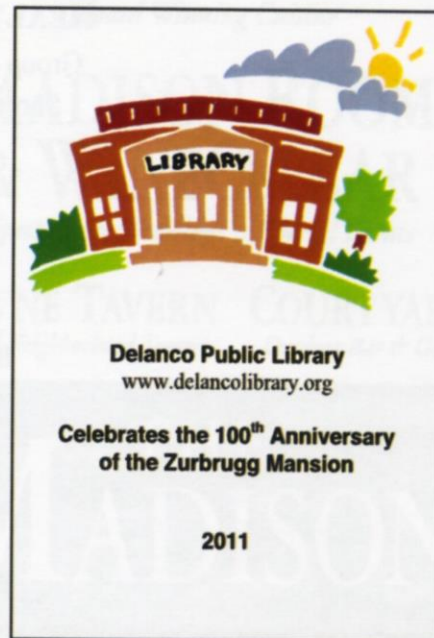
*And what of those who don't come into contact with, or for some reason don't accept, this literal view of the salvation of man? They*  
*(Continues p. 11)*

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## **Congratulations on the 100th Anniversary of the Zurbrugg Mansion!**

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## **SECURING TOMORROW**

**McIntire Era** (Cont. from p. 9)

*don't go to heaven at all, McIntire says. "They're lost – all except infants. We don't believe innocents will be condemned."*

If McIntire's Calvinism explained his religion and his politics, it didn't explain why he was so combative and always in trouble.

These are a few of the headlines about him over his long career, which ended with his death March 19, 2002, just two months short of his 96<sup>th</sup> birthday:

- **24 Elders Back Dr. McIntire in Bible Presbyterian Rift**
- **A Plea to Discipline Roman Catholic Liberals**
- **Antagonist Raps Pope**
- **Bible Believers' Plan July 30 March on Trenton**
- **Bible Presbyterian Church Splits, Rejects Dr. McIntire**
- **Black Manifesto Challenged by Dr. McIntire in Abington**
- **Church Council Criticized by Exiled Clerics**
- **Rev. McIntire is Dropped by N.J. Bible Presbytery**
- **Group Seeks McIntire Ouster**
- **Dr. McIntire Reads 'Christian Manifesto' In Rain After Rebuff**
- **ICCC Petitions WCC to Remove Communist Agents From Membership**
- **McIntire Hosts Battle for Shelton**
- **McIntire in Belfast Assails Catholics**
- **McIntire Tags Bernadette [Devlin] A 'Miniskirted Marxist'**
- **McIntire Rally Set to Protest WXUR Probe**
- **Rev. Carl McIntire Flays Visit of 8 Red Clerics At Big Protest Rally**
- **N.J. Pastor Assails New Bible Version**

McIntire's pugnacity made him a target, not only of his religious antagonists but, combined with his chronic failure to pay taxes and maintain his properties, of civil authorities as well.

Shelton College lost its accreditation. WXUR lost its license after the FCC, in a move opposed not only by McIntire's supporters but by civil libertarians usually on the other side, ruled it violated the Fairness Doctrine then in place. When it refused to renew the station's license in 1973, McIntire acquired a World War II minesweeper, fitted it with a transmitter and broadcast as a pirate radio station for the grand total of 10 hours in international waters off the Coast of Cape May. Technical difficulties, including overheating that caused the ship to begin to smoke, forced it off the air.

*(Continues p. 15)*

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## Duck Decoy Exhibit

On Sunday, Sept. 25, 2011, as part of the 100<sup>th</sup> Anniversary Commemoration of the Zurbrugg Mansion, antique duck decoy collectors Frank Astemborski, Ed Stickel, George Shaffer, Ray Pestridge, and Bill Hamlin display their collections in a tent on the riverbank in front of the Mansion.

Experts note that, along the southern part of the Delaware River from Delanco to Trenton, there was a unique tradition of decoy carving distinct from coastal or other areas.

“These decoys are also hollow and made from two slabs nailed together and caulked as their coastal counterparts ... They are different mainly in being more robust and having wingtips and tails carved in some species,” wrote Laura Collum in a Nov. 23, 2009, article in *WorthPoint*, an online resource for collectors.

“Hunting and decoy carving was done mainly by sportsmen, not professionals such as the baymen on the coast. Luckily for the collector, some of these sportsmen signed their decoys.

“These river decoys are more realistic to the shape of the real duck on the water than the more-stylized coastal birds. ... Later in the development of the Delaware River decoy, some makers flattened the bottoms and some added a wood keel.

“The river currents also affected the shape of the decoys and where the weight was placed on the bottom. Weights on these decoys were flat pads nailed to the bottom midway along the body to near the tail depending on the swiftness of the currents in the particular part of the river where they were used. The

majority of ducks hunted on the river were black ducks; therefore black ducks make up the majority of the decoys found.”

Among the most famed decoy carvers of the southern Delaware River region were John English Sr., his son Daniel, William Quinn, C. Ridgeway (Reg) Marter, Jess Heisler, Charles Black, Charles Allen, John McLoughlin, and a Delanco river rat named Tommy Fitzpatrick. Fitzpatrick, who lived in a houseboat on the Delaware River at the south end of Delaware Avenue, was the grandfather of Delanco’s current Mayor, Kate Fitzpatrick.



This is a Tommy Fitzpatrick decoy.

**Congratulations,**

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### **McIntire Era** *(Cont. from p. 11)*

The Christian Admiral hotel was condemned and later demolished.

The borough of Collingswood foreclosed on an old and by then decrepit public school he had bought and made the headquarters of his Twentieth Century Reformation Movement, the offices of the Christian Beacon and of his International Council of Christian Churches.

In fact, McIntire's first brush with national fame resulted from an eviction.

During the height of the Fundamentalist-Modernist split, McIntire and seven other fundamentalist pastors were tried in an ecclesiastical court, convicted in June 1936 and booted out of their churches, which were legally owned by the Presbyterian Church USA, not by their congregations.

After a long court battle in New Jersey's courts, McIntire, who had the support of almost all his congregation, lost and in 1938 was forced to vacate the church. The mass departure of the congregation carrying McIntire on their shoulders received wide publicity.

McIntire had prepared for his ouster by buying vacant property on Haddon Avenue at Cuthbert Road in Collingswood, the future location of his Bible Presbyterian Church and Christian school.

Lacking a building, the congregation erected a circus tent and held services there – which were pictured in Newsweek Magazine.

For McIntire, the circus never stopped. This dutiful but restless son of a small-town preacher in frozen Nebraska would never let himself be bored again.

One may presume that operating the old age home in Delanco was, among other things, McIntire's effort not to arrive in heaven empty-handed. (It also brought him huge sums of cash because its tenants received lifetime care in exchange for signing over whatever assets they had.)

The Bible Presbyterian Home might also have been a place of rest for the busy minister, who could come here to relax on the Delaware River and get away from the constant tumult at his Collingswood headquarters.

For the most part, the Bible Presbyterian Home escaped the drama of so many of his other activities. Except for a couple of tenants with buyer's remorse who sued to get back their estates, the home attracted little publicity. It seems to have provided some peace and repose both for its tenants and their landlord.



**Kate Fitzpatrick, Mayor**

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## Keystone Watch Case Company

Theophilus Zurbrugg and his Watch Case Factory were responsible for reviving the fortunes of Riverside when it was floundering in the latter part of the Nineteenth Century.

When Samuel Bechtold, the founder of the summer getaway community of Riverside, died at the age of 48 in November of 1869, the cool, breezy town was thriving.

The destination of choice for wealthy vacationers from Philadelphia and New York, the Pavilion Hotel was the place to be from spring to fall every year. People swam the Rancocas Creek and boated on the Delaware River. In the evening, they strolled through Spring Garden Park and listened to concerts at the Gazebo. It was a very prosperous time for Riverside until the late 1880s. But over the next decade, the new railroad to Atlantic City was leading people to discover the excitement of the shore. The hotel lost its luster and was vacant most of the time.

Riverside was a community in trouble, and labeled a town with no direction, with an empty grand hotel in the middle of nowhere. Then, in 1892 Theophilus Zurbrugg purchased the vacant Pavilion Hotel and moved his Philadelphia Watch Case Company into it. Five years later Zurbrugg merged his firm with the Keystone Watch Case Company and renamed his company. The company expanded rapidly and in 1908 Zurbrugg built an imposing new building south of the old hotel.

Although the Pavilion Hotel is gone, the 1908 addition, dominated by a seven-story office building with an eight-story clock tower on the corner, still stands today.

Zurbrugg also opened the Riverside Metal Works Company, a metal-producing factory intended to supply the special metal used in the making of the watch cases. It wasn't long before the new plant took on a life of its own and became a large employer.

The Keystone Watchcase Company was thriving at the beginning of the Twentieth Century. Prior to 1853, pocket watch cases were made of solid gold. They were expensive, heavy and impractical. In 1859, a patent was granted to James Boss of Philadelphia who had discovered how to bond thin sheets of gold to stronger base metals. This resulted in more affordable watchcases. Zurbrugg used this process primarily in making his watch cases.



*Zurbrugg and two workers in his office.*

Zurbrugg made watch cases out of ordinary metals for many different watchmaking companies. He had 1,000 employees working six days a week. At their peak, they produced over 30,000 watch cases a week. Crates of watch cases from the Riverside plant lined the Delaware, marked for shipment to Germany, England, China and Japan and Zurbrugg quickly became the world's largest manufacturer of pocket watch

*(Continues next page)*

**Watchcase** (Cont. from p. 17)

cases, as a sign on the building once proclaimed. In fact, demand for the metal alloys used in the watch case bonding process was so great that Zurbrugg, in 1897, founded the Riverside Metal Company to keep up with the demand.

Zurbrugg built two sets of row homes and several stand-alone houses and made them available to his employees at below-market rates. For the first time in decades there was a population and building boom in Riverside Township.

Zurbrugg's neighbor in Riverside was Dr. Alexander Small, one of the most popular physicians ever to practice in Riverside. Small was the man responsible for getting Zurbrugg to endow the hospital that became Zurbrugg Memorial Hospital in his will.

Zurbrugg was almost patriarchal in his treatment of his employees. *"Zurbrugg's vision extended far past the boundaries of his factories and he gave strict attention to the little details. About 1895 he purchased many bicycles of the large wheel variety and made them available at a reduced price to his employees to get to work.*

*"He knew his employees worked hard and he wanted them to have good, clear water to drink. At great expense he had artesian wells drilled within the factories to provide cool, pure water for his people."* (From *Riverside New Jersey - 150 Years of Progress, 1851-2001*, by Bob Kenney, pp. 42-43.)

The row houses along Taylor and Kossuth Streets in Riverside were built as homes for his employees. At Franklin and Fillmore Street he built "The Homestead" a

rooming house where his young female factory workers lived under the strict supervision of a House Mother.

*"Women, who were paid between eight and ten dollars a week, lived in the Homestead in a double room for \$3.00. For \$3.50, they got a single room. In sharp contrast to the awful conditions for women industrial workers in big-city boarding houses, the homestead was much like home to the women. Zurbrugg built a house with a spacious lobby, an open fireplace, a dining room and beautiful parlor. The Homestead was a three-story building on Franklin Street near Harrison. In 1913 there were 76 women living there."* (Kenney, p. 43).

On the other hand, Zurbrugg's "Factory Rules of the Philadelphia Watch Case Company" were notorious. There was a 25¢ fine for excessive lateness. A 50¢ fine for violations of "conduct such as is demanded of ladies and gentlemen" (violations including loitering, playing in toilet rooms, throwing and disfiguring of benches, vulgar and profane language, quarreling, etc.) Cuspidors were provided by the company, but they had to be cleaned by the people using them. And of course there was a 50¢ fine for not washing their hands of gold and silver dust.

In 1923 public demand for the fancy pocket watches plummeted. During World War II they faced new wartime priorities. Production was re-tooled for such items as compasses and flight navigation instruments. The public demand for watch cases was gone. In 1954, Riverside Metal Company was sold to H.K. Porter; two years later, the watch case division was liquidated to make room for expansion of the metal company's operations.

*(Continues p. 24)*

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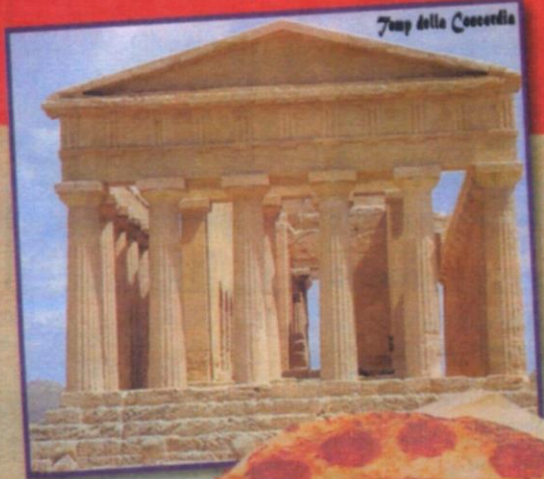
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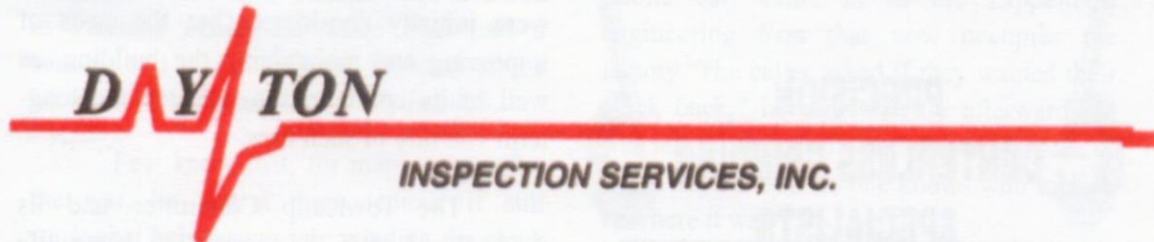
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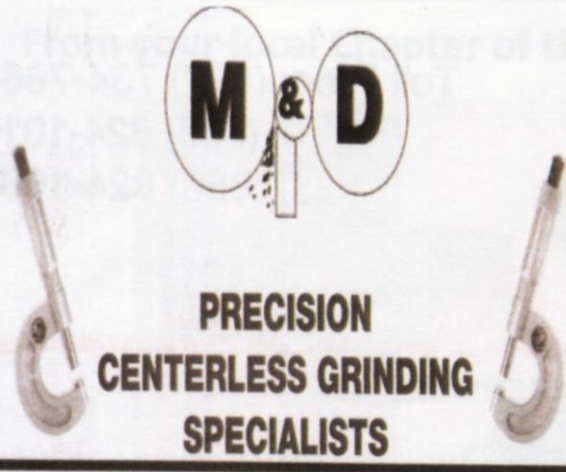


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**Saving the Mansion** (cont. from p. 2)

In 2005, concerned about the potential for undesirable institutional-type uses in an otherwise vibrant and purely residential neighborhood, the Township purchased the property. Various public uses for the property were initially considered, but the costs of improving and maintaining the building, as well as its configuration, negated the long-term viability of such uses.

The Township Committee and its professional staff, determined to bring life back to the Mansion and not let it go the way of the pocket watch, turned to redevelopment.

The Township and its Planning Board thereafter declared the property an area in need of redevelopment, and sought proposals from potential redevelopers with regard to proposed uses. After extensive negotiations, we entered into a redevelopment agreement with Zurbrugg Partnership, LLC. headed by Randy Cherkas of Grapevine Development, LLC., in Moorestown. The proposal provided for the addition of eight townhouses along the outskirts of the 2.5-acre property, as well as the historic restoration of the Mansion and the Carriage House. The State Department of Community Affairs provided approximately \$2,050,000 in funding, and the county provided a \$500,000 construction loan. The township contributed \$114,000 from its Affordable Housing Trust Fund.

Today, the restoration is complete. Its 27 senior housing units help the township meet its affordable housing mandates.

While the watchmaker only enjoyed his Mansion for a short period before his death, his house remains as important and promising to the Township and its residents as ever.

## Tales of the Clock Winder

Most who know Herb Kearns, know the 85-year-old resident of the Newton's Landing section of Delanco as the Marine veteran of the Battle of Iwo Jima who has been involved in veterans affairs for more than half a century and was the Grand Marshal of the Memorial Day Parade in Beverly in 2009.

Few know that, for many years after the war, he had a more tedious if still somewhat hair-raising job: winding the clock in the clock tower of the Zurrugg Watch Case Factory in Riverside.

Kearns' wife Jill, 83, also worked in the factory, as a personnel secretary in the plant, once the biggest employer in Riverside, until it closed in 1972. Being in personnel, she was one of the last employees to go.

Herb Kearns was an electrician in the huge old factory, the world's largest producer of pocket watches. His duties included keeping both the elevator and the clock running on time.

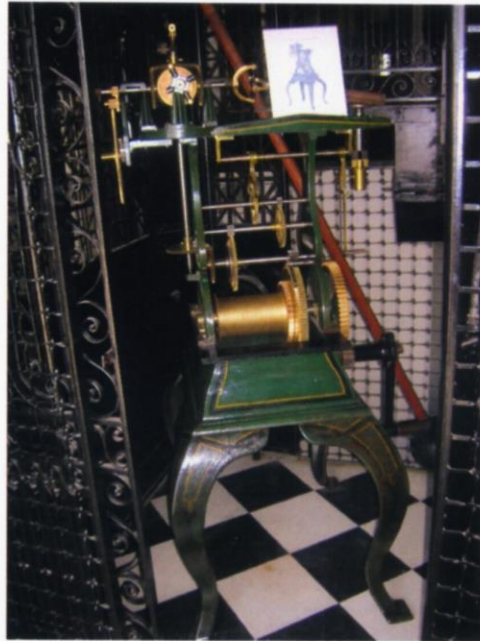
Winding the clock that towered above Pavilion Avenue involved climbing up the tower and through a hole smaller than a manhole into the chamber that housed the clockworks. Once in, Kearns had to turn a crank that raised the weights – a box of scrap metal, essentially, that drove the clock's works and its 10-foot-long pendulum.

Today, the restored clockworks is on display in the elevator, which no longer runs, on the ground floor of the six-story factory as you enter from Pavilion Avenue.

After the factory closed, thieves somehow managed to get inside the watch tower chamber and steal the clockworks.

"They had to get it through that little hole I used to climb through," Kearns said.

For a long time, the clockworks were just gone. Then, Kearns said, a mysterious phone call came in to the Lippencott engineering firm that now occupies the factory. "The caller asked if they wanted their clock back," he said. Shortly afterwards, it was left in front of the building in the dark of night. To this day, no one knows who took it, or where it was.



The clockworks are on display today.



Herb Kearns, retired clock winder

**Watchcase** *(Cont. from p.18)*

Until the early 70s, the company was still going strong. That is, until the announcement in November of 1977, that H.K. Porter was closing its doors. The more than 27 acres of land (2½ acres in the Keystone building itself) was deserted for the first time in more than 125 years.

The Watch Case Factory means so much to the people of Riverside because nearly everyone has a connection of some sort. Either they, a family member, or a friend once worked there.

*Credit for the content of this story goes to the Riverside Business Association and the Riverside Historical Society.*

**History Advisory Board**

The co-sponsor of the Zurbrugg Mansion Centennial Commemoration, along with the Riverside Historical Society, is the Delanco Historic Preservation Advisory Board.

In 2005, the Delanco Township Committee created the Historic Preservation Advisory Board to improve appreciation of

ness of its storied past, from the days it was home to the Unami clan of the Lenape people to the arrival of Europeans at the end of the Sixteenth Century to its development as a residential community in the mid-Nineteenth Century to its present.

The Historic Preservation Advisory Board's mission is an educational one, and the purpose of today's event squarely fits that mission. We hope that those who attend this event, or who read about it, will come away with a deeper appreciation of this building, the finest and most historic in Delanco; of Theophilus and Lizette Zurbrugg, the entrepreneurial, Victorian-era industrialist who became the world's largest producer of pocket watches and his wife; and of Zurbrugg's Keystone Watch Case Factory in downtown Riverside.

The Historic Preservation Advisory Board also maintains three revolving historical displays in the Municipal Building on Coopertown Road and at the Delanco Library behind the Pearson School on Burlington Avenue.

**Zurbrugg Mansion Centennial Commemoration**

Sept. 25, 2011

The Zurbrugg Mansion, 531 Delaware Ave., Delanco, N.J.  
The Keystone Watch Case Factory, 1 N. Pavilion Ave., Riverside, N.J.

This commemorative booklet is a joint publication of the Delanco Historic Preservation Advisory Board and the Riverside Historical Society

Editor: Joseph Busler  
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Zurbrugg and Watch Case Factory photographs courtesy of the Riverside Historical Society,  
Alice Smith, President