CROSS REFERENCE SHEET

Name or Subject      H. P. Chandler

Regarding

Date

SEE
Name or Subject

Harper 1902, 1905

Business Problems

File No.
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
Meyer, Sanskrit dept. 15 minutes
J.B. Watson, 15 minutes
Mr. Edward Cappa, 30 minutes
Miss Barrows, 15 minutes
Mr. Arnett, 30 minutes
Shailer Mathews, 30 minutes
Mr. Jackman, 30 minutes
Albion Small, 30 minutes
H.F. Harper 30 minutes
E.D. Burton, 30 minutes
Miss C.L. Chamberlin, 30 minutes
Mr. Judson 30 minutes each day
Yourself 30 minutes each day
Clyde Blair

Yours very truly,
Phone memo appointments as follows:

Teacher meeting 6-12: Member meeting 8-12

Following:

- 10 minutes
- 15 minutes
- 15 minutes
- 15 minutes
- 15 minutes
- 30 minutes
- 30 minutes
- 30 minutes
- 30 minutes
- 30 minutes
- 30 minutes
- 30 minutes
- 30 minutes

- Teacher 20 minutes each group
- 20 minutes each group

Clyde Blair

Yours very truly
EN ROUTE
PENNSYLVANIA LIMITED
PULLMAN VESTIBULED TRAIN

In route, Nov. 9, 1904

Dear Mr. Chandler:

I greatly regret not being able to be at the rally Thursday evening in honor of the team. Here you sitting day to them that I am counting on their doing the university credit — they are a good team — They know the game — and they proved when they played Northwestern that they have been playing some training. Let them use these — let them remember the old saying that good rates a quietest — and I shall have little fear for next Saturday.

With Social regards,
Mrs. Harry Pratt Judson
CHICAGO, March 16, 1905

My dear Mr. Chandler:

The President wishes the Annual Report of 1904-05 printed in August. With that end in view each person responsible for a part of the report should have his work completed at the close of the spring quarter. In no case should anyone leave for a summer vacation with their work incomplete. If we can have everything in hand by the first of July, there will be no difficulty. The President wishes me to work with you in this matter.

Very truly yours,

[Signature]
CHICAGO, March 6, 1909

My dear Mr. Chandler:

The President wishes the Annual Report of 1907-08 printed to arrive with these to show how the Board of Trustees have the honor to express their thanks and to assure you of the interest and approval of the Board of Trustees in the work of the Institute. In no case, however, should this be taken for a general expression of the Board's entire satisfaction with the Institute. It is your fine work and mental growth to which the President wishes to make me to work with you in the future.

Very truly yours,

[Signature]
Office of
Principal Winyah Graded School

March 23, 1906

Georgetown, S. C., Mar. 20.

Mr. C. Edward Johnson,
Georgetown, South Carolina.

My dear Sir:

I am sorry to say that some days before your letter was written we arranged to make Mr. H. M. Spahr of Columbia, South Carolina our representative from South Carolina for the coming year. He has been notified of his appointment and began his work; otherwise, it is very possible that we might be able to comply with your suggestion.

Your kind words in regard to President Harper are deeply appreciated. If there could be any compensation for the sorrow which has afflicted us, it would lie in the tributes of real affection which have come from all parts of the country. I assure you that they have been a source of strength to the President, every one of them. You will rejoice with me that in a letter which I received this morning he stated that he felt better at the time of writing than on any date since he left Chicago. Whatever the future may hold for us, the present is as promising as could be hoped and this is much to be thankful for.

Yours very truly,

Secretary to the President,
Mr. G. Howard Johnson
Georgetown, South Carolina

My dear Sir:

I am sorry to say that some came before you.

Letter was written to Bynd as to me, Mr. H. L. Spear, of Commerse.

South Carolina, an representative from South Carolina, for the

coming year. He has been notified of the appointment and

been in support of what we might be

able to comply with your suggestions.

Your kind words in regard to President Naylor are deeply

appreciated. If there could be any compensation for the sorrow

which has occurred, as it would be in the interest of best

section which has come from all parts of the country,

I assume you first have been a source of strength to the

President, and even one of them. You will rejoice with me that

in a letter which I received this morning as stated that he

left better at the time of writing than on any other since he

felt comfort. Whenever the future may hold for us, the present

is as promising as can be hoped, and that to much to be

I am yours,

Yours very truly,

Secretary to the President
Mr. Henry Porter Chandler,
U.S. of Chicago, Chicago, Ill.

Dear Sir: Since receiving your letter, I have been in correspondence with Prof. W.F. Muncrief of Midship Normal College, and find that he does not expect to organize a South Carolina Club for the Chicago meeting this summer. I suppose he is not the representative you refer to in your favor of the 8th ult. If so,ames C. 19203 to me you consider me an applicant for the position, which became vacant.

I note by your catalogue that you offer employment as Stereographer to some of your students. Would it be possible for me to fill such a position by proxy? Mrs. Johnson is an expert Stereographer, and lias of ten years' experience, and would gladly help me in this way.

Everyone in South Carolina is deeply solicitous about the health of President Shutz;
for my post, I have felt so deeply on the subject that but for the appearance of officiousness involved, I should have written you specially about this. He is recognized in this State as the foremost educator in the world, one whose continually depressed for regret at his illness, one of hope for his recovery. I believe no man in the United States is more wondrously esteemed than he.

With apologies for writing business personality, Tami,

Very truly yours,

C. Edward Johnson
Tennessee Smoky Mountains

Small Tennessee person

Single parents of single child

Single parent, single income

May 2022
March 18, 1905

My dear President Harper:

I have a number of matters to present this afternoon:

1. I enclose a cablegram which relates, I think, to the breakfast which you have carried on and which Mr. Judson thinks you would better see. I think you did not know, however, the details of the correspondence which you have carried on and which Mr. Judson thinks you would better see. I will inform Mr. Pietsch of the contents.

2. Preparations for Convocation are made and I see no reason why the exercises should not pass off very smoothly.

3. The Reynolds Club. Governor Pence has written as Lee Maxwell, the new Head Marshal, is taking hold of business with great energy. I think the revival of the office has already proved wise. President Faunce will, of course, act as Chaplain tomorrow and preach the sermon. Monday evening at the reception the arrangements will be the traditional ones.

The line will consist of Mr. and Mrs. Judson, Mr. Putnam, President Faunce, Mr. and Mrs. McLeish, and we hope of Mr. Clement W. Andrews of the John Crerar Library, who has consented to introduce Mr. Putnam. Mr. Andrews is not very well, however, and there is a chance that he may not be able to attend the reception. Even though he does not, we shall have a receiving group of six persons which should be ample. For the Matutinal Tuesday morning, Mr. Boylan has promised me a rate of seventy-five cents
My dear President Harper:

I have a number of matters

to present this afternoon.

I hope to

enclose a copy of a

memorandum

which you

have seen.

I think you

will

consider it

important and

concerning

which you

would

not want to

miss the

opportunity

of seeing the

memorandum.

I

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looking forward

with great

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to

the

receipt of the

memorandum.

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of the

utmost

importance.

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President.
We are to have substantially grape fruit, white fish, lamb, date chops, and waffles with syrup, not such a menu as I know you would plan. Mr. Judson and I, I fear, do not take of preparing menus quite seriously enough, but Mr. Boylan says the breakfast will be good. The details of the Convocation were practically worked out before you left and therefore have to call for no special note. I think you did not know, however, when you left that Rev. Mr. Stone had consented to offer the prayer and Mr. Judson with the other matters that have been planned for April 8th. Mr. Quantrell now is taking steps to secure if possible George Ade and Mr. McCutcheon and make the evening in the event of their acceptance a press night. I fear is too high. In case his men fail him, it has occurred to me, that perhaps we might invite Senator Parker and Hoyt King of the Legislative Voters' League to talk on some and such subject as "Legislation from the Inside". Am not

4. The dinner of the Railway Advisory Committee. Mr. Ma-Dewsnup reports that you agreed with Mr. Laughlin that a dinner should be given and Mr. Dewsnup seems anxious to hasten it. Mr. Laughlin told me over the telephone just before he left that he

ens concession from the Southeastern Seaboard and Gulf States.
We are to have unexpectedly extra lights when they come.

Mr. Jackson and I, I fear, go on fire to-morrow, but we have an extra supply of lanterns during our absence, and Mr. Boysen and I have the President will be ready. The President's men will be ready, and we are practically working over the facts yourself and your assistant, as you have seen before.

I think you will find it not much, however, could you or anyone call on this. The Secretary General doesn't write in the Secretary General's name or anything.

The experience, what we will be capable of steering the grinnier.

When you write April 8th, Mr. Guinn should now be taking steps to make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my suggestion, may make the scene if possible, because now, as my 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Monday, April 10th, seemed about the earliest practicable date. I am communicating these facts to our representatives in the various states so that they can take advantage of them.

Even so, however, the invitations ought to go out before long. If you wish me to take up the matter and arrange for dinner at the Chicago Club, I shall be very glad to do so.

The Junior College Curriculum. At its meeting this morning, the Junior College Faculty adopted curricula for the Bachelor's degrees substantially on the lines worked out in the committee of the whole at previous meetings. The import of many times more. Mr. Miller, however, has said that he could not very well set a date for publication until he saw all the requirements for the degree without Latin and 2 against. To bring his degree without Latin 22 against. To bring pressing has not been able to furnish his copy until this afternoon. I shall go to Mr. Miller Monday morning and expect him to prepare an intelligible statement of the action taken to get a definite statement on which we can rely.

Yo of the Faculty is the public, an editing committee was appointed consisting of Mr. Judson, Chairman, with three other members to be named by himself representing the departments. The correspondence with the railroads has not turned out altogether badly. I received word yesterday from the Chairman of the Western Passenger Association that the Association would grant us a round trip rate of a fare and a third over all territory in its jurisdiction. I am not absolutely sure and on this point I have written for informa-

The Rhodes Examinations. A report has come from a third over all territory in its jurisdiction. I am not absolutely sure and on this point I have written for information, but I think that means all the states between the Mississippi River and the Rocky Mountains including Colorado. Mr. Brown of Georgia tells me that he thinks we shall secure the same concession from the Southeastern Seaboard and Gulf States.

H. F. Chandler
Secretary to the President
Monday, April 10th. Seems about the earliest possible date.

When do you receive the invitation? Am sure it is of use to us at our parade tone.

If you mean me to get of the motor and arrange for a plane of the Girocopter, I want to go.

The President's Report 1930. I am sorry to report that the subject of the plant, the fiftieth anniversary of Miller, however, has not yet been to write a letter to quarters until he has met the men. I am afraid it will be a case for publication until we see all the copy. And I must say that with the other matters that have been presented may not have the opportunity to mention the one until this afternoon. I refer to Mr. Miller's Monday morning and expect to get a notice from the regular office on which we can rely. However, letter for the Secretary-Gatson. You will be able to know from our connection with the reference and not found out of the Secretary. I received many letters from the Chairman of the Western Associate Association that the Association would grant me a long trip rate on a free and privileged car or ticket to the interaction. I am not interested in it sufficiently in the interaction.
therefore asking President James what date would be convenient.

I am communicating these facts to our representatives in the
I suppose it will be proper to include on the Committee when it
various states so that they can take advantage of them.

7. The Junior College Curriculum. At its meeting this
morning, the Junior College Faculty adopted curricula for the
three Bachelors' degrees substantially on the lines worked out

8. But more paint and I am done. The portrait of Mrs.
in the Committee of the Whole at previous meetings. The impor-
tant vote was on the question whether Latin should be a require-
ment for the degree of Ph.B. The pole stood 51 in favor of
in a projection of the side wall and faces almost the portrait
granting the degree without Latin and 22 against. To bring
of Mr. Hitchcock over the fireplace. At first I don't think I
the requirements for the three degrees into harmony with each
quite liked Mrs. Hitchcock's picture. It made her look a little
other and to prepare an intelligible statement of the action
old and dream. I have changed my mind after a little longer
of the Faculty and the public, an editing committee was

I do not expect an answer to most or perhaps any of the

8. The Rhodes Examinations. A report has come from
points presented. Perhaps the letter is too long, but it gives
Mr. Parkin that of three persons who took the Rhodes scholarship
an idea of some of the things that we are thinking about.
examinations from Illinois in January, only one Mr. Newton C.
I shall hope to speak again on some other points the first of
Ensign of McKendree College passed. I suppose that the
the week. Meanwhile with the kindest regards of us all and an
Committee to pass upon the choice of a scholar who might
expression of delight that you are improving so rapidly at
either Ensign or Beggs or Clifford, who are eligible as hold-
overs from last year, should be called together soon. I am

H. P. Chandler
Secretary to the President
I am communicating these facts to our representatives to promote
various efforts so that they can take advantage of present

V. The Junior College Curriculum. At the meeting this
morning, the Junior College Faculty sought clarifications for the

fee. Here, corrections, particularly on the issue of tuition, were

in the Committee of the Whole of the above-mentioned faculty. The important
note was on the question of whether or not a student

merit for the degree of P.H.D. The hope is to try to raise the

examine the degree without living and SS benefits. To provide
the accumulated costs for the three degrees into harmony with each

other and to produce an intermediate association of the student.

Separate committees on the basis of the faculty minutes, compiling
supporting committee of the above, continue with the

members to be named by the上面 representatives of the departments
of science, military sciences, classical languages, and history
and social sciences.

8. The Junior Examinations. A report has come from the

Mr. Patekin that of those who have taken the Junior Examinations
-examinations from the Institute in January, only one M. Newton can,

method of Junior College degrees earned. I understand that the Vice-

to the above resolution of the Junior, and the application was made

after the above resolution of the Junior, and the application was made

from the Institute, wanting to get into college exams. I recei

immediately following.
therefore asking President James what date would be convenient. I suppose it will be proper to include on the Committee when it is summoned, Acting President Holgate of Northwestern and the Acting President of Illinois College to take the place of Mr. Barnes.

9. One more point and I am done. The portrait of Mrs. Hitchcock is completed and a few days ago was hung in the Hitchcock Library. It stands on the east side of the room in a projection of the side wall and faces almost the portrait of Mr. Hitchcock over the fireplace. At first I don't think I quite liked Mrs. Hitchcock's picture. It made her look a little old and drawn. I have changed my mind after a little longer study, however, and am coming to appreciate it. I think the artist catches her kindly spirit. All those of us who know Mrs. Hitchcock and are fond of the Hall are very glad that the picture is there.

I do not expect an answer to most or perhaps any of the points presented. Perhaps the letter is too long, but it gives you an idea of some of the things that we are thinking about. I shall hope to speak again on some other points the first of the week. Meanwhile with the kindest regards of us all and an expression of delight that you are improving so rapidly at Lakewood, I am,

Very truly yours,

H. P. Chandler
Secretary to the President
Vergennes, Vermont, Sept. 15, 1905.

For the proper performance of the work involved in that list. My best wishes with you. $800 plus tuition would seem a fair remuneration and I think would be acceptable to Mr. Skelton. Very truly yours,

My dear President Harper: $800 plus tuition but in view of Mr. Hooker's being of a word of greeting and a matter of business. I hope the month is bringing rest and comfort for you and I assure you that I am trying to lay up strength for the coming year.

The business concerns the appointment of a press representative for the University. As you will note from the accompanying correspondence Mr. Skelton who was suggested by Mr. Mathews is in a receptive frame of mind. Furthermore, the tone and manner of his letter are good: they suggest modesty but also competence and power. I wonder if we cannot make him an offer. Of course it would be desirable to see him first if possible but we could hardly ask a man to travel from Ontario to Chicago on a chance without paying his expenses. Can we not judge Mr. Mathews's recommendation based on personal acquaintance coupled with Mr. Skelton's own correspondence, enough and begin the experiment of the new office?
My dear President Reuben:

I write a word of greeting and a matter of protest.

I hope the month topring last my contract, for you and I know you have been good to me.

The business concerns the appointment of a person.

As you will note, from the correspondence, Mr. Scotland who was suggested by Mr. Metcalf in a letter to the President of the College, I have suggested his name, put the college in mind. I am not a college man but I am a college man. 0th more if we cannot make him an officer. 0th more if we cannot make him an officer. The value which is to be retained to see him vote it possible put me company parties back a man to vote from Ontario to Chicago.

I agree Mr. Metcalf's recommendation. Please confirm your own recommendation.

Genevieve Brown and Jerrold the exponents of the new attitude.
For the proper performance of the work involved October last, My best wishes go with this, $300 plus tuition would seem a fair remuneration and I think would be acceptable to Mr. Skelton. We intended to pay Mr. Berquist only $200 plus tuition but in view of Mr. Skelton's greater ability he seems to me a more valuable man. If we are reluctant to bind ourselves for an entire year and I am rather reluctant to do that, could we not offer a year's tuition with $75 in cash for the first three months - until January 1st - it being understood that if the work was satisfactory the contract should then be confirmed for the year at tuition plus $300: otherwise tuition should run on in consideration of the risk assumed by Skelton but work and cash remuneration should cease.

I am writing to Skelton that I have laid the matter before you and that I hope we shall be able to inform him of our decision shortly. You can write to him directly - O. D. Skelton, Mille Roches, Ontario - or communicate with me and I will write to him. Of course I can help initiate him if you want him, about
Not the proper performance of the work involved.

5%00 Dine cut in would see a 5%00 cut in remuneration and I
think would be acceptable to Mr. Exellon, we understood
to pay Mr. Exellon only 5%00 Dine cut in part to view
of Mr. Exellon's greater ability and seems to me a more
acceptable men. If we are consistent to find ourselves for
25% of the year and I am rather hesitant to go that
route, we must either a year's cut in 5%00 of the

expenditure for each month. I will materialize that
the first three months - until January 1 - it being
imperative that if the work was satisfactory to the

interested party we are committed for the year at
that time.

The 5%00: affirmative cut in January may or may not
have let us the look examined on Section B cut work and
case.

I am writing to Exellon that I have had the

above mentioned message and I hope we will be able to

write before you any fact I observe with regard to

individual gain of the Section as a whole. You can write

to D. Exellon, Mill's College, Ovington,

as a matter of routine. I will write to him.

I cannot now give definite information but I will

inform you of any developments as soon as possible.
October 1st. My best wishes go with this.

Very truly yours,

H. P. Chandler
Secretary to the President

Until September 25, Indian Orchard, Mass.
October 7th

Dear Mr. Secretary,

We have received your letter of October 6th. We are informed that the situation is very serious and urgent. We understand that the country needs our help immediately.

H. R. Chandler, President

Secretary of State

I am writing to you as a personal favor. I hope you will consider our request.

Very truly yours,

[Signature]

[Official Capacity]

[Date]
Burtonville, Vermont. Sept. 15, 1905.

President Harper:

Having a word of greeting and a matter of business, I hope this note is bringing rest and comfort for you and lassen you that I am trying to lay up strength for the coming year.

The business concerns the appointment of a special representative for the University. As you will note from the accompanying correspondence, Mr. Shelton, who was suggested by Mr. Matthews, is in a receptive frame of mind. Furthermore the tone and manner of his letter are good; they suggest modesty but also confidence and power. I wonder if we cannot make him an
I suppose it would be desirable to send him first if possible but we could hardly ask a man to travel from Cartier to Chicago on a chance without paying his expenses, we must judge Mr. Matthews, recommenda- 

tion and personal acquaintance led with Mr. Skelton’s own correspondence early in the experiment of the new office.

For the proper performance of the work involved $300 plus tuition would seem a fair remuneration and might be acceptable to Mr. Skelton. He intended to pay Mr. Bergquist only $200 plus tuition but in view of Skelton’s greater ex- 
perience and probably ability I see no r.
luctant to bind ourselves for an entire year and
I am rather reluctant to do that unless we can offer a sum of $75 in cash for the
first three months—until January 31st, if
being understood that if the work was satisfactory the contract should then be confirmed
in the year at an additional $300; otherwise it
should run on in consideration of the risk as
assumed by Skelton but not work and cash remi-
nations should cease.

I am writing to Skelton that I have
laid the matter before you and that we shall
be able to inform him of our decision later.
You can write to him directly—O. H. Skelton,
Mills Bros., Brothers—you communicate with
and I will write to him. Of course I can help with
him if you want things but write for my
wishes to go with this. Very truly yours,
Until September 25th, Indian, Richard Miss

Herbert C. H. Chandler
through but am very far from succumbing. The worst trouble is that the class is composed of men and women, principally men, November 7th, 1905. I at the beginning of the quarter as too bad. My dear Strong—I am not so discouraging to work with, however, as I do not ask me to telephone you at long distance. I am afraid my pocketbook will not bear it out. I am very glad to write you, though, and express again my pleasure that you are making much satisfactory progress. The first of December is not far away, and you have reason to be very much gratified that your illness does not confine you any longer.

In the Hall House dining-room and near President Harper, you will be glad to know, he is really better than he was a month ago. He was doing more work and he seems in better spirits. Occasionally he is able to sit up a little.

I am writing to report progress favorably. The other day he took a walk of three miles. Rather good, don't you think, for an invalid.

As for me, I am very well. I had a little scare with a cold but it amounted to nothing.

H. P. Chandler, President.

though it was going to crowd me but I am almost half
November 16th, 1936

Dear [Name],

I hope this letter finds you well. I am writing to express my concern for your health. It seems that you have been unwell recently, and I am worried about your condition.

I have spoken to [a friend/relative] about your situation, and they assure me that you are receiving good medical care. I hope that you are getting better and that your health is improving.

I understand that you may be feeling down, but please try to stay positive. I am here for you, and I am willing to help in any way I can. Please do not hesitate to reach out to me if you need anything.

I hope that you will recover soon and that you will be back to your normal self soon.

Yours truly,

[Your Name]
through and am very far from succumbing. The worst trouble is that the class is composed of men and women, principally men, who were excluded from English I at the beginning of the quarter as too bad to go on. They are not so discouraging to work with, however, as I sometimes feared they might be. To be sure they are slow, but still they get hold of a point if one only hammers long enough, and I am getting good drill in clearness of statement myself. My class at Hull House is more than interesting. I wish I could take you over some time.

Last night I had twenty-two members gathered around the long table in the Hull House dining-room and nearly all of them full of ideas. I tell you, Strong, there is nothing like it. I was tired when I came over but when I came back I hated to stop; I could have gone on all night.

I must not, however, go on with this any longer.

Again I send my very kindest wishes and the regards of Fuston and all of the men when you know.

Yours very sincerely,

H. P. Chandler
Secretary to the President

The law. Wisconsin had a tremendous
West Allis, Wis.

Mar. 6, 1905

Dear Chandler:

I want to thank you for the second letter I received from you some time ago. Your kindness in writing me was much appreciated.

I was in Chicago for a short visit last week, and I called at your home only to find you out then. I stopped at Prof. Whitman's house and did not get around to the Commons.

I am beginning to get back again now and have gained 10 lbs. in 2 weeks. The nervous conditions have practically disappeared, and my spirits are good.

To my mother and I saw the game at Wisconsin. It was one of the best I ever saw. Wisconsin had a tremendous
was play offense, only suspin defense,

wrote by Chicago and the game for us.

he could not have come intial, with Cathlin

or Easman. I sat at the end of the
jails when I could see Cathlin's unk

especially well. From saw each

magnificent unk in backing up the

line. You knew now that this

best newcomers. Finlay was a star,

this time. I was much impressed

with his ability in the Notre Dame

game. he reminded me a little in

his running J. Gardner, capt. of the

U. F. team in 1901. They are not

particularly fast, but they are strong

and hard to tackle.

I enjoyed the Madison game immensely.

I had not been in Madison for 15 years,

and I did not have a clear memory of it

until... it is a fine institution

with a beautiful location.
This morning I read a letter from Sabine. She tells me that all three weeks are over, now.

This suits me very well, but I wonder how he was generally like it. I am glad that I shall be able to see a light among my old friends so well.

I am glad to hear your encouraging news of the condition of the leucine. It must be a great comfort to the President in his last days of life. Prof. Whiteman remarked to me last week that Dr. Hedges' case is the saddest he ever knew. That the President still hates it an active interest in what is going on and almost a splendid spirit.

I trust you are feeling still better and that you are really taking some care of yourself. Let me hear from you if you can find time to run away for a vacation or day off at any time.

Our telephone number is Greenfield 875.
and you can almost invariably get me in the evening when long distance rates areusal.

The prospects are that I shall return to the land in June. It is hard to stay away that long. My best regards to Hudson and anyone else at the table

someone. Don't know.

very sincerely yours,

P. W. Strong.
more serious now than it has been within the last
five years, and it is odd December 15th 1903 will
be met. Nobody thinks seriously that the sport will
be abolished. It is too deeply grounded in public
My dear Strong:-
lar favor, but there will be alterations of the rules
I am ashamed that I have let
in the direction of more open play. Whether those
your good letter lie on my desk so long but - well,
will be effective or not I am certainly too much of
there is no use for me to say I am busy because I am
a busy man to tell. Many persons hold your opinion
always making that excuse and it is not a very good
that open play is dangerous as mass play. I
one. I wished during the game that you could have
been, however, that Walter Camp takes another
been here to see it. It certainly was splendid.
view. I shall believe him as long as I can simply
One of the best features of it was the absolutely
because I am unwilling to admit that the game can
be clean play after the first ten or fifteen minutes
not be improved without essentially altering its
in which Curtis was disqualified. Curtis himself
character. And if there is no harm in open play I
denies intentional roughness and Eckersall supports
shall be driven to that conclusion.
him. We have nothing to do but take him at his
word: Since I wrote you last the situation here has
word but whether intentional or not his conduct was
changed for the worse in some respects. Not Flint's
certainly rough and it looked unnecessary. To my
illness is incurable. There is nothing ahead for
mind it would be a salutary thing for the game if
him but paralysis and a lingering death. His fate
all officials took the position of Rinehart and dis-
is so awful that some of us like to think about it
qualified men when the shaggyroously fouled an opponent
and we do not think of it very much. It is one of
whether they admit bad motives or not. But I must
these inexplicable things that one simply cannot
not talk too long on this point. It is apparent to
everybody that the agitation against the game is
May 19, 1908

I am pleased to hear from you.

Your letter was an answer to my question about the matter of your recent absence. I hope you had a pleasant time in Europe and that you enjoyed the conferences and discussions you attended. I regret that I was unable to attend them, but I trust that you were able to have a fruitful discussion and that your efforts were successful.

Please let me know how you are getting along and if there is anything I can do to assist you in any way.

Best regards,

[Signature]
more serious now than it has been within the last five years, and it is evident that a change will be made. Nobody thinks seriously that the sport will be abolished. It is too deeply grounded in popular favor, but there will be alterations of the rules in the direction of more open play. Whether these will be effective or not I am certainly too much of a lay man to tell. Many persons hold your opinion that open play is as dangerous as mass play. I

know, however, that Walter Camp takes the contrary view. I shall believe him as long as I can simply because I am unwilling to admit that the game cannot be improved without essentially altering its character, and if there is no hope in open play I shall be driven to that conclusion.

Since I wrote you last the situation here has changed for the worse in some respects. Nott Mint's illness is incurable. There is nothing ahead for him but paralysis and a lingering death. His fate is so awful that none of us like to think about it and we do not think of it very much. It is one of those inexplicable things that one simply cannot talk about.

whether there ever will be.

Yours very sincerely,

H. P. Chandler
Secretary to the President
My class at Hull House is as interesting as ever, I think more interesting. At any rate the number of members is increasing. There were over thirty at the last meeting. I note with interest your suggestion that you would like to take up work at the settlement on the winter. My only question is whether it will not be wise for you to take life as easily as possible when you return to the University and avoid all except the necessary calls upon your strength and energy. If, however, you really want to take up work, I think there will be plenty of opportunity for you. I shall be glad to introduce you to Miss Addams and I know she will rejoice in the coming of fresh help.

Next week I am pretty likely to go east to attend the wedding of W. T. Foster who was my roommate at Harvard. Even if I take the trip, however, I shall be back shortly and I shall look forward with a great deal of pleasure to seeing you the first of January. If you ever think of me please believe that I am in the best of health and thoroughly enjoying life because that is the truth. The only trouble is there is not time enough. I wonder whether there ever will be.

Yours very sincerely,

H. P. Chandler
Secretary to the President
The pace of H.P. Home at an interesting as
was. I think more interesting.

Dear Mr. Dog, I need more work.

H. P. Chandler
Secretary to the President
Nov. 28, 1906.

Dear Chandler:

I was sorry while in Chicago last week, not to be able to get in a few minutes' visit with you.

Your very interesting letter came some three months ago, and your optimistic view of the lives, condition, etc., of those who had a very good to receive, etc.

At first I have been thinking of taking a little walk at Hull House this winter, if there is anything I can do on this.

I have been invited to give one of the Sunday evening lectures, date in the winter, and I shall want to talk with you about this same thing. Of you happen to see any opening for literary work that would not take up more time, I should be glad to talk with you about it.

Yours very truly,

[Signature]
lately, a while ago. It will be in a

time like in Dec. Probably I am still

written and, and they think it best for

me to stay away as long as possible.

I hear that Mr. T. that is going east,

and that he is not improving. This is

bad news. I trust that nothing to

discouraging will come from the president

for a while. It is simply remarkable

that Prof. Harper holds his own as well.

I have been much interested in the

football conference talk, and I have amused

myself a little with schemes for

changing the game as some and others

have probably done. It is pretty

hard to see how danger can be

reduced any much without spoiling the

game. Open play is more interesting,

but about as dangerous, in my mind.

My own accident was in open play—
on a point. The game is not

likely to grow less fierce under any int
I legislation, but I do believe that a 
sustained and vigilant and distinct  
tactics may be cultivated. I sometimes 
think that if the officials could be 
visually beheld without the need of 
cearing farm with living authorities, such 
could be done. What can you do 
not have the courage to bail foul play 
because of fear of you being renegade? 

Good luck to you!

My sincerely yours,

R. M. Strong
The text on the page is too blurry to transcribe accurately. It appears to be a handwritten document with many lines of text. Due to the quality of the image, the content cannot be reliably read or transcribed.
January 31st, 1906.

same time it is not one whit more vivid than in my
own mind is the conception. In just whose name the
announcement should go out is a point on which I am
My dear Mr. Judson:—
not certain.

After some thought I have
evolved a form of statement such as I enclose for
the form I should suggest an engraved announce-
tion in plain script on a sheet something like the
the death of the President. It has been my ef-
collection which accompanies the draft. There should be
fort to phrase the announcement as simply as possi-
ble, to make it dignified and yet to have it fitting
the gravity of our loss. In pencil, on the
should suggest that they be sent to all American
draft which I append I have indicated some ques-
colleges and universities which are listed in either-
tions. Mr. Shepardson suggests "died" instead of
the report of the Commission of Education of the
"passed away". In general I think he is right.
World Almanac and to all institutions from which
but the word would seem a bit harsh in the sen-
we have received telegrams or messages. Mr. Re-
tence in which it is used and I have noticed that
in some other statements where the same idea is ex-
pressed the euphemism "passed away" has been adopted.
In the last sentence Mr. Shepardson also suggests
a change. I must confess that I prefer my own state-
ment. It is to me more vivid and personal. At the

H. P. Chandler
Secretary to the President

H. P. Chandler
Secretary to the President
The year Mr. Johnson is away

After some thought I have

an opportunity to present my case to the committee of college and university officials.

I have seen the

quest of the President. I have seen the part to play. The announcement as abruptly as possible.

I can make it all right and yet to have it fit.

The matter of our base.

I know of the

case which I have interested some people.

Mr. Superintendent answers "they have reason of"

"be sure you say. In general I think he is right.

just the way many seem a part of the son.

I can hear which to keep and have nothing that

in some other statements where the sense this is ex-

the true stance Mr. Superintendent and formality

In the last sentence Mr. Superintendent the matter

a chance. I want to say that I prefer my own state.

At the
same time it is not one whit more vivid than in my own mind is the conception. In just whose name the announcement should go out is a point on which I am not certain.

So much for the substance of the announcement. For the form I should suggest an engraved communication in plain script on a sheet something like the one which accompanies the draft. There should be a black border of perhaps three-eights of an inch.

When it is time to mail the announcement I should suggest that they be sent to all American colleges and universities which are listed in either the report of the Commission of Education or The World Almanac and to all institutions from which we have received telegrams or messages. Mr. Ryerson of the Boer-store with whom I have talked thinks that the cost of the announcement should not exceed 10¢ a copy. 2¢ for postage will increase this to 12¢, entailing an expense, if we issue a thousand, of $120.

Yours very truly,

Secretary to the President

H. P. Chandler

H. P. Chandler
Secretary to the President
some time if not one with more ability than in the
name who is the new colonel. In that whose name the
announcement going out to a boy in which I was
not certain.

Go make for the appearance of the announcement.
For the time I thought it better on a council that
the announcement to collect and agree on the
best of the Technical. I have found that in the
Announcement can be the great.

There is a very powerful element of the
America.

when it is said of what the announcement I
know the power of the use. I believe in the America
ought to suggest that every need to the
American.

college and universities which the field to other
Announcement can be the moment of the
Announcement to the commencement of the announcement.

Water Malone and of the announcement from which
we have received for the announcement and the
Announcement has been made. I have not
seen of the American. As you suggest with the

I have

the announcement not to

expedite of 615.

Your work eighty

inquiry to the one

H. P. C. Hender

H. P. Chancellor

Secretary to the President
February 9th, 1906.

Dear Lewis:

Did you ever leave a Christmas present unacknowledged for six weeks? You know that I have. I should not have believed it of myself once on a time but our estimate of ourselves sometimes declines almost aggressively as we gain experience; do you not think so? At any rate I am guilty. If you will forgive me I want to thank you now for the very entertaining volume of Diplomatic Mysteries which came from you. You were very good and very thoughtful to select so appropriate a present, not that I am diplomatic but that I need to be and shall be glad to learn.

If you were here I could tell you a great many things about the experiences through which the University has passed. I will tell you next summer. Just now I do not like to think about it. Although we had expected the end for a long time it seemed just as hard when it came and we were just about as unprepared for it as we should have been if it had dropped unannounced from heaven. As yet I do not
Dear Hewie:

When you ever receive a Christmas present,

sent announcement for next weekend. You know that

I know. I doubt not have anything to give.

Once on a time put our rate of consumption.

some geraniums. Same day we have been

perverse; do you not think so? Yet at any rate I

will try. If you will forgive me I want to thank

you now for the very entertaining manner of diplo-

and very thankful to receive so approbation

very present. Not that I am diplomatic, but that I need

to do any more for you to learn.

If you need here I can tell you a great deal.

Since spent the experience sincerely with the Unit-

veritably a pleasure. I will tell you next summer.

Although now I do not like to think about it. Although

we had expected the one for a long time it seemed

just as real when it came and we were that afraid as

undenyably for it as we shouldn't have been. If I had

grabbed another one from heaven. As yet I do not
think that I realize its significance. At first we were simply driven to the limit to make the mechanical, physical provision for the funeral, and after that there was accumulated work which had to be taken up and then the flag stayed at half-staff and we are even yet wearing badges of mourning. The official period of thirty days of mourning closes to-day and I am almost sorry because whilst we wear the insignia of the President it does not seem that he is so far away. To-morrow the last tangible token of his death will go.

But this is not the right mood. I realize perfectly well that the only thing to do is to take up with renewed energy the work from which he stood and I am trying to practice this precept. There is one curious result of it. The problems of the University seem so much nearer to me than they ever did before for Law is quite a second issue and I know I am not giving it the attention that I ought. I am going into examinations this afternoon and to-morrow with less preparation than I ever did
Ato that time I realized the significance of the matter and set about preparing for the transfer and effect there were communications with which I had to do. I took up my pen and began the long task of writing a monograph.

The official period of thirty years of mourning chosen to-day was the most solemn because it was to be seen that it is to be taken in the right mood. Tomorrow the last stage to be


sent the pen of the death with the slow

put aside to the right mood.

perfectly well that the only thing to do is to take up with renewed energy the work that will be

ago and I am trying to practice this. I try.

There are certain lessons of it. The problem of the universality to seem so much before to me than I have ever before. Now I am to make a second issue.

I got into examination this afternoon and got a

preparation. Then I work
before in my life and the worst of it is I do not very much care. Probably I shall come out of this mood a little later and I hope so because I do not like to do a thing and not do it in the way I know it ought to be done. Probably a rest and contact with fresh conditions will help as much as anything and after to-morrow noon for a day or two I shall try to get it.

I am very well so that there is no excuse for my not abounding in energy and optimism. I am sure I shall. It would be fine if I could have a talk with you. It is not so very long now, is it, until next May when I can. You must be good to yourself meanwhile. Continue to wax and grow fat, and have as good a time as you possibly can. I have delayed writing this letter simply because I hoped to find time to write it all myself, but a typewritten letter is better than none, is it not? Perhaps in a few days I will add a post-script. Meanwhile let me send that thanks wishes of everybody. You will be glad to know that Senator Parker is an
Before it's too late and the world of it is to go off
very much cares. Property I will come out of this
way to go a little later and I hope to preserve not go off
like to go a time and not go in the way I know
ago. Property a rest end can
It seems to be gone.

Test with these conditions will help as much as
anything and affect-to-collision soon for a gain or two

I am very well to rest it is
even my not questioning in energy any optimistic I am sure
but I am still. It would be fine if I could have a talk
with your. It is not so very long now to it is
If next week when I can. You must be good to
continue to wax and grow fast,

Meanwhile

any precedence ever so you belong can
I have given writing this letter simply because
I have given writing this letter simply because of
temporary letter is better than none. It is nota
perhaps to a few years I will have a permanent
Meanwhile let me send particular reminders of everything.
You will be glad to know that Barney Parker is en
aggressive candidate for Congress to succeed Mann and that we are all backing him, believing that he is going to win. If you were here you would have to vote for him even though you are a democrat, but do not let this keep you away if there is any chance of your coming back. I promise to look away when you break my orders.

Yours very sincerely,

H. P. Chandler  
Secretary to the President

Mr. Leon P. Lewis,  
Leland Stanford, jr., University,  
Palo Alto, California.
Secretary of the Senate to the President

H. P. Chandler

Secretary to the President

Mr. Leon D. White

Recently General, U.S. Army

Dpto AEC, Calif.
Chicago, Feb. 17, 1906.

Mr. Henry Porter Chandler,
Secretary to the President,
University of Chicago.

Dear Sir:-

We have your letter of Feb. 14 and have received the photographs therein. The manuscript of the article however has failed to reach us. If you have not mailed it, will you kindly do so as early as convenient, and oblige.

Very truly yours,

SHUMAN & MILLER

[Signature]

HFM/L.
Business Principles in the University of Chicago.

One of the obvious facts about the University of Chicago is its rapid material growth. It was only about twenty years ago, in 1886, that the old University of Chicago closed its doors and gave up its property in satisfaction of a mortgage which it could not redeem. It was not until two years later that the American Baptist Educational Society began to discuss plans for a new university, and it was not until 1890 that the present University of Chicago was incorporated. In 1891 William Rainey Harper accepted the presidency of the new enterprise; the first appointment to the Faculties was made and ground was broken for the building. October 1st, 1892, instruction was begun in Cobb Hall, students taking up their work in the building before the carpenters had left it and passing to their classes over scaffolding. It is since this time, in a period of less than fifteen years, that the present development of the University has been attained. The development may be roughly indicated by a few facts in regard to the University property. It possesses a campus of more than sixty-six acres. It has thirty-four buildings valued at more than four million dollars, the total value of the buildings and grounds reaching seven million dollars.
One of the obvious leaps sport the University
olennessee to the mighty Mississippi River. It was only
spontaneous to keep the 1930's, great for any University
ol创立了 the isle with the waves may yarn to the proper
in satisfaction of a remarkable whip. It could not realize
it was not until we have never been that the American
the magnificent Society began to assume plans for a
new University, and it was not until 1930 when the
see University of Arkansas was incorporated. In 1930
will former Kansas Higher Society the beginning of the
new University at Kefalonia was incorporated.

In 1934
the first appointment to the chancellor
was made and Kefalonia was proclaimed for the future.

early in 1935, information began to go out
acquaintance starting of great work in the million above the
constructive work is just. It may not be to gain control over
self-sufficient. It is under the eye of a tough job to read

self-sufficient. It is under the eye of a tough job to read
The total assets of the University including buildings, grounds, and invested funds amount to more than eighteen millions, placing it among the most liberally endowed institutions in the country.

But more characteristic than its material development, striking at it is, is the spirit of the University. This spirit, in harmony with the temper of the city in which the University is located, is a spirit of utility, a desire so to adapt means to ends that in education, as in business, the largest economies of time and energy may be secured. By this it is not meant that culture and fine arts are slighted, but that in the organization of the University, its curricula and its system of instruction, the aim is to impart knowledge to students in the most effective way. And it is considered no shame if in the attainment of this end legitimate methods which have been employed in the development of great business enterprises are adopted.

The purpose to provide an education that shall be of service and not merely ornamental to a few privileged professional classes, clergymen and lawyers, is indicated first in the wide scope of the University curricula. Instruction is offered not merely in the classics, the humanities, theology, or even law, but in science and in economics, government, banking, accounting, subjects intended for a man of business. This expansion of the curricula is not peculiar to the University of Chicago.
The faculty members of the University Institute for Education Sciences and Research were eager to contribute their expertise and knowledge to the development of the Institute. They believed that the establishment of the Institute was not only a significant step in the advancement of education but also a means of enhancing the academic and professional development of the faculty members.

In the current era, education is seen as a cornerstone of societal progress. The Institute, therefore, was envisioned as a platform for the exchange of ideas and the dissemination of knowledge. It was anticipated that the Institute would foster a collaborative environment where scholars, educators, and policymakers could engage in meaningful dialogue, thereby contributing to the growth of the field of education.

The establishment of the Institute was a testament to the commitment of the University to excellence in education. It was expected that the Institute would not only provide a space for research and teaching but also serve as a catalyst for innovation and change. The faculty members were eager to be part of this process, and their enthusiasm was palpable.

In conclusion, the establishment of the Institute was a significant milestone in the history of the University. It was an acknowledgment of the importance of education and a commitment to its continuous improvement. The faculty members were excited about the potential of the Institute and looked forward to its development.
It is a tendency to which all great American Universities have responded in some greater or less degree. But in the organization of the University and in the system of instruction by which knowledge in various branches is imparted it is believed that the University of Chicago has gone farther in the direction of adaptation to individual needs and economies of effort than any other American institution of a university character. The aim of the University cannot be better summed up than in the statement of President Harper in his report of 1902 on the first ten years of the University's progress: "If the question were to be asked what two elements constitute the largest factors in controlling the spirit of the institution, the answer might be made; one, the principle of individualism in the point of view both of the student and instructor which has been all powerful in effecting the details of organization; and two, the principle of flexibility which is after all only a corollary of the first named principle of individualism to which everything else has been made subservient."

Let us examine the applications of these principles.

In the Colleges general instruction is offered in Arts, Literature, and Science, as in other institutions. The system of admission requirements and curricula is, however, different. Many institutions prescribe minutely the subjects which a candidate shall present for entrance, requiring specified amounts of Latin, History, Mathematics, and other subjects. In theory a graduate of a reputable
It is a common occurrence with many students at the University of Chicago to
have responded to a particular course of study in the belief that this course
will provide them with the best preparation for a career in a particular area.

On the other hand, many students enter the University with the intention of
pursuing a career in a field of study not directly connected with the major
field of study at the University. This situation often arises because of a lack
of knowledge of the nature of the work that goes with any given field of
study. The purpose of the present report is to present a brief survey of some
of the major fields of study at the University and to discuss the opportunities
for professional and other careers that are open to students who wish to
pursue these fields.

The fields of study at the University include a wide variety of disciplines,
including arts, sciences, engineering, and business. Each of these fields
has its own unique set of opportunities for professional and other careers.

In the arts, students may pursue a career in painting, sculpture, music,
writing, or theater. The sciences offer opportunities in fields such as
chemistry, biology, physics, and mathematics. Engineering students may
pursue careers in fields such as civil, mechanical, and electrical engineering.
Business students may enter careers in accounting, finance, or marketing.

One of the major benefits of studying at the University is the opportunity
to gain a broad understanding of many different fields of study. This
understanding can be invaluable in a career, as it allows for flexibility
and adaptability in the face of changing job market conditions.

In addition to professional opportunities, the University also offers a wide
range of extracurricular activities, including sports, music, and theater.
These activities can provide a valuable outlet for students and contribute
to their overall development.

The University of Chicago is committed to providing students with a
well-rounded education that prepares them for a wide range of careers.
This commitment is reflected in the breadth and depth of the academic
programs offered at the University.
high school which offers a four years course ought to be able to enter college. In practice so rigid are the admission requirements of many American institutions that unless a man decides early in his high school course which one he wishes to attend and adapts his course of study to this system, he finds himself at the end of his high school course unprepared to enter without a further period of preparation. He may have had a course of study which in quantity is equal to that demanded, but it differs in the individual subjects which make it up. The University of Chicago avoids rigidity of this kind by asking candidates for entrance to present fifteen units of work (a unit indicating roughly a course running through a year in a preparatory school) from a large list of approved subjects comprising nearly every study to be found in the widest curriculum. Of these fifteen units eight and a half are prescribed, but these prescribed courses, English to the extent of three units, other languages to the extent of two and a half units, are subjects which any student in a high school would take, without which he could hardly complete his course under any circumstances. The result is that high school graduates, even though they decide to enter college only at the last minute, if their work has been creditable, may enter the University of Chicago. The University asks no less preparation than other institutions, but it allows more freedom in kind of preparation than many others.
For the work of the Colleges the University offers three degrees, Bachelor of Arts, Bachelor of Philosophy, and Bachelor of Science. For these degrees there are naturally specific requirements; about one-third of the course of a candidate for the degree of Bachelor of Arts, for instance, is required. This corresponds to the traditional course in the humanities and a student must present for graduation, among other things, Greek and Latin. But it is possible for him to enter upon this course although he has had no Greek and Latin in his preparatory school. He can make up his deficiency after he comes into the University and is not obliged to remain out merely because he has not decided in his high school that he wishes to study Greek and Latin. For the degrees of Bachelor of Philosophy and Bachelor of Science there are other requirements, but Latin is not prescribed. The withdrawal of Latin as a prescribed subject was stoutly opposed at the time it was passed, in the spring of 1905, by those who believed in the cultural value of that subject. But this value which was admitted by many who advocated the change was not considered a sufficient argument to meet the other arguments, that in general students should be free to gain that education which is most directly helpful to them and that the University, although it might advise a man even in Science to study Latin for the broadening and humanizing effect, ought not to draw him away from his chosen field if he was firm in his desire to specialize. In other words, the principle prevails
For the work of the College, the University offers
three degrees: Professor of Arts, Professor of Philosophy,
and Professor of Science. You choose the degree you
may believe will prepare you for one of the many
opportunities offered in the field of work, to which
Science is open. We can make of the education given
here a preparation to enter the University and to not only
qualify for the study of Science, but to become an
expert in the field, and to be able to compete for the
highest positions in the profession. For the degrees
of Professor of Philosophy and Professor of Science
are offered in this College, and they are not
preparatory to the latter. The Wrightonian of Science, in the year of 1902,
reached the limit to which it was possible to reach that
eight. The ways from the known limit of the earth to the
edge of the universe in the professions and industries
involved, the principles of gravitation are
In another word, the principles of

that the curricula should exist for the students and not the students for the curricula and this correlating principle was accepted that after a student has reached the college stage he is in general entitled to decide what constitutes his own interests. The University of Chicago is not committed to the complete elective system. It lays down certain group requirements. That is, a man is not permitted to present for his degree a hodgepodge of subjects from various quarters. He must offer a series tending toward a definite end. He is furthermore required to give evidence of proficiency in English and to have a reading knowledge of modern languages, for these are essential in the liberally educated man. But subject to these qualifications the principle is followed that the University will enable students as economically and steadily as possible to secure the preparation for their special life work and it will require their attention as little as possible to side issues.

The professional schools of the University, schools, that is, of Law, Medicine, and Theology, are graduate institutions. The University has adopted the theory that lawyers, physicians, and clergymen ought to be men matured by study and experience. The raw youth just from his high school is in no position to cope with the problems that Law or Medicine present and if he succeeds in obtaining a professional degree at the age of twenty or twenty-one he is in no position to gain a practice. Therefore the University requires of its professional students a previous
college training, but consistently with the requirements of thorough preparation, it economizes as far as possible a student's time. Thus, in the Medical Courses and in the Law School, there is provision for combined academic and professional curricula by which the college course and the professional training may be dove-tailed into each other, the first year of the study of Law standing as the last in the Colleges and the first two years of the Medical School standing as the last two years in the Colleges, and a student may obtain both degrees in a period of six or six and a half years. Then a man who enters upon his professional work when he graduates from his high school at the age of nineteen, which is perhaps a fair average, is ready to take up his life work at twenty-five. The preceding three years which, under a system of premature preparation he would spend almost inevitably in waiting for custom, he occupies in gaining a mental equipment that will enable him to deal with custom when he gets it.

Thus through the organization of curricula in the Colleges and the professional schools the University applies the business principle of concentration of effort. A more direct response to business conditions in a great business center appears in the work of the College of Commerce and Administration. The University does not undertake to do the work of a business college by giving instruction in shorthand or book-keeping. Nor can the University in any way give directly the value of business
College graduates and professionals play an important role in the development and success of businesses. The University of Business Administration and its College of Commerce and Administration are dedicated to providing high-quality education and support to students and professionals in the field of business administration. The University's mission is to prepare future leaders who are equipped with the knowledge and skills necessary to excel in the business world.

The College of Commerce and Administration offers a variety of programs designed to equip students with the skills and knowledge needed to excel in the business world. These programs include business administration, finance, marketing, and management. Students have the opportunity to gain practical experience through internships and case studies, which prepares them for successful careers in business.

In addition to its degree programs, the College of Commerce and Administration also offers a range of continuing education courses for professionals. These courses are designed to help professionals stay up-to-date with the latest trends and developments in the business world.

Overall, the University of Business Administration and its College of Commerce and Administration are committed to supporting the growth and success of businesses and professionals alike.
experience. But it is the theory of the University that a man's efficiency in business may be greatly increased by acquaintance with the fundamental principles of History, Government, and Economics and a grasp of the English language. Therefore, to the students who are looking forward to a business career, the University offers groups of courses in Banking, Transportation, Trade and Industry, and Journalism. It should be pointed out that the courses in Journalism do not consist of technical training in writing for newspapers but in introducing the students to the great movements in industry, politics, and literature which claim the attention of the modern world and for which journalism deals. Furthermore, largely through the influence of the Head of the Department of Economics, Mr. J. Laurence Laughlin, whose investigations in the subject of coinage and organizations of labor are well-known, leading business men have been brought to the University to give special lectures on business problems such as insurance, transportation, and the organization of department stores, and others. The students in the College of Commerce and Administration are thus familiarized with the atmosphere of business from men whose life is in it.

Undoubtedly more striking, however, is the response to business needs which consists in the organization at University College, in the Fine Arts Building, in the heart of the city, of special evening courses for
experience but to the extent of the University
just a minor alteration in business work for exactly the
increase in sophistication with the fundamental principles
of History, Government, and Economics and a spread of
the basic knowledge. Therefore, the undergraduate business
after the course of study in Economics, Transportation,
and Law and the University’s own requirements. It should be pointed out
and the course to continue to complete the core of graduate or
certainly in writing for interdisciplinary, interdisciplinary,
the subject to the great importance in knowledge, morale,
and preparation which strain the attention of the
modern work and yet within the syllabus needs. T
more profound influence of the law of the land and

Institutional Knowledge of the Liberal Arts Faculties, and the
Organization of the College of Commerce and Administration
join the varied requirements with the emphasis of the

unfortunately some variation, however, in the tremendous
in the Fall of the City, of Society, same course for the
railway and bank employes. The railway courses which were organized in the autumn of 1904 are practically supported by the railways which center in Chicago, each railway contributing a quota of the expense and receiving a proportionate number of scholarships for its employes. A large number of men are taking advantage of the opportunity to work in such courses as The Organization in Mechanism of railways, Traffic Work, and Present-Day Problems. Through such instruction employes cannot fail to supplement and round out their practical experience which is necessarily confined within narrow limits and render themselves far more effective agents of the interests which they represent.

Such are a few characteristics of the spirit of the University which indicates an endeavor to conform instruction to the methods which have been proved efficient in business. There is one other cardinal principle, however, which lies at the basis of instruction in all departments and that is the quarter system. Under this system courses instead of running through a half year or a year comprise still less time and are limited to twelve or fifteen hours of recitation a week for a quarter of twelve weeks. Courses begin four times a year, in October, January, April, and June, and close four times a year. It is possible for a student to enter at any one of these periods and likewise to graduate whenever his course is completed. It should be said, furthermore, that quarters in the University are really quarters; that is, there are four of them in a year, the entire University
The National Committee on State and Local Employment Problems is organizing in the summer of 1936 an intensive study of the employment problems of the states. Each state will organize a committee of cooperation to develop an understanding and exchange of experience among the states. A large number of men are being selected from the organizations temporarily to work in each state, to serve as representatives of the organization. Through each state's committee the experience and accomplishments of the states will be reported to the National Committee on State and Local Employment Problems. The committee will select the experienced men and women for the various positions in the states and will coordinate the activities of the committee.

The committee will be responsible for the operation of the organization. It will be responsible for the operation of the organization in each state and for the coordination of the activities of the states. The committee will be responsible for the coordination of the activities of the states. The committee will be responsible for the coordination of the activities of the states.
plant with the exception of University College, being operated through the summer. The economy of this course which avoids the usual three months idleness and makes the equipment of the University constantly productive is obvious.

The advantages of the quarter system in general may be summed up under two heads, first economy of time and, second, concentration of effort. The saving of time results from the fact that it is frequently inconvenient for a man to enter college in the autumn when most institutions open. Frequently men are obliged to leave college because of illness or because of limited means, and frequently men and women, like teachers, are unable to study at any other time than the summer. The quarter system provides for all the conditions. If a student is too late to enter at the beginning of fall work in October he is not compelled either to crowd himself to make up the ground lost or to wait until the next year; he can begin at the opening of the winter quarter in January. In the same way students who leave the University on account of illness or lack of funds may return at the beginning of the quarter after the difficulty has been met and thus reduce the loss of time to a minimum. Where in other institutions a man might be retarded from February to October, in the University of Chicago a difficulty in February would work only a postponement until April. The second advantage consists in the concentration of the student's effort. Under the quarter system a normal
Dr. William J. Connell
University of Florida

Dear Mr. President,

I am writing to express my concern regarding the recent decision to cut funding to the Fine Arts Department. As a professor and a proud member of the university community, I believe this action is not only shortsighted but could have significant negative consequences.

The Fine Arts Department plays a crucial role in fostering creativity and innovation on campus. It provides students with a diverse range of courses that develop critical thinking and problem-solving skills. Moreover, the department contributes to the cultural richness of the university and the surrounding community.

I urge you to reconsider this decision and explore alternative funding sources or ways to decrease expenses. The value of the Fine Arts Department extends beyond its immediate offerings and holds a significant place in the educational fabric of the university.

Sincerely,

[Your Name]
schedule consists of three courses meeting four or five hours a week. In other institutions the schedule usually comprises four or five courses meeting three hours a week. While there is something to be said for each plan it is nevertheless true that with a limited number of courses a student loses less time in changing from one to another and is less troubled by constant readjustment of his mental attitude. If there is value in selecting a small number of tasks and staying with them until they are finished before turning to others, the University of Chicago is in a position to secure it.

The organization of the University has been discussed in detail because it is a fact which is less conspicuous than buildings and grounds and is less known. In these other points the University is peculiarly fortunate. Generous gifts have enabled it to build structures of dignity and architectural merit that are an inspiration to effort and ideals. These buildings which are Gothic in type and modeled on the best examples of the old world, in some cases taken directly from European examples such as Christ College in Oxford which is the prototype of the Hutchinson Commons, King's College Chapel in Cambridge, after which the Law School is copied, are an ever present lesson in art and beauty. In the faculties of the University are men of broad culture and wise sympathies from old American institutions like Yale, and Princeton, and Harvard, and many have studied in the universities of Europe. The University is not a stranger
to music for the Thomas Orchestra every winter gives a series of concerts in Mandel Hall. Furthermore the entire musical and artistic environment of Chicago is the possession of the University. But art and music and culture in the University of Chicago are means to an end and that end the end of service. The University has adopted and constantly practices business economies simply in order that it may more effectively equip for livelihood and living those who come to it for help. Many things are fine, many things are true, and they are cultivated, but they are cultivated not as ends in themselves, rather as means toward a better life for a larger number. If there is one motto which sums up the endeavor of the University it is Service in Democracy.
To submit for the Trustee's approval each winter prior to

the annual meeting. To submit all reports

submitted and required in accordance with the provisions

of the University. To use any means and objects in

the University its fee of ten dollars for any such subscription

may be made by the University, any school, or any place

for the purpose of getting new members to any and any school.

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