The University of Chicago

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(SEE NOTE)

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THE BUSINESS MANAGER AND THE AUDITOR

IT PASSES UPON AND AUTHORIZES ALL EXPENDITURES UNDER THE BUDGET, EXCEPT SUCH AS ARE SPECIFICALLY MADE BY THE BOARD.
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<tr>
<th>Graduate College</th>
<th>College of Liberal Arts</th>
<th>College of Medicine</th>
<th>College of Practical Acts</th>
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</thead>
<tbody>
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<td>Department</td>
<td></td>
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1. There are four terms employed in the classification of work, each of which has one, and only one, meaning, viz.:

   - Department, always referring to the grade of instruction.
   - College,
   - School,
   - Course.

2. With reference to grade of instruction, there are three departments:

   - The Graduate Department.
   - The Undergraduate
   - The Academic.

   Note: The term "Undergraduate" is used rather than "minority," to avoid a use of the latter term in two senses.

3. With reference to aggregation of instruction, there are nine colleges:

   Four in the Graduate Department:
   - The Graduate College of Liberal Arts.
   - The College of Divinity.
   - The College of Law.
   - The College of Medicine.
   - The Graduate College of Practical Arts.

   Two in the Undergraduate Department:
   - The Undergraduate College of Liberal Arts.
   - The Undergraduate College of Practical Arts.

   Two in the Academic Department:
   - The Academic College of Liberal Arts.
   - The Academic College of Practical Arts.
4. Two colleges instead of four, viz. Liberal Arts and Practical Arts in place of Liberal Arts, Letters, Science, and Practical Arts, it seems to be observed, are suggested in the lower departments. The following are the reasons:

1) Of the proposed four, three have a common end, i.e., liberal culture. To differentiate into these seems to obscure this end.

2) The distinction between the objects and methods of liberal training, on the one hand, and of technical training, on the other, might be made as distinct and simple as possible. This distinction seems to be obscured by the differentiation in question.

Of course the college of liberal arts may give as many baccalaureate degrees (B.A., B.S., etc.) as may seem desirable—just as the college of practical arts may give a variety of degrees in civil engineering, mechanical engineering, architecture, etc.

It may be added that the ideas of Mr. suggestions are not essential to the general scheme proposed. As many colleges may be organized in each department as may seem desirable.

5. The colleges of divinity, law, and medicine might be the colleges of the graduate department, and, as indicated in the scheme, might be the pre-elective of the college of liberal arts.

Of course it may be arranged as may seem desirable to admit to these colleges students without baccalaureate degrees in liberal arts. But the understanding should be


that such liberal degrees are generally a prereq
quisite to admission.

6. The academic colleges should grant cer-
tificates, entitling the holder to admission to the
undergraduate department as candidate for a
given degree.

7. The undergraduate colleges will grant suitable
bachelorate degrees.

8. The graduate colleges will grant the usual
degrees.

Note. In medicine & midwifery, as in Scotland,
&c, the degree of bachelor of medicine at graduation
reserving the doctorate degree for higher en-
diments.

9. The faculty of each college must be divided
into grand committees, not reference to the
special degrees.

10. A school will be the uniform term ap-
plicable to instruction in a given subject (as
school of Latin, the school of History, &c).

11. A course will be one term's work in a given
school. The course once be major or minor.
Thus the entire work of a school will be made
up of a series of courses.

12. The courses that make up the work of a given
school will be of three kinds:

1) Those designed for students of one department

2) Those primarily designed for the students of
one department, but which may be taken
by those of another department.
(3) Those primarily designed for students of one department, but which may be taken by those of a higher department.

13. a. It will be seen that there is nothing to prevent any multiplication of departments that might be desirable. For instance, in the graduate department, a college of business and finance may be organized.

5. The application of the term "school" as in 10 above seems to me much simpler and better than to confine it merely to the graduate department. The case I suggest was Jefferson's pet theory as applied to the University of Virginia—and I must say that it seems to me philosophical and convenient.
My dear Dr. "Hulbert:

In sending communications of one kind and another to persons connected with the University, stenographers and clerks are using envelopes. This is an expensive luxury; there is no reason why the message should not be written on a slip of paper and mailed in the Faculty Exchange without an envelope. The number of envelopes used in the various offices is something startling. Will you give orders in your office that except in rare cases the use of envelopes be hereafter discontinued?

Yours very truly,

William R. Harper

For a long time in excess, have been and from this office itself when matters we ought to come under the public eye, as in this W. M. Johnson Case, have been in a cloud.
THE UNIVERSITY OF CHICAGO

Wednesday, December 16th, 1896.

President Wm.R.Harper:-

We, the undersigned members of the Graduate Schools, believe that it would be to the advantage of the Graduate and Professional Schools that a "Graduate Committee" should be chosen to represent their schools. That this Graduate Committee should at present consist of five (5) members, - three (3) from the Graduate Schools of Arts and Literature, and Science, - and two (2) from the graduate Divinity School.

The Duty of said Graduate Committee shall be to look after the general interests of the Graduate Schools, and to cooperate with the Junior and Senior Councils in all that pertains to the student body as a whole.

J.D. Forrest

W.E. Chalmers
J.M. Feltz
Richard B. Moore
Robert B. Davidson

Members of the graduate schools of the University of Chicago.
We, the members of the Graduate School Committee, present our recommendations to the Trustees of the University.

We recommend the establishment of a "Graduate Committee" and the appointment of a chairman to represent their interests. The committee should have representation from the Graduate School and the different schools of Arts and Sciences.

The duty of the Graduate Committee will be to look after the general welfare of the Graduate School and to cooperate with the faculty and the Deans.

We will be glad to submit to the Board any additional remarks.

[Signature]

Members of the Graduate Committee.
Dear Mrs. Dixson:—

I was very much surprised yesterday to find a note signed by you enclosed in an envelope which I had sent privately addressed to Miss Dickinson. There are certain private letters of the President which he asks me to have written in long hand. These are not official letters but his own private correspondence. I selected Miss Dickinson to copy the letters as a private matter and I am at a loss to understand why anyone else should open her letters or do what she was asked to do for me privately. I am sure that a misinterpretation of the conditions has led to the tampering with private correspondence. I have not yet mentioned this matter to the President and I am very sure he would not be pleased to learn that others than a single individual have had access to his private mail.

I write this frankly, because, as indicated above, the arrangement is a private one of my own, and in no way can be construed as official.

Under the circumstances I did not think it best to use the letter which you enclosed and made other arrangements.

Very truly,

W. R. Harper
My Dear Dr. Harper:

Some months ago, when I began my work in your office, you asked me to see that such personal and private letters as you should give me from time to time were copied in neat script for your signature. I understood that you turned the matter over entirely to my discretion and made me responsible for this. In order to guard the privacy of these personal letters, I decided that (1) but one person should write these letters, and (2) that the person should be selected on the ground of excellence of penmanship. Upon looking over the ground I found that Miss Dickinson was thoroughly trustworthy and an excellent penman, her ability in this respect not being excelled. I accordingly had a definite understanding with her that I would send any such letters to her and that she would see that I received them back promptly. The matter was understood to be strictly confidential.

Miss Dickinson seemed to appreciate the desire to keep these letters confidential and sometime ago she advised both Mr. Shepardson and myself that we should send them to her sealed and that they be handed to her in person as they had been opened by others. Since then I have complied with that request and had no intimation that there was any further trouble until last Friday. I sent a personal letter of yours to be copied,—I personally addressed the envelope to "Miss Dickinson", sealed it and told the messenger to hand it to Miss Dickinson. The messenger reported that he had done so. I was very much surprised to receive the
attached note returned in the envelope which I had personally addressed to Miss Dickinson:

Miss Dickinson does not copy these letters, please address future requests to me.

Gella A. Dixon.

The envelope had evidently been opened by some one else and Miss Dickinson had evidently not seen the envelope. Feeling that it was a personal matter entirely between Miss Dickinson and myself, I addressed a letter to Mrs. Dixson, a copy of which I attach. It seemed to me that the matter involved was one relating entirely to my private communication and private arrangement with Miss Dickinson.

Mrs. Dixson in asking for an appointment to discuss the matter with you criticised the tone of my letter. I simply expressed my opinion in regard to the matter as an answer to her note which incorrectly stated that "Miss Dickinson did not write these letters" and in requesting me to address future requests to her made a demand of me which did not seem justified. I do not think either my purpose or my language can be construed as disrespectful. If I was led to put the case strongly it was because of my desire to protect the privacy of your mail for which I am strictly responsible. Yours very respectfully

Harry David Hubbard

I may say that Mr. Shepardson thinks I did the right thing under the circumstances. I attach the correspondence in the matter. 
The envelope had apparently been opened at some one else and mine discovered and accidentally torn near the envelope. Writing "What does it mean?" with the recipient's name on the envelope, the sender then tore the envelope and added a letter to Mr. Oxnard, a note of which is inclosed.

I attach it because to me the matter involved was one of great importance and my desire to have my views communicated and not be withheld permanently.

I do not wish to express any opinion as to the correct way to handle such matters, but it seems to me that this is not the way to proceed. It is a question of bringing to light any evidence of past actions which may cast doubt on the matter in question. If you do not think it necessary to bring it to the notice of the authorities, I do not think it necessary to do so. However, I do not think it necessary to bring it to the notice of the authorities, as the matter involves privacy and confidentiality.

With very respectful compliments, I am yours very respectfully,

[Signature]
November 23rd, 1900.

Dear Mr. Barnes:

Beginning Saturday, December first, will you please have sent to the President's Office, each week, all letters asking for information which have been received in your office during the week,—these letters to have annotations upon them showing the method of answer of the various questions contained therein?

Very truly yours,
November 8th, 1900

Dear Mr. Parker:

I regret to inform you that your letter of the 2nd of the month has not been received by our office. However, I am pleased to inform you that your application for the position of Secretary in our office has been received and is currently under consideration.

I am looking forward to hearing from you soon regarding the status of your application.

Sincerely yours,

[Signature]
The investigation of the Recorder's Office, the Deans' Offices, and the Examiners' Offices strengthened the conviction that there is a very intimate connection between them, and that owing to the operation of these offices on the unit basis there is more or less duplication of effort and overlapping of records. It would seem that if all these offices from the office standpoint could be administered by one person who would be in the nature of a chief clerk and who would be responsible for the internal workings of each office and for the dovetailing of the functions of the one into those of the others, a great gain could be made in efficiency and in economical administration. The Deans, Examiners, and Recorder are not in the office all day long and as we understand it do not concern themselves greatly with the internal administration of the offices, but they would welcome anything that would make the material more accessible and do away with duplication and unnecessary effort. All this in our judgment could best be done by a consolidation and the placing of the responsibility on one man.

The following examples are typical and do not by any means exhaust the cases. However, as any plan or system depends upon the administration of it, the placing of one person in charge whose business it would be to look after the economies would be much more effective in the long run than the change of individual cases.

I. DEANS' OFFICES

1. General Correspondence: Mail opened, stamped; circulars not indicated on originals, sent at stated intervals to Dignan. By Dignan's clerk the circular is indicated on appropriately colored
cards which are filed for one year according to color. Originals are returned to the Graduate Office where special cases are answered. The originals are not kept because of the irregular forms. Miss Davies spends half a day on the mail.

The original letters should be kept instead of the cards. The number of references to the faculty for answering should be reduced to the minimum because of the slowness and inconsistency with which various departments answer letters. The general correspondence might well be put in the hands of the person who will have charge of the outside relations of the University, Foreign Office, so to speak.

2. Scholarships and Fellowships have been reconsidered and will be handled hereafter mostly through the Registrar. Fellowships are to be transferred to the Graduate Office from the President's Office.

3. Collection of budget material should be conducted in the President's Office and the material presented to Dean Angell for review, unless Mr. Angell's plans for the next few years make it desirable for him to have a detailed connection with the departments.

4. Collection of copy for publications should remain in the Graduate Office on account of Dean Angell's purposes in reviewing the relations of secondary schools, colleges and graduate schools. The relations of the office in the collection of material with Mr. Fiske, who edits the same, should be more definitely defined.

5. Registration forms can be easily modified so that information blanks can be printed on the back of the card now filed in the Registrar's Office. These cards can be used by the Deans' Offices when statistics are being prepared. The form should be made to include also a record card, so that the original registration card
will form the Recorder's permanent record. At present the registration card is filed and not used. This proposed change will reduce also the number of cards presented to the incoming students. Of course, cards should not be accepted by the Deans' clerk unless clearly made out in ink in forms satisfactory for permanent record.

6. Miss Ott reported the preparation of a statement regarding attendance of which no special use is made. It is suggested that Miss Ott and Miss Carter examine the Deans' Report in the Decennial President's Report and in conference with Messrs. Tufts, Angell, Marshall, Arnett, and Robertson, prepare forms to be used annually and especially in the preparation for the next important President's Report in 1916.

7. Duplicate records now being made should be abandoned, and the permanent records made available quickly. Extra telephone service from Lexington and Ellis with one or two clerks to act as telephone clerks solely could report quickly on cases reported to the office.

8. Notices to students.

9. Attendance reports.

10. Time of registration should be extended so as to permit conference with all students.

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1. The minutes of all Ruling Bodies should be indexed fully by name and subject.

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4. At the opening of the autumn quarter each year each member of the University faculties should receive a copy of the University booklet "Ruling Bodies". This booklet might well be indexed according to names, so that each individual readily can discover the boards and faculties of which he is a member. If such an index is inadvisable, the Recorder's Office can red line the list of Ruling Bodies, so that each person will know to what board he is appointed. The calendar should be printed in the Ruling Bodies so that all stated meetings and the dates on which they fall can be permanently before each member of the faculties.

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be made a permanent form of record. The same sized cards will then be used throughout the University recording offices: Examiners' Offices, Deans' Offices, Registrar's Office, and Recorder's Office.

7. The work of the Recorder and of the secretary of the Board of Trustees should be combined so that the interior affairs of the University, especially as concerns matters of record, shall be in charge of one officer, a sort of Home Secretary.

8. The Recorder's Office should maintain a complete file of all University publications, including the informal pamphlets issued from time to time regarding proposed regulations. Unofficial publications like the "Cap and Gown" should also be filed in this office. At present such a file does not exist in the University, though fragments exist in four different places.

9. Record of scholarships and fellowships never kept on student record.

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1. The catalogue file has already been investigated and changes made which will develop the efficiency of the Examiners' Office.

2. Filing cases for the application for credit have been provided so that the office will be ready for the large amount of business at the beginning of the summer quarter.

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4. The inspection of schools by the officer in charge of co-operating work, the organization of alumni groups, the conduct of the Board of Recommendations, and the general work of the Examiner's Office might well be combined under one officer. Such an officer would have charge of the external affairs of the University, as far as these affairs deal with incoming students from secondary schools and colleges and with students who have left the University. An efficient young man, not a member of the faculty, should have charge of this work and be permitted to organize the office.

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1. The work of the Alumni Secretary should be conducted by the officer mentioned in IV, 4.

2. Editorial work of the Magazine could easily be conducted by Mr. Dignan.

3. The Alumni Secretary should be instructed at once to begin traveling and corresponding for the purpose of developing interest
in the celebration of the twenty-fifth anniversary of the founding
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10. Time of registration should be extended so as to permit conferences with all students.

11. Course books should be posted so that students always might have a record of courses.
12. A statistical clerk is necessary for Dean Angell and at present for Dean Linn, who is investigating the records of fraternity men and other men in the colleges.

II RECORDER'S OFFICE

1. The minutes of all Ruling Bodies should be indexed fully by name and subject.

2. University Regulations should be brought up to date and published.

3. The weekly calendar should be developed as the sole notice to the members of the faculties regarding official meetings. Of course, in cases of emergency a special notice may be necessary. The card notices to faculties should be entirely done away with. So also should the special notices to the members of departments concerning examinations. This will save a great amount of time in the Recorder's Office.

4. At the opening of the autumn quarter each year each member of the University faculties should receive a copy of the University booklet "Ruling Bodies". This booklet might well be indexed according to names, so that each individual readily discovers the boards and faculties of which he is a member. If such an index is inadvisable, the Recorder's Office can red line the list of Ruling Bodies, so that each person will know to what board he is appointed. The calendar should be printed in the "Ruling Bodies" so that all stated meetings and the dates on which they fall can be permanently before each member of the faculties.

5. Mr. Fiske's position as Editor needs definition.

6. The relations of the Recorder's Office through Mr. Gurney
with the Correspondence Study Office and the Deans' Office in the reporting of credit have been adjusted. As suggested in connection with the work of registration, the registration cards themselves can be made a permanent form for record. The same sized cards will then be used throughout the University recording offices - Examiner's Office, Deans' Office, Registrar's Office and Recorder's Office.

7. The work of the Recorder and of the secretary of the Board of Trustees should be combined so that the interior affairs of the University, especially as concerns matters of record, shall be in charge of one officer, - a sort of Home Secretary.

8. The Recorder's Office should maintain a complete file of all University publications, including the informal pamphlets issued from time to time regarding proposed registration. Unofficial publications like the "Cap and Gown" should also be filed in this office. At present such a file does not exist in the University, though fragments exist in four different places.

III EXAMINER'S OFFICE

1. The catalogue file has already been investigated and changes made which will develop the efficiency of the Examiner's Office.

2. Filing cases for the applications for credit have been provided so that the office will be ready for the large amount of business at the beginning of the summer quarter.

3. Material presented by students seeking advanced standing should be returned to the students after credit has been finally assigned. The notification to students should bear the warning that all credentials should be called for within three months.
4. The inspection of schools by the officer in charge of co-operating work, the organization of alumni groups, the conduct of the Board of Recommendations, and the general work of the Examiner's Office might well be combined under one officer. Such an officer would have charge of the external affairs of the University, as far as these affairs deal with incoming students from secondary schools and colleges and with students who have left the University. An efficient young man, not a member of the faculty, should have charge of this work and be permitted to organize the office.

5. The catalogue file, because catalogues are more used in the Examiner's Office than elsewhere, should be maintained in this office for the whole University. At present catalogue files are to be found in the School of Education Library, General Library, President's Office, and Examiner's Office. It is recommended that one complete file be maintained in this office and that other offices contribute to the completeness of this file. The Examiner's Office should send to the General Library all superseded catalogues. The President's Office will maintain a file only of the Association of American Universities.

IV ALUMNI OFFICE

1. The work of the Alumni Secretary should be conducted by the officer mentioned in III, 4,

2. The editorial work of the Magazine could easily be conducted by Mr. Dignan.

3. The Alumni Secretary should be instructed at once to begin traveling and corresponding for the purpose of developing interest
in the celebration of the twenty-fifth anniversary of the founding of the University.

4. Records of the alumni should be maintained in the Recorder's Office. Alumni cards should be of the same size as the other permanent filing cards and should allow space for achievements and addresses.
March 7th, 1901.

The Globe-Wernicke Company,
226 Wabash Avenue, Chicago.

Gentlemen:

We find it necessary to arrange a system for filing and indexing the large and growing number of documents arising in various matters handled by the President's Office. On Page seven of your Catalogue number four hundred I notice your offer of plans and suggestions for the use of your card index system. I should be glad to learn what help you can render us in the work referred to above.

At present there are in the office about one thousand unsorted documents, consisting of reports, statistics, recommendations, plans, memoranda of agreement, and much of a miscellaneous character. We wish to have these papers classified, filed, and indexed,—the whole arrangement to be in a form which will permit of its constant use as new documents are made necessary. I shall be very glad to consider any suggestions you may make.

Very truly yours,
We find it necessary to announce a sytem
for listing and inserting the names and
peculiar notes of certain members.

Kindly bring your instrument and note
of names and numerals for the use of our
office. I want to give you this form:

Now I want to try to learn what
help you can render us in the work referred to above.

At present there are in the office at
one o'clock every morning a commencement, consisting of
the three assistant. The new one, a recommendation, please remember.

We wish to have these papers classified. I hope

inexperienced-the more so as your name is new too.

Which will help to the company as we have you.

according any suggestions you may make.

Very truly yours,
My dear Dr. Harper:—

I am just back and find your letter of October 30th to which I reply as follows:

1. So many sections run over the limit of registration because the system of a tally sheet is untrustworthy. The reasons are:
   a) Five deans are registering at once for the same courses.
   b) They are not in close relation with each other.
   c) In the Chapel it is practically impossible to make sure that every student reports to the tally clerk.
   d) The tally clerk, with so many columns of dots before him, is likely to overlook the fact that one or two courses have overrun.
   e) By the time the fact that a course is closed has been sent to the five deans, a number of students may have registered and are beyond recall.
   f) The deans, overwhelmed with work, may fail to note or to remember that certain courses are full and may register an excess.

You will readily see that there are a great many places where misunderstanding may creep in. I have been at work on a system by which I think this can be avoided in the future. I shall submit this in a short time. Of course the fact that there are not enough sections offered in some of the elementary courses tends to increase the pressure and to cause the over-registration in order to take care of what seem pressing individual cases. The fact remains, nevertheless, that some system ought to be devised for preventing this over-running, and such a system I shall be glad to submit.
2. As to the question as to why students are allowed to remain three weeks in a class and then changed, I would say that most of these cases occurred in connection with the new Mathematical plan by which students are redistributed on the basis of scholarship at the end of three weeks.

Some other cases have occurred in our efforts to equalize the divisions in English and in Mathematics. The changes, therefore, made at the end of three weeks other than those intentionally made in connection with the Mathematics are the consequences of overrunning of certain courses.

3. As to the question whether the management of the Junior College Office is still in the hands of clerks, I hardly know how to interpret it.

If your question refers to the routine of detail, of course that is handled by the clerks. But I think that everything which involves a decision of principle or anything requiring discretion is referred to me. Mr. Smith, Mr. Castle and I are in almost daily consultation and have worked out a thoroughly successful plan of cooperation by which we canvas in conference all problems and reach decisions. The Junior Office is, therefore, a unit in its management I must, of course, assume personal responsibility for the whole administration, and this I do. I should be very glad to have specific cases which may have raised this question in your mind.

4. I think all the preliminary precautions which the system prescribes were taken with reference to registration. That is, we followed the usual routine. For the possibilities of break down, I must refer you to my answer under 1. above.

I trust that you will not hesitate for a moment to criticize in any way the management of the Junior Office. I am aware of cer-
tain weak points and I am, as I have said, working on them. While I think that the present system affords no satisfactory system of checks on registration, I must by virtue of my position assume responsibility for any failures that may have taken place. This will make me all the more anxious to correct mistakes.

Yours sincerely,

George E. Orucent.
Dean.
My dear President Harper,—

I have been holding the enclosed document for sometime in order that I might consider it in all its bearings, and see what I did think of it myself. The following are the points in the document in which I heartily concur:

1) That it would be very helpful and is an almost essential thing for the members of the department who give courses in Latin in the Junior Colleges to have an agreement as to the handling of the required courses; especially in the following particulars, namely, in the pronunciation of Latin, the method of reading prose and verse, and the system of syntax and grammatical terminology. The amount of prose composition work should also be agreed upon. I do not think that the method of instruction in the reading of Latin with regard to content could be as readily a matter of agreement. It seems to me that when it comes to methods each instructor would best follow his own lines. David in Saul's armor never was a very successful combination.

With number 8 of the document, I am in the heartiest accord, namely, that some member of the department, if it is not possible for all, keep in touch with the teachers of Latin in the schools from which the students come. I am very glad to be able to report that in many of the departments one member, namely, the departmental examiner, is employing all available means towards this end.
Number 9 also seems to me to be a very desirable point.

With reference to the whole paper in the way of adverse criticism, I would say that I do not consider the appointment of a collegiate adviser at all necessary, or even desirable under the existing arrangements. In the first place all the really vital things which such a person would accomplish either are or may be accomplished by the present departmental examiner.

With reference to section 4 it seems to me that if we have good teachers to start with, teachers of experience who know how to handle students and teach Latin, there would be no need of the course suggested in this paragraph with reference to examinations. In general I believe that a teacher can best conduct his own examinations, for he knows the particular ground students have covered, and upon what points it is best to test them. The machinery involved in number 4, considering the very many details that we already have to attend to, would, it seems to me, make the plan unbearable at a very early date. I remember in the first or second year of the University we did attempt to do just that, to meet and discuss all doubtful cases; and even then, with comparatively few students, the burden was felt too great to be continued very long.

As to 5, I think that every self-respecting teacher would oppose this without reservation. No man wants a colleague coming into his recitation room with pencil and note-book to take account of his work.
In regard to 6, I should be opposed to this for the reason that the plan proposed would break the continuity of the class room work. To have one teacher give the composition lesson and another to give the rest of the work would also be unwise, because the composition lesson should be based upon what the teacher knows of the strength and weakness of his class with reference to syntactic points, and the teacher coming in from outside to give the composition lesson would know nothing of these points.

I wish to take this opportunity to say what seems to be outside of the present discussion, but is in reality very closely connected with it; namely, that in my visits outside I have very frequently met the criticism that the University was turning over its freshmen to young and inexperienced teachers. I have always been a little indignant at this criticism, and have denied the fact again and again, calling attention to the many experienced teachers who are giving courses in the Junior college; but I am afraid that so far as some departments are concerned, my own among the rest, I can no longer truthfully deny this charge, which seems to me to be a most grave one, and likely to lose us a good many students.

Very truly yours,

J. H. Mill
June 9th, 1902.

E. V. Shepardson,

President William P. Harpemeiers have been sent out
and cards to be sent on receipt of your reply. I have been waiting anxiously to give
for answers to the several telegrams sent to you to whether
and which, I fear, may not have reached you. Your
letter came yesterday, and I have sent the visiting list in
cards you desire.

You have forgotten the appointment of the committee on speeches at the University.
I found two distinct committees at work on that, each of which you had appointed, and I managed to get
them together; but the problem of how to arrange
place for the speeches seems to be an important
question. At the rate charged by the Club, if
your idea of giving a ticket to each member of
the graduating class, as a guest of the University,
is carried out, the cost will be at least four hun-
dred dollars. I should be more than half disposed
to give up the whole plan of a luncheon were it not...
To
F. W. Shepperson,

for the fact that announcements have been sent out and cards are being received indicating whether or not people are to be present. I hope every minute to receive a telegram from you regarding these matters of expense, which Dr. Goodspeed and I hesitate to decide any difficulties in the way.

One of the things which are overlooked especially is that the revised proofs of the proceedings for the Association of American Universities and wishes to know whether he shall hold it for your return, or send it at once to the Press. Please have 25 or 30 personal visiting-cards sent at once.

Very truly yours,

Yours very truly,

[Signature]

June 6th, 1902.
Rooms of the Board of Visitors,

9-9-1902

U. S. MILITARY ACADEMY,

West Point, N. Y. June 6th, 1902.

To

F. W. Shepperson,

UNIVERSITY OF CHICAGO,

Chicago, Ills.

My Dear Shepperson:

I shall be glad to have you wire me briefly the situation in reference to the Convocation Exercises,—whether there are any difficulties in the way.

One of the things which we overlooked especially is the matter of speeches for the University Luncheon on Wednesday after Convocation. Will you take this up at once with Mr. Vincent, in Mr. Salisbury's absence.

Please have 25 or 30 personal visiting-cards sent at once.

Yours very truly,

[Signature]
Heads of Departments.

My dear Sir:-

In the Convocation Statement to be made March 17th I desire to include so far as it is possible and practicable, a reference to the work of individual professors. It is not proposed to mention the officers by name, for this would be embarrassing. I have thought that it would be possible to make a statement so distinct that the person referred to would be clearly recognized, at all events, by his colleagues. The particular point I have in mind is to lay emphasis upon creative work whether in the lines of administration or investigation. My desire is to show the public that there are scores of men in the University, each one of whom is engaged in work of a creative character. I am writing to you to secure your co-operation in gathering the material needed. What I should be glad to have, if you can help me, is this: A particular piece of work on which each officer of your department is engaged. My idea is to take up the departments one by one and indicate in a brief paragraph the distinctive work on which at present each man is engaged. I wish also to say that I have been requested to furnish a statement of this kind to the trustees. I have thought that in the case of the trustees I would indicate both the name of the man and the work he is doing.
I can easily understand that in the case of some men this plan will not work, and therefore I do not wish to have it regarded as something rigid. On the other hand I shall be glad to make such adjustment of the plain facts which you send me as the latter may seem to demand. I am hoping that you will be good enough to send me this material on or before March first.

Yours very truly,
President W. R. Harper,

The University.

Dear President Harper:—

Responding to your letter of the 27th asking me to retain the chairmanship of the committee on the administration building, I reluctantly comply. Mr. Burton told me that he was to gather information on this subject when he went away, and I supposed he had done so. I have found it very uphill work trying to do anything with the building, because many of the administration offices did not respond to requests as to what they needed. Their attitude seemed to be that since nothing was in sight, there was no reason for taking the pains to respond.

Very truly yours,

[Signature]
My dear Mr. Salisbury:

President W. R. Harper, I have your letter of November 24th with reference to the chairmanship of the committee on the administration building. I feel very strongly that this would be, from many points of view, a mistake. As a matter of fact, Mr. Burton has not gathered any data and has not given the matter any consideration.

The problem is wholly a different one from any with which he has been or is likely to be associated. I know of no one who can perform this service as well as yourself, and I am writing to beg you to reconsider your conclusion and if possible continue

Yours very truly,

Very truly yours,

C. F. Salisbury
President W. R. Harper,

The University.

Dear President Harper:—

I think I ought to resign the chairmanship of the committee on the administration building. While I was chairman of the committee on buildings and grounds, it seemed appropriate that I should be chairman of the committee on this building. Now however I think the chairmanship should go to Mr. Burton. He has been visiting buildings all around the country, and has, I suppose, gathered data with reference to this building, as I have not. I wish therefore that he might be made chairman of this committee in my place.

Very truly yours,

[Signature]
May 26, 1904.

My dear Dr. Harper:

Enclosed please find outline of the proposed plan for the reconcentration of the records, registrations, class-lists etc into a central administrative bureau.

The more I ponder the situation the more certain I am that something of this sort ought to be done at the earliest possible date.

There will be some opposition from the administrative officers.

By the proposed arrangement the relation between Dean and office stenographer will be radically changed. Doubtless there will be some loss at this point. This will be offset however by increased efficiency and precision of administration in many other respects. I am sure that all would adjust themselves quickly to the new regime.

Yours sincerely,

George E. Vincent.

President William R. Harper,

The University of Chicago.
May 26, 1947

Mr. George R. Westerly

Professor please find outline of the procedure plan for
the recognition of the records registration office transfer into a
central administrative system.

The more I thought the situation the more certain I am that some-
thing of this sort ought to be done at the earliest possible date.

There will be some opposition from the administrative officials.

By the procedure outlined the relation between Dean and office manager-
both will be adequately assured. Doubtless there will be some loss at this point.

This will be offset somewhat by increased efficiency and reduction
of administrative time after implementation. I am quite sure that nothing on
an administrative basis will affect records. I am quite sure that nothing on
such a matter will be critical to the new regime.

Yours sincerely,

President William R. Harper

The University of Chicago
My dear President Harper:

I am very glad to know that you approve of my suggestion in reference to Dr. Wells as successor of Dr. Lyon in the Deanship and Dr. Ricketts as the temporary Dean during Dr. Well's absence in Europe. Dr. Wells has your letter but wishes, as a matter of courtesy, to consult Dr. Hektoen before making his reply, though he has signified his intention to accept the appointment. Dr. Hektoen will be here in a week or ten days. I presume you will communicate with Dr. Ricketts as soon as Dr. Wells has made his answer. I should be glad to have Dr. Ricketts begin the work at once so he may become familiar with it before the Autumn Quarter.

I am glad to know you have had so satisfactory an interview with Professor Stewart. I believe that Professor Stewart would be especially pleased with such an arrangement as would enable him to conduct his department with a rather free hand, with the understanding that he is to keep strictly within the limit of the appropriation made for him. I believe he is one of those men who, as Head of the department, can be safely trusted to do this. I am very glad indeed that he is getting more in touch with the situation here and I feel confident that he will abundantly justify the wisdom of his selection as the Head of the Department of Physiology.

In reference to Dr. Matthews, it is properly a question for Professor Stewart to decide, but I may say that unless a strong man is secured for the department of Pharmacology for the coming year
it seems to me quite important that Dr. Matthews should be retained, as he is the only man whom we could obtain for a small salary to do the work in this branch. On the whole, his work during the last year has been quite satisfactory and, while I do not think he is the kind of a man who could grow to such proportions as to make a suitable Head of such a branch, he is very useful in his present position. Of course if he is willing to stay for $1000. that would be satisfactory, although I really think he is deserving of the $100. per month which he asks. While they have made some overtures to him from St. Louis, I doubt very much whether they will make him a good offer. I have had several talks with Dr. Eycleshymer and I donot think he is the man they are looking for.

You will be interested to know that the Rush Announcement is in Press and we shall have the proof early next week. I am very sorry that it has been so long delayed but we could not go on with it until the matter of the Faculty List had been settled. We will go on at once in regard to the mailing list so that we shall have it in the mails in ten days or two weeks. I think you were present at the meeting of the Board when it was decided to combine the Announcement of Rush Medical College and the Bulletin of the Medical Courses into one publication, the University to stand half the cost. I have made a requisition from my office at the University for 1/2 the cost of the 15000 copies. The total cost is estimated $780. This does not include the cost of mailing.

I donot know whether you know of the fact that, at a recent
meeting of the Faculty of Rush Medical College, the question of issuing the Medical Number of the Record at this time was carefully gone over and it was decided not to publish one at this time. The two principal articles upon which we had counted cannot be obtained, Mr. Coolidge being too busy to prepare an article on Medical Architecture and Professor Hektoen being unable to get together the data for the article on Research Institutions. I think myself that there will be some advantage in publishing a Medical Record next Winter rather than at the present time.

I donot know whether I suggested to you the propriety of adding the name of Professor Williston to the Board of Medical Affairs. Possibly this matter should be left to the Board, itself, but I should like to suggest it as I believe he would be a very useful member.

I suggested not long ago that, as the Heads of the Departments had understood that certain promotions in the faculty would be permissible this year and were asked through a letter to make such recommendations, it would be best for you to send them a letter stating the reasons why such promotions were not made by the Trustees. You asked me to prepare a form of letter and I enclose the same.

Very truly yours,

John M. Dodson
Aug. 5th, 1904.

My dear Mr. Chandler:

I am afraid that you have gone about the matter of Miss Jacobs in the wrong way. It is perfectly clear that it will not do for the President's Office to be in the position of bidding against other offices. Nothing should have been said to Miss Jacobs in the matter of money. We could have transferred her without any difficulty but for this fact. Under the circumstances we will not proceed further in her case. I will explain to you more fully the way in which the matter strikes me when we meet.

Yours very truly,

W. R. Harper
My dear Mr. Chamberlin,

I am afraid that you have gone about the matter of those accounts in the wrong way. It is particularly clear that it will not do for the President's Office to be in the position of paying debts out of the President's Office or out of any other Office. Nothing could have been worse for the accounts in the matter of money. Under the circumstances, we will not proceed further in that case. I will explain to you more fully the way in which the matter strikes me when we meet.

Yours very truly,

W.R. Harper
August 4, 1904.

Mr. Harry Chandler,

The University of Chicago.

Dear Mr. Chandler:-

I have again gone over the question of transferring one of our clerks to your office, subject of recent discussion, and I think that just at this time it would be a serious handicap for us to release the young lady at present. I hope that you will be able to find someone who can do the work for you satisfactorily. Is it not possible that Miss Jessie Taylor, who was employed by the managers of the Daily Maroon, could fill the position creditably?Unavailable. Now receiving contract.

In this connection it seems to me that it would be bad policy for us to be in the position of bidding against each other in a matter of this sort. I find that the case is already complicated and that if we retain the young lady it will be necessary for us to provide for her as well as you have promised to do. I assure you that we shall always be glad to accommodate you, but I think the principle followed in this particular case is not a wise one from a business standpoint.

Sincerely yours,

[Signature]

Director.
My dear President Harper:-

There are two matters that I want to lay before you this morning, and on which quick action is desirable. The first one is the appointment of a keeper of the store-room in Physics. The real appointee, the man intended by the Physics Department, and the man now doing the work, is W. R. Blair, but the notification of appointment by the Board of Trustees was sent, through Dr. Goodspeed, to Clyde A. Blair, the athlete in Kansas. Clyde at once gave up his position in Fort Scott and came to the University in reliance upon the notification, only to find the place filled by another man, W. R. Blair above mentioned. As nearly as I could get the facts from Mr. Millikan of the Physics Department, they are these: Early last spring some time in March or April, Mr. Michelson asked Mr. Millikan to give him a memorandum of persons recommended for minor appointments in the Physics Department, asking him to be especially careful to indicate the initials and names correctly. Mr. Millikan drew up that list, on which Mr. W. R. Blair was named for the position in the store-room in Ryerson. Mr. Michelson then presented that memorandum to you and Mr. Millikan says that you approved the appointment of the persons whose names appeared upon it.
Nothing was heard of the appointment of Mr. Blair, so that toward the end of the Spring Quarter Mr. Michelson or Mr. Millikan (I don't remember which) asked Dr. Goodspeed if the matter had been taken up. On his statement that it had not Mr. Michelson asked Mr. Millikan to prepare a duplicate memorandum, again taking special care to get the names and initials correct. Mr. Michelson presented the memorandum to you, some time I take it toward the end of June or the first of July, although on that point I am not sure. You ran over the list of names presented and said that they were correct and that notices of the appointments would be sent to the men concerned immediately after the meeting of the trustees which was to occur soon. Mr. Millikan says that when you came to the name of Mr. Blair you asked if that was the athlete Blair, Mr. Michelson not knowing personally the man named on the list, said he did not know, and that is where the mistake may have crept in, although Mr. Millikan is sure that the initials on the memorandum were W. R. Whatever may be the case in regard to that we cannot trace the matter further. Mr. Michelson and Mr. Millikan assumed that Mr. W. R. Blair had been appointed and he entered upon his duties without any question. No trouble was suspected until Mr. Clyde Blair appeared on the scene yesterday with his letter of notification.
These are the facts and I lay them before you to take such action as you think proper. It seems clear that Mr. W. R. Blair is the right man for the position of keeper of the Physics store-room; he has worked in the department, is known, and apparently doing his work well. At the same time a grievous injury has been done Mr. Clyde Blair; he has given up, as I say, a good position in Fort Scott for the summer, there is nothing equivalent here, and the trouble has come about through a mistake of the University somewhere. If some provision can be made for him it seems equitable that it should be done. Of course he feels the situation keenly.

The second matter is the appointment of a clerk in this office. As I have said Mr. Judson and I feel that Miss Jacobs is the right person to come in here, at the same time Mr Miller feels that she is too valuable to the University Press to give up, and after an unsuccessful attempt to come to a mutual agreement we have both agreed that the only thing to do is to lay the situation before you and let you take such action as you think proper. Mr. Miller's position is that in his place he is hampered just at the present time by the loss of a number of his clerks in the University Press and that he can think of nobody to take the place of Miss Jacobs. He urges
that we can break in a green girl just as well as he can, and ought to take the burden instead of drawing away a person whom he has trained. And in the second place he contends that on principle it is a bad thing for different offices in the University to bid against each other. I told him that the clerk in this office was relatively far more important than any clerk in his, because we had only one and practically everything connected with the routine of the office depended upon the smoothness and capacity with which she did her work, whereas in his office any clerk, no matter how valuable she might be, was after all only one of a number. Furthermore I pointed out that in his office where different clerks were working side by side, there were opportunities for breaking in green girls, because there were old ones always at hand to help out new comers, whereas in this office, out side of Miss Cobb and Miss Ott who have stenographic work enough to keep them busy, we really do not have the opportunities for training new clerks.

I agreed with him that it was in general a bad principle for one department to bid against another, but I pointed out that no offer had been made to Miss Jacobs until after consultation with him, and not then even. I had talked to Miss Jacobs to find out just what capacity she had for work of the kind we wanted, but I carefully refrained from making her
an offer. On the other hand I could see no reason why if a clerk who had been trained in one office could be equally useful in another, and wanted to work in the other as Miss Jacobs apparently does, there should be any objection, inasmuch as her work would be done for the University in one place as much as in the other and in each she would be equally effective.

In the interest of fairness, however, and courtesy between departments I told Mr. Miller that if he would prepare a statement of his attitude in the matter I would enclose it with this. Of course we would like Miss Jacobs, but we shall be glad to hunt for some body else and do the best we can elsewhere if you think that on the whole it would be better for Miss Jacobs to stay where she is. The important thing now is to have the thing settled one way or another so that who ever the new clerk may be, we can have her in the office by Monday prepared to learn the duties of the place.

Yours truly,

Henry Porter Chandler
Wednesday

8:00 Mathews
8:30 Burton
9:00 Small
9:00 Haykin
10:00 Seniors
10:30 Jackson
11:00 C.A. Blair
11:15 Meal
11:30 A.C. L. Brown
12:00 Allen

J. D. Raycroft
The University of Chicago
Founded by John D. Rockefeller
Office of the President

Chicago Aug. 5th, 1904.

My dear Mr. Chandler:

Please make appointments as follows:

Tuesday morning, 8-12; Wednesday morning 8-12. Include the following:

Newman Miller and Miss Chamberlin 30 minutes 9 Tuesday
Dr. Meyer, Sanskrit dept. 15 minutes
J.B. Watson, 15 minutes
Mr. Edward Capps, 30 minutes
Miss Barrows, 15 minutes
Mr. Arnett, 30 minutes
Shailer Mathews, 30 minutes
Mr. Jackman, 30 minutes
Albion Small, 30 minutes
R.F. Harper, 30 minutes
E.D. Burton, 30 minutes
Miss G.L. Chamberlin, 30 minutes
Mr. Judson 30 minutes each day
Yourself 30 minutes each day
Clyde Blair

Seniors on Wednesday
10 o'clock, Haskell Assembly Hall.

Yours very truly,

[Signature]

165-6 W.
METHODS OF RECORD FOR DEANS OFFICES.

1. Keep Deans Record Cards arranged under the name of each Dean, alphabetically;

2. Keep Registration Cards under two heads (1) those which have been stamped with the stamp of the Head Dean of the Colleges after Matriculation Card has been presented, and (2) those which have not been so stamped. Arrange alphabetically under each of these heads: according to (1) Academic College (2) Women

3. Keep a card catalogue of students having conditions, arranged according to Deans, alphabetically under each Dean.

4. Keep card catalogue of students taking short work, arranged alphabetically under each Dean.

5. Keep a card catalogue of students taking extra work (i.e. more than 3 minors each term)

6. Keep a card catalogue of students arranged alphabetically under each state, and foreign country.

7. Keep a card catalogue of students arranged (1) under other colleges from which they may have come (2) under preparatory academies from which they have come, and (3) under local high schools from which they may have come.
METHODS OF RECORD FOR PRACTICE OFFICERS

1. Keep accurate records of quarters and the name of each
   quarter, preferably;

2. Keep records for grades which two grades (1) which
   have been approved with the consent of the Head Office
   of the Governor after notification thereof have been
   processed. Any (2) those which have not been so
   processed.

3. Keep a copy of each of the various records and
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My dear Mr. Chandler:-

I am afraid that you have gone about the matter of Miss Jacobs in the wrong way. It is perfectly clear that it will not do for the President's Office to be in the position of bidding against other offices. Nothing should have been said to Miss Jacobs in the matter of money. We could have transferred her without any difficulty but for this fact. Under the circumstances we will not proceed further in her case. I will explain to you more fully the way in which the matter strikes me when we meet.

Yours very truly,

[Signature]

Chicago Aug. 5th, 1904.
My dear [Name],

I am writing with the hope that you have gone home for the
winter days. I am particularly keen that

it will not be for the purpose of

returning to my position at

your college. I was pleased to hear of your

success in the matter of money. We cannot have education for

without a little effort on the part of the

families. I will be glad to receive your

latest news, and I hope to hear from you soon.

Yours sincerely,

[Signature]

The University
of Chicago
My dear President Harper:

I beg to call to your attention the following points which we were unable to take up this morning:

1. The Yerkes Observatory report. Despite what you said, I wonder if this conforms to the idea of a President's report. Should not such a document be rather a record of administration than a detailed explanation and discussion of research. Of course, the material submitted is very valuable, but is the President's Report the place for it? If the astronomers publish minute accounts of their investigation, cannot the departments of Chemistry and Botany and all the rest use the President's Report for the same purpose? Where can we draw the line? I submit therefore that a large portion of the report might well be omitted and postponed for publication in some other place. If, however, you desire all the material retained, it can be compressed in bulk by printing the paragraphs which I have indicated by check marks in the margin, in small type. Although, however, this plan would reduce the space needed, I doubt whether it would materially reduce the expense, because the cost of composition, which is the
January 5, 1905

I enclose suggested menus from Mr. Boylan.

11. I have not yet taken up the subject of the General Public discussion. My dear President Harper:

12. I have submitted a draft of a letter to Honore Palmer.

13. At the suggestion of Mr. von, I beg to report to you as Mr. follows with regard to the special tasks assigned last week:

1. The Foreman document.

The letter is drafted. I am waiting for special paper from the Bookstore on which I propose to have the testimonial written by hand, and then taken by messenger to the members of the Hall House, and the Advisory Board with the letter which I submit for your signature. Will you also be good enough to see if the list of members which we have used is brought up to date, and have been done.

14. Special social courtesy to Alumni. The fact that in accordance with your suggestion, I have used is brought up to date has yet to be done.

15. My Faculty Committee has nothing recently.

16. The Luncheon card has gone to the engravers as per sample submitted.

17. 6 and 7 I have not yet been able to take up.

18. The meeting of the Student Council is past.

19. The Women's Athletic dinner waits, on a date from you.

20. Invitations to the Alumni dinner Monday evening have been sent to Messrs. Walker, Bester, Flint, Trumbull, Gottlieb, and Eckhart. Pike is in New York.
The Board of Student Assistance

Section I. For securing work for men

I enclose suggested menus from Mr. Boylan.

11. I have not yet taken up notified Mrs. Bassett of the
12. I have submitted a draft of a letter to Honore Palmer.
13. At the suggestion of Mr. von Klenze, I have written to Mr.
   Breasted who he says is a close personal friend of
   Professor Onke, for information in regard to the letter.
14. I find that Mr. Payne is getting material for announce-
   ments of the lectures of Professor Milyoukov in the Press
   and that he proposes to write special letters to societies
   and organizations likely to be interested, such as Hull
   House, and the Slavic papers. This is after consulta-
   tion with Mr. Crane, and in Mr. Crane's opinion, it is as
   much advertising as is advisable. Railroad rates which
   will cost to Mr. Payne not returned, amount as follows:
15. Special social courtesy to Mr. Milyoukov. Nothing yet done.
16. The Faculty Gymnasium. I have done nothing recently.
   I will have the letter written the initiative
   I submitted a general statement some time ago, a copy of
   which I think I can find or I could draft another, but
   likely to be favorable like the other.
17. A meeting of the Bureau of Self Help has been called for
   Paycroft in the matter?
18. The Law dinner. What date would you suggest? As the
   suggestion. I enclose you a list of the men.
   perhaps Mr. Heckman, Judge Smith, Mr. Felsenthal, Mr. J.A.
   Baldwin, and Senator Parker be the right persons?
19. The Folklore prize. Dr. Goodspeed some ten days ago in
   of graduating Seniors.
Section 1. For securing work for men.

Goode, Linn, Thompson, MacLean, Harriam, Gale

In accordance with your request notified Mrs. Bassett of the acceptance of her gift, but the money has not yet been received. He suggests that we give Mrs. Bassett a little more time. Mr. George Goodspeed to whom I spoke at your suggestion knows nothing about the conditions of the competition or the announcement, but he says that he is interested and states that Mr. Starr is also. Perhaps the two could be appointed a Committee to take the matter in hand.

20. I submit a draft of a letter to the graduating classes of preparatory schools.

21. My letter with regard to special railroad rates which was sent to Mr. Bartlett for advice was not returned. Inasmuch as apparently we shall have to take the initiative I will have the letter written to the appropriate Passenger Associations and also to the railroads most likely to be favorable, like the Illinois Central.

22. A meeting of the Bureau of Self Help has been called for Tuesday morning at 10:30, in accordance with your suggestion. I enclose you a list of the members of this Board.

23, 24 and 25 I have not yet taken up.

26. I have asked Miss Ott to give us a list of the names of graduating Seniors.
Section 1. For securing work for men.
  Goode, Lime, Thompson, MacLean, Merrian, Gale
  E. J. Simpson, also Secretary Y.M.C.A. Ex Officio.

Section 2. For securing work for women.
  Lang, Warren, Miss Reynolds, Miss Ballou, Miss Breckinridge, Mrs. Dixon, Miss Yeomans, also
  Secretary W.S.C.I. and representatives of W.S.
  League Ex Officio.

T. W. Goodspeed
largest item of expense, would so far as I can see remain unchanged.

2. Arthur Paul, a student, gave his father a copy of your book "Religion and the Higher Life" and requests that as a special favor you will give him your signature, in order that he may send it to his father and thus in a way make the book an autograph copy. If you will write your name on a slip of paper, I will send it to Mr. Paul.

3. Day before yesterday, a Mr. McClurg called to see you to ask for the privilege of giving this University, in connection with his wife, a series of lectures on American Archaeology. I referred him to Mr. Payne, but lay the matter before you in accordance with Mr. McClurg's request.

4. Yesterday the city editor of the Inter Ocean asked for information regarding the Committee to invite President Roosevelt to attend the dedication of the new Post Office. He wished to know who were the members of the Committee in addition to you and what were the plans. Is there anything to say?

5. Mr. Blanchard inquires whether the tuition of Harry Harper will be provided for this quarter on the same basis as last: that is, by special arrangement with you outside of the regular allotment for the band.
Parsons, I am as ever, Yours respectfully,

S. A. Parsons, President of the Graduates' Association.

P.S. Write me at once if you have any information that as to the President's salary, you will give on your return, or in order that I may send it to the President and have it ready to be mailed to you on your return. If you will write your name on a slip of paper I will have it ready for you.

2. Do not forget to send me a copy of the New Order of Procedure to the President of the American Association. I am at present a member of the American Association and I have written a letter to Mr. Bacon, but I am not sure whether it has been received.

3. Remember the importance of the Inter-Ocean Society for Information regarding the Committee to the President. I am in charge of the New Order of Procedure to the President of the American Association to which I am a member. I have written a letter to Mr. Bacon, but I am not sure whether it has been received.

4. We shall make arrangements for the publication of the New Order of Procedure, and we shall also make arrangements for the publication of the American Association. If you are able to

The President recommends for the case.
Chicago

6. I continually have requests for St. Louis booklets
   from members and friends of the University who wish to use them
to interest in turn their friends. Since the booklets have
been acquired by the Bookstore, and are held at twenty-five
cents a copy, I have not felt justified in complying with such
requests, not knowing of any fund to which they could properly
be charged. I know, however, of no more effective means of
advertising and I raise the question whether I may not use
them judiciously in cases where I am sure they will do good.
I should deem such a course advisable even if the expense
had to be deducted from the sum which we are given for adver-
tising in periodicals.

7. $1247.00 are now on hand to the credit of the Foreman
Loan Fund. In this connection, may I present again Mr. Ecker-
sall's request for a loan.

8. Would it not be well for the University to arrange
something in the nature of a Memorial Service for Theodore
Thomas? I am sure that many persons who could not attend Mr.
Thomas's funeral or even perhaps the Memorial Concerts, would
be glad in this way to pay a tribute to the dead master.

Yours very truly,

Henry Cotton Chandler
July 5th, 1905.

Two or three plans have shaped themselves in my mind for the anniversary exercises in October. First President William R. Harper;

Hotel Manhattan,

New York, N. Y.

My dear President Harper:

you will be interested to know that the Indian things are, in general, familiar to the faculties but they are not all of the students and unless we make them real the small college scheme. These things are, in general, familiar to the faculties but they are.

I should say that two hundred persons were present and the speeches were well received. My testimony on this point does not need to be discounted because I was very skeptical about the success of the speeches by students. I thought they would be a failure and I was therefore not only gratified but surprised by the fact. Mr. W. C. Brown of Georgia, our energetic Georgia agent impressed me most. He made no attempt at oratory but gave a very meaty account of the recent developments at the University and it is familiar. Of course the statement of the South in agriculture and manufactures and painted a very bright prospect for the future. The man

had a wealth of information at his command and he gave it out in interesting form.
Two or three plans have shaped themselves in my mind for the anniversary exercises in October. First we might make the feature a statement of recent important developments in educational policy of the University, such as the modification of our entrance requirements, the national policy of the university, and curriculum, and the small college scheme. These things are, of course, familiar to the faculties but they are only names to the students and unless we make the general effort the reason underlying them and their significance will never be made clear to the student body. They are, of course, of far reaching importance; they are also A. 1905-1906 in various student interest points in our policy which will work best if they are properly understood. A frank statement, therefore, which would take them into the plan, so to speak, and make them the reality of their membership in the University, might have important results. Thinks the scheme is original and it is timely. Of course the President of the University would be the most appropriately brief address of welcome by the President, the only person to make the statement, if he is able; and it might not be advisable to try it under any other conditions. That, however, you can judge best. I give
you the idea just as it came to me because it seemed immediately a good thing to try.

This scheme would be an inauguration of the new year from the standpoint of the faculties and the educational policy of the University. Another plan would be to make the anniversary an inauguration from the standpoint of the students. Some man who is near enough to his own college life to feel what student life is might give a brief address on the significance of it. Then there might be a statement of the outlook for the year 1905-1906 in various student interest. The Y. M. C. A. for instance, of which the secretary could speak, the W. S. C. L.-likewise to be represented by the secretary, athletics to be represented by Mr. Stagg, Public Speaking by Mr. Houston and Mr. Clark, or there might be simply one address by some large minded sympathetic man like Mr. Coulter on the significance of student life, with a brief address of welcome by the President of the University or by Mr. Judson. I must confess that the first scheme appeals to me far more. It is more unique and I believe
would be regarded by members of the University as more vital.

Yours very truly,
February 19th, 1906.

Mr. R. F. Harper,

My dear Mr. Harper:

Enclosed I send a rough draft of a letter which we propose to send to some thousands of persons on both sides of the water. The lists are being rapidly prepared. We want this draft very carefully criticized so as to get it into proper shape. I have submitted it to a number of gentlemen in the Board of Trustees and to some in the faculty. The present understanding is, although this has not been finally decided, that it will be signed by the President and Secretary of the Board of Trustees, perhaps by the Acting President of the University and by the committee of the Board of Trustees on the memorial fund. The letter will have enclosed a directed envelope and a subscription blank. I shall be grateful for suggestions.

Very truly yours,

[Signature]
July 15th, 1907.

President H. P. Judson,

Haskell Hall.

My dear Mr. Lovett:

My dear Mr. Judson:—

I have your note as to the Junior Colleges. The recommendations are good and we will carry them out. I assume that you will take up the matter with the Recorder's Office with regard to the lists of the faculties. I am leaving town Saturday for a month and would be glad to see you before I go if you have anything of importance. I shall be back here about the middle of August.

Very truly yours,

Robert Morse Lovett,

Walker, Morse, Novelt,

In view of the somewhat tentative arrangements for next year, I have suggested to Mr. Vincent that we make no transfers of Deans at present. The chief factor in the partial success of the small college plan has been the personality of the Dean. I feel that in every department which can be but temporary, we shall lose what we gained. For the present I think I can carry my present College (Literature Pan.) and the Unclassified students; and I have asked Mr. Vincent to continue to administer the men's College of Arts. I understand that Mr. Mac Clintock will retire after one year. At that time it will be the rule to place the College of Philosophy (women) under Miss Breckinridge, whose present College is very small, and appoint a Dean in Mr. Mac Clintock's place for the Colleges of Arts and Literature (men).

For practically the same reason I believe that it will be better to announce the Faculties of the small Colleges as they stand at present. A few men have actively identified themselves with some one College. These are, of course, the men on whom we must depend in the future. I believe that we shall best secure their cooperation by submitting the plan of reorganization to the Junior College Faculty instead of
July 16, 1907.

President H. P. Judson,

Haskell Hall.

My dear Mr. Judson:

In view of the somewhat tentative arrangements for next year I have suggested to Mr. Vincent that we make no transfers of Deans at present. The chief factor in the partial success of the small college plan has hitherto been the personality of the Dean. I feel that in any re-assignment, which can be but temporary, we shall lose what we have hitherto gained. For the present I think I can carry my present College (Literature men), and the Unclassified students; and I have asked Mr. Vincent to continue to administer the men's College of Arts. I understand that Mr. Mac Clintock will retire after one year. At that time it will be a simple matter to place the College of Philosophy (women) under Miss Breckinridge, whose present College is very small, and appoint a Dean in Mr. Mac Clintock's place for the College of Arts and Literature (men).

For practically the same reason I believe that it will be better to announce the Faculties of the small Colleges as they stand at present. A few men have actively identified themselves with some one College. These are, of course, the men on whom we must depend in the future. I believe that we shall best secure their cooperation by submitting the plan of reorganization to the Junior College Faculty instead of
making changes which may seem to some arbitrary.

Very truly yours,

[Signature]

Dean.
Chicago Aug. 23, 1907.

President H. P. Judson,

My dear Mr. Judson:

Sometime ago you asked me for a statement in regard to the disposition of delinquent students in the Junior Colleges. At the time I was not able to give any exact figures. I may say that during the Summer we have taken up the cases of 161 students whose names have appeared upon the confidential lists twice or more in the year 1906-7. These cases have been dealt with as follows: Dismissed before July 1st, 32; dismissed, or withdrawn by parents since July 1st, 25; retained on the Probation List, 27; added to the Probation List for the Summer, 6; added to the Probation List for the Autumn, 15; removed from the Probation List, on account of improvement, 12; warned, 15; in all 132 cases were dealt with.

The chief causes for poor work are four: (1) inadequate preparation, (2) mistakes in selection of courses, (3) pressure of self-support; (4) excessive participation in fraternity life, and other University activities. In regard to (1) I have been over the cases of students admitted from the University high school with Owen, and I find many, in which, I think, the University is gravely at fault. I enclose copies of letters sent to Mr. Owen and Mr. Miller. In regard to (2), our plan for the registration of Freshmen for consecutive work, not too advanced in character, should work a distinct improvement. In regard to (3) I would suggest that still more careful application of our aid funds to cases of individual need among students of promise, would improve matters. However, it must,
PRESENT TO THE PRESIDENT:

The Board of Regents of the University of Chicago,

My dear President:

Someday you will have to come to the conclusion that the present system of administration of the University is no longer able to give the best service to the University. I have been a member of the Board of Regents for nearly 20 years and during that time I have been a frequent visitor in the University and have seen its growth and development. I have been impressed with the fact that the University is not only a place where knowledge is taught, but also a place where it is created. I have been convinced that the University is one of the most important institutions in the world and that it should be supported by the people of the country.

I have been impressed with the fact that the University is not only a place where knowledge is taught, but also a place where it is created. I have been convinced that the University is one of the most important institutions in the world and that it should be supported by the people of the country.

I am therefore writing to express my opinion that the University should be given a larger share of the public funds. I believe that the University is a public institution and that it should be supported by the public. I therefore ask you to consider my suggestion and to take the necessary steps to see that the University is given a larger share of the public funds.

I am confident that you will give this matter your serious consideration and that you will take the necessary steps to see that the University is given a larger share of the public funds.

Very truly yours,

[Signature]

CHICAGO

[Date]
of course, be recognized that the students with whom this report is concerned are in the lower stratum to which University aid does not penetrate.

Very truly yours,

L.

[Signature]
CHICAGO

Of course, be understanding that these numbers will show the report.

To summarize and the final picture to make intervention by

With much respect,

[Signature]
Chicago, October 6, 1911

Dear Mr. Harper:

Is the time ripe for a change in the title and scope of the Department of Semitic Languages and Literatures? Would it be proper to make the title, "The Department of Oriental Languages and Literatures"? We shall ultimately have instruction in Japanese and in Chinese, undoubtedly. From time to time instruction has been given and in fact provisions were made during this coming year for Japanese instruction. There has been no department to which such work could be related. Moreover, matters continually arise relating to India, China, and Japan which cannot be related to any existing department of the University. The museum is the "Haskell Oriental Museum". How does this matter impress you?

Very truly yours,

Mr. R. F. Harper,
The University of Chicago.
Cincinnati, October 6, 1917

Dear Mr. Hay:

I am writing to request a change in the title and

scope of the Department of Semitic Languages and Literatures,

which has been so poorly interpreted in the past. "The Department of Semitic

Languages and Literatures" was meant originally to denote

training in Arabic, Hebrew, and Greek, but has been misinterpreted

in Arabic, Hebrew, Chinese, and Japanese. It is therefore urgent

that some change be made in the title. "The Department of

Comparative Literature" is not the title desired, but "The

University of Cincinnati" is the one that is intended.

Very truly yours,

F.J. Hay

Mr. G. E. H. Wabner

The University of Chicago