Nov. 11th, 1901.

My dear Mr. Thompson:

I was very much disappointed at the game Saturday, at the small amount of music furnished by the band. In the eastern games, one band or another is playing a large part of the time. Whenever there is a pause in the game for any reason, the band ought to begin to play, and instead of two or three pieces there ought to be several. Will you not give this matter your consideration?

Yours very truly,

W. R. Harper
My dear Mr. Thompson:

I was very much interested in the game yesterday. At the moment of music I enjoyed

by the band. I am a member of the concert committee, and I believe in a

in playing a piano part of the time. Whenever there is a

place in the concerto for any reason, I do not object to play to

play, and I have the use of two of the pianoforte rooms about to do

several. Will you please give the matter your consideration?

Yours very truly,

W. H. Hodge
Mr. W. Thornhope

The University

Dear Mr. Thornhope:

On the present note, the note of the University College of Technology has been received.

The note contains all the University Board's instructions. The note should be sent to the address of the case.

Very truly yours,

W. R. Harper
Mr. T. W. Thompson,

The University.

Dear Mr. Thompson:

On presenting this note at the University café at noon Thanksgiving Day and indicating the members of the University Band, luncheon will be served to them without charge. This note should be left with the director of the café.

Very truly yours,

W. R. Harper

November 26th, 1901.
A BIG MUSICAL-BOX IN A BELFRY: THE DRUM THAT PLAYS THE CARILLON AT BRUGES.

The famous peal of bells at Bruges is played on the principle of a musical-box, with an enormous drum weighing nearly 2000 lb. In the drum are 30,000 holes for brass pegs which touch the track-ers and move the wires communicating with the bell-hammers. The airs are changed once a year, and the drum is wound up every two hours by an official, who pants with the exertion of winding.—[Photograph by Knowles.]

is one of more than common merit, addition of earlier recitals. Miss Elsie Puritani.” Moreover, the “Hugue tunity for scenic effects, and Cove in first-class fashion.
wiped out the Gordon-Bennett to institute the Grand
favour. And with what result? Unequally apportioned races with
but last year saw Italy's triumph with
his Fiat; and this year—oh! the short
German, mark ye!—finish first, so

THE GERMAN VICTOR IN THE FRENCH MOTOR GRAND PRIX: LAUTENSCHLÄGER (GERM
ON HIS MERCEDES.

The Grand Prix was run on July 7 on the Dieppe Course. Lautenschläger (Germany) was first on a Merc
the 477 miles was 6 hours, 55 min., 43 sec.; Hemery (on a Benz) was second, in 7 hours, 4 min., 24
(on a Benz) third, in 7 hours, 5 min., 13 secs. Cissac, whose car left the track owing to the bursting of a
dashed into two trees, was killed with his mechanician, Schaub.—[Photograph by the Topical Press.]
Chicago Nov. 21st 1901.

My Dear Dr. Harper:—

As requested through Mr. Shepardson I hereby respectfully submit a report on the university band and its condition.

The band has begun the fall quarter with undoubtedly the best material in its history. The grade of players is first class and the demand for places in the band has been greater than we were able to satisfy. The quality of musicianship has been such that we are able to arouse the keenest interest by the practice of the well known classical overtures and other entertaining numbers. With the efficient services of Mr. Thomson to carry out the work I shall expect the best results from the band this year that we have yet had.

THE INSTRUMENTATION is quite full and well balanced, consisting of a reed section of 10 men comprising 7 clarinets, piccolo, flute and oboe; a cornet section of 7, 6 harmony horns, 3 slide trombones, 2 baritones, 3 basses, and 2 drums, 34 men in all. This as you see differs from the best professional bands only in the absence of saxophones and bassoon. We will have one saxophone added in January. It would be advisable for the university to own a quartet of saxophones and a bassoon but this can wait.

THE LIBRARY is very far from complete but we are gradually acquiring many of the standard overtures and selections. The total number of selections is \( \text{\#} \) divided as follows; Operatic overtures and selections \( \text{\#} \); selections and descriptive pieces \( \text{\#} \); solos with band accom-
My Dear Dr. Harper:

In response to your inquiry, I am pleased to report the progress of the various projects and experiments we have been involved in recently.

The experiments conducted in the laboratory have shown promising results. The study on the effects of nutrition and diet on learning performance has yielded interesting findings.

We have also been working on developing new technologies for data analysis. These developments are expected to greatly enhance our ability to interpret complex data sets.

Congratulations on the successful completion of the recent project. Your dedication and hard work have contributed significantly to its success.

From the benchmark tests conducted, we have observed a consistent improvement in student performance. This suggests that the new teaching strategies we have implemented are effective.

I look forward to meeting with you soon to discuss further details on these projects.

Sincerely,

[Signature]
paniment \( \frac{9}{4} \); Waltzes \( \frac{11}{4} \); Intermezzos \( \frac{38}{4} \); Marches \( \frac{80}{4} \); sacred selections and hymns. \( \frac{1}{4} \); 1 set of national airs. With a moderate appropriation each year we will soon have a very carefully selected library of respectable proportions.

During the year from Oct 1st 1900 to Oct 1901 I have figured from memory that the band made about sixty public appearances including football and base ball games. This shows an important influence on the university activities. The football season gives the band sufficient occupation during the fall but in the winter a pleasant and enjoyable feature could be instituted—that of a few public concerts in Mandel Assembly Hall. As Mandel hall will in all probability not be available for a year this suggestion may seem remote but is offered now in this general outline of the band's yearly program. The spring and summer open air concerts are of course a fixture and popular clamor seems to demand that they be given in the evening. With the band stand and the lighting arranged as last year this demand can easily be satisfied.

The needs of the band at present are two in number, some new horns, and a private rehearsal room. As to the first, I have already indicated to you that the Conn altos and tenors are decidedly unsatisfactory and hamper our work considerably. We have six horns which should at the first opportunity be exchanged for new and correct instruments. Our BB\(_b\) bass made by Lyon and Healy has proven very satisfactory and I have had an offer from them to exchange our old instruments for new ones of the same finish for $37.00 per horn. It would be desirable to have this exchange at once but I realize that this is practically impossible. However if one horn could be exchanged each year it would be better than nothing. I recommend that the exchange be made on the baritone this year if possible.
and I am to go to the Legion site .

DURING THE YEAR FROM OCT 1ST 1930 TO OCT 1ST 1931 I have learned from memory that the band make short trips and appear at large public gatherings:

The football season gives the band sufficient opportunity during the fall and in the winter a pleasant and enjoyable occupation again for the fall but in the winter a pleasant and enjoyable opportunity for those who are interested in football.

THE FACT THAT THE MARCHING BAND WILL BE IN ATTENDANCE NEXT WEEKEND IS ONE OF THE MOST IMPORTANT EVENTS OF THE SEASON.

THE SPARKLING OUTLINE OF THE PANCE-covered program, the summer and the concert will continue and the program will be arranged for the evening :

THE NOSRAG OF THE band at present are two in number, some new notes and a private rehearsal room. I have already instructed the band to make the complete and remove the band directed by the band master and work cohesively.

THE NEXT OPPORTUNITY TO EXPERIENCE FOR NEW AND INTERESTING INSTRUMENTS will be the baseball game.

I was there from the time to exchange and one instrument for another or two.

However if one person can be exchanged each year it would be better.

I recommend that the exchange be made on the standpoint that the variety of year at possibility.
The second need, a private rehearsal room, is not a pressing need. The divinity men have been kind to consider our occupation of the room as settled and we have had few conflicts. On the other hand the band needs a room less public where all the band effects, music etc. can be kept under lock and key, where each band member can if desired go and practice at any time of the day without disturbing anyone. This of course is the ideal condition, one which I hope may be realized when the tower or club house is built. In the mean time, it would be a good scheme if we might have a room in Haskell to lock our instruments and uniforms. Is there not a small store-room between the lavatories in Haskell basement which could be used for this purpose?

In closing I wish to thank you and Mr. Sheppardson for your lively interest in the band’s welfare. I am glad to be relieved of the direct responsibility of the band leadership, but consider myself, as you expressed a wish that it should be so, responsible still to you for its welldoing.

Very truly yours,

[Signature]
The second need, a private representation, is not a pressing need.

The activity has been keen to continue our association of the room
as seating, and we have a few questions on the other hand the need
of a room less public where all the open settings, music etc. can be
kept under lock and key. We need each group member can be of
practical use at any time of the day without disturbing anyone. This
may be a feasible solution. We stop I hope may be realized when
course is the ideal condition. One might I hope may be realized when
the power of camp home is utilized. In the mean time it would be
good sense if we might have a room in Nasheri to lock our instruments
and materials. There is need of a small store room between the lavatories
in Nasheri where all could be used for this purpose.

In closing I wish to thank you and the Superintendent for your
interest in the band's welfare. I am glad to be of service to the
Government. It is necessary to keep the band schoolship and the band
honorship. I am sure the work will be appreciated.

Very truly yours,

[Signature]
Feb. 28, 1902.

Mr. T. W. Thomson,

749 Jackson Boulevard,

Chicago, Ill.

My dear Mr. Thomson:

I tried to get to see you at the last band practice, but failed to do so.

You did not state what would be involved in securing Mr. Lane to play the piano, and I do not feel like authorizing the employment of anyone without knowing the terms.

If you can make an arrangement with him in return for car fare or something like that, get him.

By the way, the President authorized the appearance of the band at the Glee Club Concert. I understand the managers proposed two tickets for each member of the band, and I will leave you to make arrangements with Mr. Sam Harper, only stating that the appearance of the band is heartily approved of by the President, thinking that it will add much to the concert.

I suggested to the Manager that he invest $5.00 in quick-steps for the band. Perhaps he will take up this suggestion.

Yours truly,

W. R. Harper
February 28, 1902

Francis W. Shepardson,
Secretary to the President

Our violin man has sent his instrument back to the factory for repair and will not have it for two or three weeks. May I secure Mr. Xenak during Mr. Royalty's absence. It will be impossible to do anything with it till this quarter without the violin, and we have it on the program for next concert. I tried to secure a violin for Royalty but could not.

Yours very respectfully,

[Signature]

748 Jackson Blvd.
April 16th, 1902.

Mr. Thomas M. Wood,
Sterling, Kansas.

My dear Sir:

I am glad to receive your letter of recent date giving some idea of your experience as a band-man. Our band is a very high-grade organization containing thirty-five members, and is thought by many to be the best strictly amateur band in the city. Most of the pieces played are two dollar and a half or three dollar pieces, such as high-grade operatic selections. I am not sure that there will be a vacancy in the tuba position, but there will be one during the Summer in the BB flat bass. I will refer your letter to Mr. Glenn M. Hobbs, who has general charge of the music and who will write to you. I send you, in accordance with your request, a circular regarding admission to advanced standing, and trust that you will be able to get such credit for your work that you will feel like attending the University of Chicago until you get your degree from it.

Very truly yours,

W. R. Harper
Mr. Thorne M. Woolf

Secretary, Kansas

My dear Sir:

I am glad to receive your letter of

recent date granting some access to your experience as a

paper-man. Our boys in the Army of the Potomac, etc.

conditioned thirty-five years ago on the right path and

now have been subjected to the strain of many

years. I am not sure that these will be of

assistance. I may not have the time to write one

curriculum at the same position, but there will be one

written to Mr. Clay and Mr. Hopkins, and the General agrees

to refer to Mr. Clay. I have no wish to know

of the matter and who will write to you. I send you

on account of our meeting with your relatives, a

petition to the Governor of Kansas, and I trust that you

will like to see more of your work here.

You will feel like attending the University of Chicago

until you get your degree from it.

Very faithfully yours,

W.R. Harper
May 26th, 1902.

My dear Hobbs:

I have at last got the matter of the baritone horn to the point of requisition. The President has told me to draw up a requisition and present it to the Expenditure Committee, and I am going ahead on the basis of fifty dollars. I tried to work in the cymbals also, but he said to take one thing at a time.

If there is anything new to report about the band for the summer quarter, let me know at once, so that there may be no possibility of failure there.

Very truly yours,

F. W. Shepardson
Secretary to the President
In regard to the summer band, the reports seem very encouraging. Of the old men, we have the probable number of 14 who will stay over. These are distributed as follows: piccolo, solo clarinet, saxophone, 5 cornets, two altos, 3 trombones, 1 BB Tuba, and snare drum. Our saxophone player says that his folks do not want him to come here this summer but if he could get his tuition (he is getting 1½ now) he could make it and bring his brother who is a fine clarinettist, when it was necessary to play, i.e., his brother would not be in school but would come down and help. We will very likely be slim on clarinets this summer and it might be well to try some such arrangement. With that man Miller and one other cornet who has applied I think the cornet section is assured. The altos we can fill easily and if three trombones come it will fill up the bass part. There is a possibility of an extra new man on bass which will help out Ferguson. Lurie can stay and I am sorry for bass drum gives us a lot of trouble. The baritone part is open. If Chamberlain is not too busy he might get him to play but we must have a new horn. To make music on that old horn is out of the question and I hope the new music appropriation can be drawn on for an exchange. $5.00 will cover the expense of horn and case. See what you can do. I think Chamberlain would jump at the new horn.

I think a good band is assured for the summer but tell the president that a new horn is absolutely essential.
Dear Mr. Thompson:

The services of the band will be required during convocation week as follows:

On Saturday, June 14, 7:30 p. m. for a concert, to be given in the band-stand upon the University grounds.

On Sunday, June 15, 10:30 a. m. to lead the procession, and at 11:00 o'clock, in connection with the convocation religious service. At 4:00 o'clock, at the convocation vesper service, in connection with the convocation chorus.

On Monday, June 16, 2:00 o'clock, to assist in connection with Class Day exercises, and from eight to eleven p. m. to give a concert during the progress of the convocation reception.

On Tuesday, June 17, 9:30 a. m., for the convocation. Immediately following the convocation the band will repair to the Quadrangle Club, where the University luncheon will be served. Arrangements will be made to have the band served promptly, in order that music may be offered during the re-
Dear Mr. Thompson:

The service at the church will be on Saturday, June 7, at 7:30 p.m. in connection with the dedication of the new church building. The dedication service begins at 7:00 o’clock and will be followed by a reception and refreshments immediately following the service. In connection with these events, the church will be open to the public from 5:00 p.m. to 7:00 p.m. for the reception.

Immediate attendance is requested to the dedication ceremony on Saturday, June 7, at 7:00 p.m. In order that there may be adequate seating, it is requested that the number of guests be limited to 500. Those unable to attend the dedication ceremony are encouraged to attend the reception and enjoy the refreshments following the service.

Yours truly,
[Signature]
remainder of the luncheon.

It is to be left to the vote of the band whether, in addition to these engagements, music shall be furnished at the baseball games at four o'clock Saturday and Monday, it being understood that, if the band attends the ball games as a band there shall be no interference with the concerts to be given in the evening.

It is also understood, according to notice given some time ago, that the services of the band will be required on Wednesday morning, June 18, in connection with the graduation exercises of the School of Education, and on Wednesday afternoon, in connection with the commencement exercises at Rush Medical College.

These two events on the eighteenth of June will close the services of the band for the year, but it is desired that the reorganization of the band for the Summer be effected as soon as possible, in order that it may be ready to play on July Fourth at the celebration to be held at the University.

Very truly yours,

W. R. Harper
Mr. F. Hunter,

April 5, 1949,

Able, O'Leary, Roma,

Dear Mr. Hunter,

I am writing to express my concern regarding the recent developments in the area. It appears that the local authorities have been neglecting their duties, and this has led to an increase in criminal activities.

I understand that you are a respected member of the community and that you have been active in improving the quality of life for the residents. I urge you to take a more active role in addressing these issues.

Please let me know if you require any assistance or support in this matter.

Sincerely,

[Signature]
August 21st, 1902.

Dear Mr. Thomson:

I enclose a program of convocation week and call your attention to the occasions when the services of the band will be needed.

First, Sunday morning next, at half-past ten, to conduct the candidates for degrees and the faculty from Haskell to the tent.

Second, Thursday evening, August twenty-eighth, from eight to eleven o'clock, during the convocation reception. This will be held in the tent.

Third, Friday, August twenty-ninth, for the convocation, to be held at half-past three. There will be a selection for the procession, one or two pieces during the program, and a recession at the end. If you feel in shape to play a few pieces, say between three and half-past three, it would be very nice.

I suppose that you have heard about the visit of President Roosevelt, who is coming to the University October third, when we will confer the
Dear Mr. Thomson,

I enclose a program of conference.

The next week may call your attention to the question
when the serenity of the bank will be needed.

The second meeting next at half-past ten,

To compare the candidates for general and the hospital
from Hezekiah to the tent.

Second Thursday evening, American twenty-eighth
from eight to eleven o'clock, during the conference
reception. The will be held in the tent.

Third Thursday, American twenty-ninth, for the
conference to be held at half-past three.

There will be a reception for the proclamation, one of two
presses giving the program, and a reception at the
end. If you feel to make a new choice, we may be
very nice.

I suppose that you have heard about the
arrival of President Roosevelt, who is coming to the
Univercity October third, when we will confer the
honorary degree upon him and when we will lay a corner-stone for a new building. We must have the band at that time, and I am preparing a letter of exhortation to be sent to every member of the band of last year and to every prospective member, asking them to return promptly and to be willing to do a little extra practice in order to be in shape to appear October third, three days after the opening of the quarter. Of course not much classical music will be needed, but half a dozen good quicksteps will be required. We will also have the First Regiment band here, sixteen or twenty men, so that I am particularly anxious to have our own band do well.

Very truly yours,

W. R. Harper
honorary degree how it may when we will for a committee. We must have the
convene and see for a new committee. I can and I am preparing a letter to
exhortation to be sent to every member of the hand
of the year and to every instructor to the member, each
the item to return promptly and to be willing to go
in a little extra importance in order to be in shape to
appear October third, since given after the above
extemporaneous speech, much of a general nature
of the character. Of course not much of special purpose
will be needed but if a general body duplicates
will be redundant. We will also have the printer here.
I meant paid here expected to twenty men so that I
am presentation excused to have our own band go well.

very truly yours,

A. W. Harper
Mr. Hobbs has gone to California.  

There is some point in this:

1. The band needs drill in marching.
2. The uniforms are often "sloppy."
3. The uniforms are like "fashion" suits, but the band adopted them.
4. Our opinions agree about the Hitchcock affair. There is great injustice done when so many are involved.

Sincerely,

[Signature]

[Signature]
December 16, 1903.

Mr. Wm. R. Harper,

Dear Sir:--

It has been my intention for sometime to call your attention to the facts that you are not giving the proper care to your band, which is beyond doubt the best part of amusement in your university. Said young men (the band) have studied music, which you know is a high art of education for many years, probably ten or fifteen years and an education not every one can obtain, and obtain it right. These men are sacrificing day after day an hour or two to practicing throughout the year, and receive no credit whatsoever. They are treated as is generally observed as the tail end of any amusement, they are only called upon to make emergency blow-outs, but when anything fine or important is going on they are not in it. The base-ball or foot-ball players, who do not take any high education, but to be a rough and tumble men are preferred to the high class educated musician, form the standpoint of the university. Whenever there is an entertainment the band always is set back. For instance, at a foot ball game, the team will necessarily need the band to make the music for the occasion, then after all is over, the foot-ball team is carried off with high honors, and the band can walk off like a lot of sheep. These young men of the band are students of the university as well as the base ball players, and take just the same part, therefore why are they cast aside in such a manner. That part of it is not right.

Last Monday night you had an opening of Hitchcock ball and gave orders for the band to be on hand and play.
The young men all dressed up for the occasion, and were promptly on hand at the appointed time, but then were notified that their presence was not wanted. How do you think these young men feel, after getting everything prepared, fixing up, neglecting their studies, spending car-fares, to be rejected, and made laughing stock of. Do you think this is justice? I think yourself as well as Mr. Jobbs should take pleasure in the band and not tolerate any such treatment. The majority of the young men of the band feel very much hurt, but do not say anything for the simple reason, that they might be looked down upon and lose their little tuition, which some of them get, therefore it is kept quiet, but the feeling is there nevertheless. Their interest in music, of course is dropped, and they practice very little and pay very little attention to whether they play or not, but just simply come to obey the orders, and as a matter of form. It is a shame when you have one of the finest universities of the United States, and one of the finest bands, which could not be found in any university you let the same go to ruin as you do. These young men tell their difficulties to others, and there is a general whisper about the university of the ill treatment of the band.

Some of the high classed musical talents never applied and would never apply to belong to such a down trodden body of men, consequently your band stays just as it is, and in the near future will grow less, because the interest is not there. It seems to me that it would be your duty and your pride, as well as the pride of the university to have that set of men looked after and appreciated just as highly as anything you have at the university. Everybody loves music, and appreciates the same, and your time could
spent to no better advantage. You could have the finest concerts of any other university and would be a great attraction for your institution.

Now as to the uniforms I would like to say a few words. The uniforms which they have are an imitation of the Salvation army, and many of the young men when they go down the street, with or without the band feel embarrassed, for the boys hoot at them as Salvation army men, and consequently they are ashamed to show their colors instead of being proud of them. Some of them have no uniforms whatever, and are happy because they haven't. I noticed at the last baseball game, Thanksgiving Day, the Chicago University Band marched down the field with overcoats, hats and caps, one straight, and one crooked, in fact they walked like a lot of lost sheep, whereas the Wisconsin band came down the field with fine military tactics, and their appearance took the eye of the people. The Chicago University has far better material, and a finer lot of young men than others, but their appearance was ragged, and no order whatever. It seems to me, that if I had an institution like yourself, the band would be the highest character by all means, so that they would be able to make their appearance, as well and better than bands of other Universities of America. Furthermore I would treat them as such, for they are your men, who are with you all the time during the whole year, at your command and call, and when there is any banquet or entertainment given to the ball team, the band should also be invited to the same. Not only to be treated as any ordinary music band, who get their pay and then depart, when they are done. They are not in the university for that purpose, they are students as well as the ball players, and

over.
...
they should take their part on the occasion. If you pay proper attention to the above matter you will find that your men will do better practicing, and you will receive more number of fine men, who are not there now, and no doubt some of the good ones who are there will get tired and drop out, if such treatment keeps on, and you will be ashamed of your band in place of being proud of it.

Any body with strength and bull-doggedness can become an expert ball player, and do a great deal of bodily injury to one another and be an expert in two years, but in order to be a expert in music it takes years and years and a good deal of money to accomplish the same, which certainly is an accomplishment when it is once thoroughly known. If there is any preference, such men should be preferred to the rough and tumble men.

This was not written as you will no doubt notice by a grammatic, nor by a scholar of your university, but by a plain, well-known business man of Chicago. One whom you know well, and have quite often met, but I will not mention my name, for I would not like to hurt your feelings. This is my opinion in the matter. I hope that by next Thanksgiving Day your band will be in a far better condition and better feeling among the members, than prevail now. There are thousands and millions of dollars spent in the university for all means of amusement, why not spend a few dollars for the band, which is the whole soul and body of entertainment of the university, and if you had no band all your affairs would be dry, odd, and quiet. If the band was simply hired as servants then of course it would be different, but they are your students as well as the rest. They are your young men, and ought to be treated as such, not merely looked upon as common - STRASSEN MUSIKANETZ, that
A note (continued)

perhaps we may very well make of the occasion... to which you will take... must not alter... was not printed any... to your notice... to the point of its... to the point of... to your notice... to your notice...
I am somewhat of a musician like yourself, but I will uphold for the band every time. No one knows about this but myself, no member of the band have any idea of me writing to you, however I know many of them personally.
Chicago, Sept. 25, 1903.

President William R. Harper,
University of Chicago.

My dear Dr. Harper:

In consultation with Dr. Shepardson, who spoke with me at your request, I have agreed to assume the conductorship of the University Band for the Autumn Quarter. By the end of that time it will be apparent whether my services in that capacity are pleasurable to the Band and desirable to the University.

Dr. Shepardson informs me that the question is now in balance whether the Band shall drift along under a transitory student leadership, or be put into the hands of some competent person whose tenure of office shall be permanent. Without regard to my possible connection with the organization, the permanent leadership seems better, especially if the right man can be found among the members of the Faculty.

I trust that you will pardon me for thinking that I may be the man. My feeling is based upon experience. My father was a musician, and was detailed from the ranks, to act as Solo Cornetist in the Eighth Regiment Band of Vermont, during the war of 1860. He continued to play professionally, and for recreation, until I was quite a young man. I had my first lessons of him, when I was so young that I can hardly remember them. I played well in band and orchestra when I was fifteen. I then went to Boston, and studied under H.C. Brown and E.M. Bagley, two of the best cornet players this country has produced. Mr. Bagley was at that time, and remained so till his death, the Solo Trumpeter of the Boston Symphony Orchestra, and the
President William R. Harper;

Dear President Harper,

In connection with the recent developments and changes in the Journalism Department, I am writing to express my support and to offer my suggestions for its future growth and expansion.

I believe that the Journalism Department has a unique opportunity to play a significant role in the future of news and media. With the rapid advancements in technology and the increasing demand for well-trained journalists, it is crucial that we continue to invest in this field.

I propose that we consider expanding the curriculum to include more courses on digital media, data journalism, and multimedia storytelling. Additionally, I recommend establishing a Journalism Lab where students can gain hands-on experience with the latest tools and technologies.

I would be happy to discuss these ideas further and to offer any support that I can. Please let me know if there is anything else that I can do to assist the department.

Sincerely,

[Name]
Solo Cornetist of the Germania Band. I studied with these men a
year, making remarkable progress. Then I returned to school, to
prepare for college. During the twelve years following, I fought
the battle of life with my cornet, serving as player, teacher and
leader in the bands and orchestras of Vermont, New Hampshire, Ohio
and Massachusetts. All of this time I was fitting myself for a life-
work more to my liking---the work in which I am now engaged.

I desire to do no more service in the world of bands and or-
chestras, but under right conditions I should be very happy to assume
the permanent direction of the University of Chicago Band. At any
time, with ten days practice, I could play as well as ever; and I
could, if desired, play solos with the Band. My knowledge of plat-
form decorum would be of service to some of our boys. The persuasion
incident to the art of teaching Public Speaking would enable me to
bring out of the Band a unity of effort, and a certain "snap" and
life for which it has not yet been celebrated.

But this is already too long a story. The rest I shall leave
to your conjecture, and to the results of the Autumn Quarter.

Most sincerely yours,

[Signature]

F. M. Blanchard.
Department of Public Speaking

Frederic M. Blanchard

The University of Chicago

Founded by John D. Rockefeller

Dear Mr. College,

I am writing to express my 돌아 to the University of Chicago, the alma mater of my father. I have been an active member of the University community since my undergraduate days. I am writing to request an extension of my leave of absence for a short period. I have been working on a project related to the development of a new research methodology, and I believe that this extension will be beneficial to my work.

I am looking forward to returning to the University, where I have made many valuable connections and have had the opportunity to work with some of the most brilliant minds in the field. I hope to continue my work on this project and to contribute to the advancement of knowledge in my field.

Thank you for considering my request.

Sincerely,

[Signature]

Keep in touch, I hope to see you soon at the University.
Chicago, Sept 20, 1903.

President William R. Harper,
The University of Chicago.

My dear Dr. Harper,

My dear Mr. Blanchard:

I have your letter of September 20th. I am perfectly certain that the sum asked by you is below the real value of the work which you may undertake to do, and I am also equally certain that the University has no right to ask you to do this work for a sum less than this; at the same time, I confess I do not know which way to turn for this money. Up to this time no appropriation has been made for the Band; we have had only indirect assistance. I am in one or two indirect ways responsible for this, but it would be impossible to go to the trustees with a request for this. I am wondering whether we might not make some temporary arrangement on a similar basis calling for a smaller amount of your time. Come in again sometime and let us talk of it. I ought it overable to offer more men full tuition, and thus get better men. It takes good players on all. Yours very truly, make a fine band. Your points are as familiar to you as to me, and therefore I will say no more.

Concerning the matter of Leadership of the Band, I have made a careful estimate of the time which I should feel compelled to give to the work, in order to do it well; I have made a goodly allowance for gratuitous service; and I now submit for your consideration the proposition of $300 a year. Trusting that this will meet with your favor, I remain sincerely yours,

Mr. Blanchard.
I have your letter of September 8th. I was particularly interested to know how you were getting along and I am also very pleased to hear that you have not been sick too much. You say that you have been doing a lot of washing and I hope you are not getting too tired.

As you know, I am getting along very well and I am looking forward to seeing you soon. I have been doing a lot of reading and I think I have read more than you. I am hoping to get some more books soon.

I hope you are getting along well and that you will write soon.

Yours very truly,

[Signature]
Chicago, Sept. 30, 1903.

President William R. Harper,

The University of Chicago.

My dear Dr. Harper:—

The subject of our conversation of yesterday has received my careful consideration. I am inclined to agree with the Trustees in looking upon the University Band as a "luxury"; but I must agree also with the students and friends of the University, who think that it is a kind of luxury of which we have altogether too little.

The Band started out of almost nothing, so far as the students were concerned; and for a long time it was pretty bad. Since the granting of tuition for service, however, there has been a constant improvement. There now seems a possibility of having something very good. But the Trustees should accustom themselves to the idea of giving more, instead of less, for the maintenance of the Band. We ought to be able to offer more men full tuition, and thus get better men. It takes good players on all instruments to make a fine band. These points are as familiar to you as to me, and therefore I will say no more.

Concerning the matter of Leadership of the Band, I have made a careful estimate of the time which I should feel compelled to give to the work, in order to do it well; I have made a goodly allowance for gratuitous service; and I now submit for your consideration the proposition of $300 a year. Trusting that this will meet with your favor, I remain Sincerely yours,

[Signature]
President William H. Harvey
The University of Chicago

Dear Mr. President,

The purpose of this memo is to announce a decision that has been made by the faculty of the University of Chicago to adopt a new score system for evaluating the academic performance of students. This change is intended to reflect more accurately the progress and potential of each student and to provide a fairer basis for making promotion decisions.

The new system, known as the "Chicago Score System," will be implemented starting with the fall term. It is designed to assess a student's performance in a comprehensive manner, taking into account not only grades in individual courses but also extracurricular activities, community service, and other factors that contribute to a student's overall academic experience.

I am confident that this change will contribute to the educational excellence of our institution and I look forward to working with you and the faculty to ensure its successful implementation.

Sincerely,

[Signature]

[Note: The text is partially obscured and difficult to read in some sections.]
Chicago, July 5, 1917

Memorandum to President Judson:

I have canvassed the band situation and have discovered nothing in the way of an appointment with Mr. Cragun. He has been doing much of the work in recent years for the love of it, and any new responsibility will not interfere with his present work at the University High School.

D.A.R.-V.
November 10th, 1948

I have recently been

appointed as Assistant Professor of Chemistry.

I am now doing research on the above-mentioned problem, and am

now working on the project to prepare new reagents.

Yours sincerely,

[Signature]
June 21, 1917.

My dear President Judson:

I return herewith letter under date of June 14th from Professor Blanchard to you.

I have never known about the administrative details of the Band so that I doubt whether my judgment is of much value.

So far as concerns Mr. Cragun, he is, so far as I can learn, entirely competent to do this kind of thing, is generally liked by the boys, and has been decidedly successful with the Orchestra. I should want to keep a rather tight hand on him for the first year until his judgment had been tried out regarding the occasions upon which the band appears, and the like.

Yours very truly,

James R. Angell

Dean.
To the President of the University:

I am pleased to see the progress in our research efforts. It is heartening to note the increased interest in our projects. I believe we are on the right track and that our efforts will bear fruit in the near future.

Sincerely,
[Signature]
Chicago, June 14, 1917

President Harry Pratt Judson,
The University of Chicago.

My dear President Judson:—

In accordance with the custom of former years I enclose a statement regarding my connection with the University Band for the year just closing. As I remember, this requires your approval before going to the Auditor.

Confirming my understanding of your recent decision about the Summer Band, let me say that I am going ahead on the basis of the past two years, namely, $750. for the Band and $100. additional for the Director. This will care for a Band of 27 men; which makes a very satisfactory combination for the sort of work required in the Summer.

And now, Mr. President, having completed fourteen years of joyous service as Director of the University Band, I feel that in the interest of my principal service to the University I should ask to be relieved of the work in the Band. The opportunity and need for teaching Voice and Speaking in the Divinity School, the Law School, and the School of Commerce and Administration, is so great and so interesting that I wish to give it my entire attention.

If it be your pleasure, I should like to pass the Band on to the Directorship of Mr. J. Beach Cragun who has co-operated with me during the past four or five years. He is an experienced and able man in Band work, as you doubtless know; and his connection with the College of Education will make it possible to retain the Faculty connection with the Band. I feel certain that Mr. Cragun would be glad to do the service, although
Chicago, June 15, 1917

I enclose a draft order for the University of Chicago.

If you find the enclosed satisfactory, please return it to me.

If you desire further information, I will be glad to provide it.

I am confident that you will find the University of Chicago as favorable an institution as any of its kind.

Please let me know your decision as soon as possible.

Yours truly,

[Signature]
Chicago,

I have not spoken to him about it except in a most casual way in view of a "sometime-when-I-should-wish-to-drop-out-of-the-band". He is to be at the University all of the coming Summer Quarter; and will be here next year. I will assist him in getting the Summer Band into shape; and will pass over to his keeping all of the traditions of the first quarter of a century of our Band life. I think he would be willing to do this for the same consideration that you have allowed me.

If this plan meets with your approval, I shall be happy to make the arrangement with Mr. Cragun, and to send him to see you for confirmation and for any special suggestions.

Let me express my most sensitive appreciation of your unfailing sympathy and kindness in all these years in which we have labored to bring forth a better and a better Band. I know that my successor will receive the same helpful consideration.

Gratefully yours,

Fredric M. Blanchard.
Chicago,

I have out more of my point to expect a more certain way to view it as a "correctly-defined" place to a wholesale list of "correctly-definition." I have to be of the University of the sciences, which I will do from next year. I will report how to get back the same paid into printed and will bear in over to the quizzing of the principle of the great chapter of a country, on a string. I think it would be agreeable to help to fix the same perspective arrangement with Mr. O'Gorman, and to send him to see you for comparison. (The blank spaces with your spellings.) For your own correction and for your own satisfaction.

Let me express my sincerest gratification of your willing

expression and kindness in all these cases in what we have I have to print room a letter and a better hand. I know that my success will receive the same pathetic congratulations.

(Signed) J. M. Washburne.
President Harry Pratt Judson,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Judson:

Mr. Robertson has suggested to me the possibility of my appointment as Mr. Blanchard's successor. At the same time he asked me to write you concerning a plan of mine concerning this work.

I would organize two units, one a band, the other an orchestra. The band would be given more rehearsal time in the fall and the summer, and the orchestra rehearsals would be stressed in the winter and spring quarters.

I would use the band, as at present, for the athletic events of all quarters, and the summer concert series. For the various convocation affairs, I would use the band for all outside work, and the orchestra for all inside playing (such as the receptions). Special occasions could be handled in similar fashion—band outside and orchestra in Mandel. In addition, I would have the band and the orchestra each give a free concert in Mandel each quarter. These to be popular in nature, yet of musical worth, and to contain special features, such as the singing of college and American folk songs.

As to expenses, I have not been able to get accurate figures as to the previous expenses for the band, but believe the following figures representative.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student refund, per year</td>
<td>$3750.00</td>
</tr>
<tr>
<td>Conductor's salary, per year</td>
<td>400.00</td>
</tr>
<tr>
<td>Music, per year</td>
<td>100.00</td>
</tr>
<tr>
<td>Incidental, per year</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Total, per year</strong></td>
<td><strong>4350.00</strong></td>
</tr>
</tbody>
</table>

Estimated expenses, according to my plan.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student refund</td>
<td>$4680.00</td>
</tr>
<tr>
<td>Professional assistance at concerts</td>
<td>300.00</td>
</tr>
<tr>
<td>Incidental</td>
<td>200.00</td>
</tr>
<tr>
<td>Music</td>
<td>360.00</td>
</tr>
<tr>
<td>Conductor's salary</td>
<td>400.00</td>
</tr>
<tr>
<td><strong>(Second year, $800.00)</strong></td>
<td><strong>5940.00</strong></td>
</tr>
</tbody>
</table>

In addition to these, I would wish to take up the matter of new uniforms for the band, and a larger room for rehearsal. I should very much like the old Lexington gymnasium, or some other large room for band and orchestra headquarters. In addition some money for new instruments would be necessary. These I have estimated to cost $1655.00. These are, of course, initial expenses, and not to be met from year to year.

As to my own time. This work comes at times when it does not conflict with my own teaching. And for the last four years I have been putting in the amount of time called for—though not as much as I would if I were conducting the two organizations. This, however, I can easily arrange.

Hoping that you will find much in the scheme that meets your approval, and that I may hear from you soon, I am

Yours truly,

J. Beach Cragun
6120 University Ave.

Chicago, Illinois,
July 9th, 1917.
Dear Mr. Judge:

I was pleased to hear of the possibility of my appointment as the University of Chicago's Director of the National Committee to Prevent the Spread of the Blackspot Disease. At the same time, I fear that I may have to decline your offer. Being a bank officer and a director of a large corporation, I would find it difficult to devote the necessary time to the task. I am also deeply engaged in my present work in Chicago.

However, I would like to express my appreciation for the opportunity to serve in this important position. I am confident that the National Committee is doing valuable work in the fight against the disease, and I am willing to contribute in any way I can. I hope that I may be able to do so in the future.

Sincerely yours,

[Signature]

---

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>00.000</td>
<td>Deposit</td>
<td>33.87</td>
</tr>
<tr>
<td>00.000</td>
<td>Committes's Bats, Diet, &amp; rent</td>
<td>133.85</td>
</tr>
<tr>
<td>00.000</td>
<td>Water, heat, &amp; rent</td>
<td>133.85</td>
</tr>
<tr>
<td>00.000</td>
<td>Internet, Data, &amp; rent</td>
<td>133.85</td>
</tr>
<tr>
<td>00.000</td>
<td>Total</td>
<td>433.58</td>
</tr>
</tbody>
</table>
August 31, 1922.

Mr. C. D. Greenleaf,
c/o C. G. Conn Ltd.,
Elkhart, Ind.

My dear Mr. Greenleaf:

Early this year our friend, Professor Rollin D. Salisbury, told me of the interest of an alumnus in seeing that the University of Chicago had a real band. He told me that a friend of his was willing to give the equipment for 100 instruments if the University would undertake to form a band of that sort. This fine expression of interest came at a time when the Undergraduate Council, the Alumni Council, and other groups in the University were also coming to me with an expression of the desire for the development of a band. Inasmuch as I have been connected administratively with the band for many years, I reported to the President of the University the various evidences of interest and undertook to develop tactfully the growing spirit for a band worthy of the University. The various movements found expression in a conference in my office in the Spring Quarter.

At this conference, held in the office of the Dean of the College, Monday, May 8th, there were present: A. A. Stagg, Major Harold Marr, Sergeant Wm. Barkdale, Wm. Ruminer, president of the University of Chicago band, Kenneth Gordon, president of the Undergraduate Council, Herbert Rubel, editor of the Daily Maroon and representative of the Senior Society; Frederic A. Blanchard, being out of the city, sent regrets.

As a result of the discussion at this conference, the following recommendations were presented to the President of the University:

1. There should be a University of Chicago band.

2. The band in the autumn quarter should consist, if possible, of 100 pieces; in the winter and spring of 36 pieces, a smaller number of selected pieces (e.g. 24) being used for basketball games in the winter quarter.

3. The band should be under the direction of the Department of Military Science and Tactics.

4. Uniforms should be provided for band members. Such provision can be made in part and possibly altogether by the Department of Military Science and Tactics. Distinguishing hat
bands, cords and leggings are not included in this provision but can be secured at less than cost by the Department. The Department can, at low cost, probably $4 or $5, also secure overcoats with maroon lined capes. Sergeant Barksdale and Mr. Ruminer will report on details regarding costume.

5. The band should be drilled by the Department of Military Science and Tactics, band members being registered for military physical culture and receiving credit for the same.

6. The band should be coached musically by a director. It is hoped that Mr. Vaile of the University High School will prove to be a man with personality and musicianship and willingness to direct the band.

7. The compensation to members of the band should be: (1) relief from purchasing uniforms; (2) military physical culture for junior college men; (3) salary according to a scale based on that of the United States Army. Report on this scale will be made by Sergeant Barksdale and Mr. Ruminer.

8. The greatest compensation to members of the band should be in pleasure in a high grade musical organization, expression of loyalty to the University of Chicago, and in consciousness of the pride of the University community in a loyal, musical, well drilled and well uniformed band. To the latter end the Daily Maroon and Undergraduate Council will use every effort to rouse and maintain enthusiastic interest in the band.

9. Although not all questions of finance are now clear, it is recommended that the gift of instruments be accepted and that the University expend a sum to assure the foregoing program. Specifically Mr. Stagg has suggested that the Department of Physical Culture and Athletics pay $2,000 and other University funds pay $2,000 toward the support of the band. The Undergraduate Council will volunteer a further gift in support of the band.

A report made two days later to the Expenditures Committee covered the uniforms, leggings, cap bands, breast cords, overcoats, and metal symbols. It also proposed a scale of compensation for members of the band. On May 25th the Auditor was able to report to the President that after conference of Mr. Stagg, the Auditor and myself, Mr. Stagg agreed to appropriate from the Athletic Fund the sum of $2,500 providing the University would appropriate the sum of $1,500. The University had already appropriated from the general fund the sum of $1,000, leaving only $500 to be cared for. This additional sum President Judson, in a letter of June 2d, declared there would be no doubt about.
We have been casting about for a suitable director for the band. Mr. Vaile, who is to be in charge of the music in the University High School, chose to devote himself entirely to that for the year. Mr. Robert W. Stevens brought to my attention Mr. Morris Wilson, director of music of Grace Church, Chicago. Mr. Wilson was formerly head of the department of music in one of our western colleges and as such had experience in arousing a community, and especially the college community, to participation in a successful festival. He has also had experience under Sousa, playing clarinet in Sousa's Band. He can play several of the band instruments. He was a student in composition of Arne Oldberg at Northwestern School of Music. During the war, he served in the navy and in the big navy band. He is a graduate of the University of Minnesota and has the right attitude toward a college band as a feature at football games. I believe that he will make a success of the band.

Apparently we shall have a large number of applications also for the band for we have already had many. As soon as possible we wish to have a good publicity story in the Chicago papers regarding the new plans for the band.

In view of the very large influence which your anonymous offer through Mr. Salisbury has had, I hope that you will be pleased to know of the developments and will be willing to make to the University of Chicago the gift which, I understand, you had in mind. Will you be good enough to let me know your pleasure in regard to the matter.

This business has, of course, been held up ever since it came to a head in June because of the indisposition of our very dear friend. There was at no time a possibility of troubling him with matters of business, else it would have given Mr. Salisbury great pleasure personally to arrange for a matter which was of great interest to him. In all of our conversation, he showed not only a pride in his friend who was willing to give this gift to the University but a desire to protect this friend from giving in a useless way. Mr. Salisbury was, therefore, very much interested in the developing plans for the band and seemed to feel that these plans would justify him in reporting back to his friend regarding the advisability of the gift.

Very truly yours,

Dean.
The word "paragraph" refers to a section or part of a document. It is used to group related text together. Paragraphs are often separated by line breaks, and they help to organize the content of a document. Paragraphs can be used to introduce new ideas, provide evidence, or make arguments. They are an essential part of writing and are used in both formal and informal contexts. Paragraphs are also used in literature, journalism, and academic writing. They help to create a clear and structured presentation of information. Paragraphs can be short or long, depending on the content and purpose of the document. They are an important tool for effective communication and are used to convey ideas in a logical and organized manner.
Dean David A. Robertson,
University of Chicago,
Chicago, Ill.

Dear Dean Robertson:

I regret very much that the receipt of your letter of August 31st, which arrived during my vacation, was not previously acknowledged. I find your letter on my desk at my return.

I first suggested this matter to Professor Salisbury just about a year ago and aside from one or two notes from Prof. Salisbury shortly after, I never heard anything more about it and was of the belief that the subject was not of interest to the University authorities and the thing had practically passed out of my mind. I am pleased to know, however, from your letter that there is some interest in the subject of the University Band and that even yet the project may be worked out.

I am still willing to carry out my part as intimated to Prof. Salisbury, provided satisfactory arrangements can be made to give reasonable assurance that the band will be a permanent institution. From my conversation at various times with previous directors of the band and from information from other sources, I find that heretofore there has not been sufficient inducement for a membership in the band to make it attractive for the students who were qualified to take part. It would seem to me as though the program which is outlined in your letter would provide sufficient inducement and I think that I would be willing to supply
The Supreme Excellence of the Band and Orchestra Instruments
Made by C.G. Conn Ltd., Elkhart, Indiana,
Is recognized by the World's Greatest Bandmasters
They are used exclusively by all Famous Virtuosos and Soloists
Their superior qualities are known in all parts of the world
Where good music abounds
the set if these contemplated arrangements could be carried out. Of course, I am not acquainted with the man you mention for the position of director, but I assume that a satisfactory man could be found. In my opinion, as much depends upon the personality of the leader as upon his musical ability.

I am afraid that it would be very difficult at this late date to provide the instruments and get the band organized for work during the football season. However, I will see what can be done toward providing the instruments as quickly as possible. It had been my thought that if the matter could have been determined sooner, we could have prepared the instruments during the summer when we have more leisure. It is now just the beginning of the busy season and it would be much more difficult for us to furnish the instruments now than it would have been had we been advised a few months ago. However, as stated above, if the necessary arrangements can be made at the University, I will see that every effort is made to provide the instruments at the earliest possible moment.

I shall probably be in Chicago within the next week or so and shall be glad to hold a conference with you and such other persons as may be advisable if this is considered necessary. Of course, we shall have to know the instrumentation just as soon as possible and this will no doubt make it necessary for the director to be chosen immediately. We can, however, furnish such technical advice on this subject as may be necessary and I think that I could even supply an instructor temporarily if it should be impossible to arrange for a permanent director immediately.

I assure you that I shall be glad to cooperate in any way that I can toward the success of the University Band and only regret that the lateness of the hour will apparently make it difficult to secure the maximum results for the fall quarter, which is, of course the time when the band is the greatest asset to the University.

With best regards, I am

Yours very truly,

[Signature]

President,

C. G. CONN, LTD.
Dear [Name],

I hope this letter finds you well and that you are recovering quickly from your recent illness. I was very pleased to hear that you are doing better and that your doctor has cleared you for light activities.

I also wanted to follow up on the discussion we had about the research project. I understand that you are eager to resume your work and that you have been working on some preliminary data analysis. I would be happy to review your findings and provide feedback on your progress.

Please let me know if there is anything else I can do to assist you. I am available to discuss any questions or concerns you may have.

Best regards,

[Your Name]
My dear Mr. Greenleaf:

Mr. Robertson hands me your note of the 26th instant about the Band. I am very much pleased at your kindness in the matter. The Band has not been satisfactory for some years. Professor Salisbury's illness put off our action for a time, because we were conferring with him on it, and moreover we were not able to get a satisfactory leader at once. We have one who in our opinion will be highly satisfactory, and we believe that our organization will be permanent. The Band will be for drill purposes connected with the Military Department, and Lieutenant Bixby of the United States Army has been detailed to take immediate charge.

We shall be able to make a start anyway for our football season this Fall, and if you are able to do anything in the way of instrumentation, it will of course very greatly help. I have looked forward with interest to our having a Band well trained, well organized, and adequate in numbers so as to be a credit to the University.

I hope I shall see you if you are in Chicago in a week or so.

Very truly yours,

Mr. C. Greenleaf.

Harry Pratt Judson (signed.)
My dear Mr. Organizer,

Mr. Robertson sends me your note of the 5th Instant.

I cannot be away from business or family in the coming week; I can only please if your kininess. In the meantime, you can please to ask for further information; I can only comply with your request at some future time.

Sincerely yours,

[Signature]

P.S. My apologies for any inconvenience this may cause.
September 29, 1922

Mr. C. D. Greenleaf
Elkhart, Indiana

Dear Mr. Greenleaf:

Delighted by your letter of September 26! I at once reported to President Judson and to Major Marr your great kindness as proposed in your letter.

I think I can honestly say there is real enthusiasm among responsible parties for a creditable band. The chief responsibility will be carried by the Department of Military Science. Major Marr is genuinely interested, and has assigned Lieutenant Bixby and the Sergeant to look after the Band.

The musical direction has been given to Morris Wilson, who is not only well trained musically, but is highly trained in academic lines as well. In other words, he is a graduate of the University of Minnesota, and as such has a proper conception of a University Band as a spectacle as well as a musical instrument. His musical record in part is as follows: piano under the head of the Department of Music of Carroll College; piano four years under Fanny Bloomfield Zeisler; organ under Arthur Dunham; composition under Arne Olberg of Northwestern; he played clarinet in Sousa's band during the war; he organized bands and orchestras while a student in the University of Minnesota; he organized the chorus and orchestra while the head of the Department of Music in a Western College; and now he is Director of Music at the Grace Episcopal Church, Chicago. Personally he is quick, alert, keen and enthusiastic, energetic and ambitious. We all hope he will succeed in making a successful band. If he does not, I have learned since his appointment of the Director of one of the BIG TEN University Bands who desires to have an appointment in Chicago for the sake of being closer to a University Centre.

The University has embarked on a program which, I think, will result in a highly efficient band within a short period of years. We are at once striving for a membership of 100 during the Autumn quarter. Wilson has been at work several weeks enlisting members; and now that college has opened he will know exactly where he stands in relation to personnel. I have asked Lieutenant Bixby, in co-operation with Wilson to report at once on instrumentation; as soon as I hear I shall convey the report to you.
As an alumnus as well as an officer of the University, I take great delight in the emphasis which you have given to good music at the University. My own association with the University Orchestral Association has, of course, led me to be keen on a high type of music for the institution. My own association in the President’s Office with the successive directors of the band have made me ambitious also for a fine college organization. You have gone far to make our dreams real!

Yours very truly,

Dean,
October 3, 1922

Mr. C. D. Greenleaf
Elkhart, Indiana

My dear Mr. Greenleaf:

If you are to be in Chicago Thursday afternoon, would it be convenient for you to meet in the President's Office some of us who are interested in the band?

I think it highly desirable for those who are interested in the musical, financial, and other responsibilities of the band to have the advantage of enthusiasm out of meeting you, and of information which your large experience will make valuable.

At 4 o'clock, then, in the President's Office, I shall ask Major Marr, Mr. Wilson, Mr. Flimpton the University Auditor, and Mr. E. J. Goodspeed to meet with you and the President.

Yours very truly,

DAR
Dean.
The University of Chicago
Office of the Counsel and Business Manager
May Three
1923

President E. D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear Dr. Burton:

The information that I have gathered concerning the administration of the band is as follows:

1. The director of the band is Mr. M. E. Wilson.

2. The relations between the band and the Department of Military Science have been handled directly by Lieutenant Bixby and generally by Major Marr.

3. Major Marr states that in discussing band matters with University authorities he has consulted both Dean Robertson and Mr. Goodspeed of your office.

He states that he is also in doubt as to what administration office is the final authority in band matters.

With regard to the specific question which was raised, namely, the uniforms for the band, I have the following facts from Major Marr:

1. The University now owns a portion of the uniforms, namely:
   a) Overcoats
   b) Braided decorations
   c) Caps
   d) Leggings.

2. The band has had the use of Government property, namely, breeches, blouses and caps. This use has been outside of army regulations and may not be continued by the new commandant.

Should new uniforms be desired it is estimated that from $30.00 to $35.00 per person will be the amount required to supplement the present University-owned uniform equipment. Since the full band numbers one hundred pieces Major Marr estimates that $3500 would be required.
Since Messrs. Goodspeed, Robertson and Marr have had to do with the direction of the band I suggest for your consideration that these three men be invited to confer and recommend to you a policy for permanent band administration. Such a policy should include naming some University officer in charge of band affairs, including, of course, questions of uniform and equipment.

Very truly yours,

[Signature]

GOF : AG
May I make a report on the band and also some recommendations at this time? I believe you overstated the difficulties for the band last fall. To be sure, we have not the inducement of drill-credit here, which they have at most universities, and there are many inducements which attract the better players away from the campus; but, on the other hand, I do believe we have a much better grade of musicians to draw from, and help is always available off campus. Moreover, the new instruments are a great asset in securing men. The greatest difficulty I have had is in securing regular and responsible attendance. This, I believe, can be done if sufficient stress, backed by the remuneration, is laid upon it. At another time I should like to discuss with you the scale of remuneration which you gave me last fall.

Now that the 100 piece band has been tried out, will it not be possible to have a more definite organization? Lack of definition of my authority, responsibility, and duties has frequently been embarrassing; I am sure it has been equally unsatisfactory to Major Marr. And it is due only to the very kind consideration of both Lieutenant Bixby and Major Marr that there has been no friction.

I wish I might be responsible for everything that takes place in the band directly to a committee. Such responsibility would include the uniforms, instruments, engagements, and budget. This would not be difficult in the new band room. Moreover, wherever the university may place the responsibility, the students and the public will always hold the director entirely responsible. This committee should include a member from the Athletic Dept., a member from the Department of Military Science and Tactics, one person familiar with the technique of music (not necessarily the band director), and representation from the administration. The duties of the committee would not be burdensome. It should criticize the band, determine its policies, and indicate the budget. I would be responsible for the execution of the instructions and would hand in the reports as frequently as might seem advisable. The pay roll each quarter should be approved by the committee or by some one other than the director, as this is the greatest danger of waste. The other
Dear Mr. Professor:

May I make a report on the fact that I believe the article in the February 26, 1939, issue of the New York Times, which printed the above title, is not correct? I believe that the article does not give a clear understanding of the situation. The article states that the University of Chicago has accepted a second offer of the American Association of University Professors, but this is not true. The University of Chicago has not accepted any offer from the AAUP. The article also states that the University of Chicago is negotiating with the AAUP, but this is not true. The University of Chicago has not been negotiating with the AAUP.

I believe that the article is misleading and that the University of Chicago should take steps to correct the record. I would appreciate it if you would let me know what steps you believe should be taken.

Sincerely,

[Signature]
expenditures are comparatively small; an itemized bill of these should be sufficient, as it could be checked at the auditor's office.

If there is a hundred dollars of the budget available by the first of September I can do much of the work which is necessary before the rush of the football season. I hope, therefore, that whatever steps you may see fit to take in reorganization, may be taken before very long.

Thank you very much for allowing me to write this letter.

Respectfully yours,

M. Emmett Wilson.
Thank you very much for allowing me to write this letter.

Yours truly

[Signature]
President Ernest D. Burton,
The University of Chicago.

My dear President:

Mr. Fairweather reports that the Committee on Uniforms for the Band had a meeting yesterday. It appears that Mr. Stagg objects to the payment of so large an advance as $3750 being charged against the athletic fund. The charge last year was $1500.

Mr. Fairweather has learned through Major Barrows that the government has made arrangements now by which, if the band men are nominally in his department, he can secure band uniforms. This seems to solve the situation, if it meets your approval. It is not certain that the government will be willing to pay the cost of the necessary refitting. If not, that item (about $600 or $700) will have to be born by the University.

May I mention that since Mr. Fairweather was requested to take charge of the football tickets, that work has added considerably to his already increasing responsibilities. I am relieving him at this time of year where possible and placing responsibility upon others. The further work on the Band Uniforms Committee being now largely a matter of detail, do you think he might be relieved from further work on it?

Very truly yours,

WH:EB
Mr. William E. Scott,

Secretary to the President,

University of Chicago.

My dear Mr. Scott:-

Now that the football season is over and we have won the conference, though perhaps not with such fine colors as we might have wished, I believe the time is at hand when the University should consider very seriously the question of an appropriate uniform for the band. While the band is not under me in any respect, still I have its interest at heart and believe it should have a uniform which is a credit to the University as I feel the present one is not. If I can help in any way I will be very glad to do so.

I have had frequent talks with Mr. Wilson and he, I believe, feels likewise the necessity of something being done.

My only connection with the band now is that our department furnishes the olive drab uniform and Lieutenant Gildart drills the band.

This enlisted men's uniform now issued to the band is not a dress uniform in any respect, but is a field uniform and was designed for the latter purpose.

I hope you do not think me as pushing myself forward into something that does not concern me but while here at the University I feel that anything in which I might possibly be of service to the University does concern me.

Very sincerely yours,

F. H. Barrows, Maj., F. A.
Within Martian
urban areas
Appointment
M. Emmett Wilson
Faculty Exchange
H. P. 8383

board appointment, indefinite?
Stagg
Fairweather
Goodspeed
Wilson
Major Barrows
Dean Wilkins
Board Meeting
Appointment
Tower Room
3rd Mitchell

Frank O'Hara
Dw Nelson
The University of Chicago
Office of the Organist and Director of Choirs

October 8, 1924.

Dear Mr. Scott:

Enclosed is the estimate of the band budget for the year 1924 - 25. I am enclosing the carbon copies with comment, as you suggested in our conversation of four weeks ago.

As there are no changes of moment in the program of the band this year, so far as I have heard, a meeting of the band board will doubtless not be necessary.

I thank you for your interest and advice in this matter.

Yours very truly,

[Signature]

Director of the University Band.
Mexico City, September 8, 1925

Dear Mr. Scott:

I propose to the estimates of the foreign budget for the year 1926-27. I am acquainted with our income and expenditures in our capital as you anticipated in our conversation of last week.

As there are no changes at moment in the progress of the budget this year, I am so I have prepared a meeting of the board. I will present not be necessary I thank you for your interest and advice in this matter.

Yours very truly,

Director of the United Fund.
THE UNIVERSITY BAND - Buget for 1924 -25.

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Service</td>
<td>$3,480.00</td>
</tr>
<tr>
<td>Salary - M. E. Wilson</td>
<td>600.00</td>
</tr>
<tr>
<td>Music &amp; Repairs</td>
<td>200.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>328.83</td>
</tr>
<tr>
<td>Miscellaneous Supplies</td>
<td>100.00</td>
</tr>
<tr>
<td>Pressing &amp; Cleaning Uniforms</td>
<td>150.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,858.83</strong></td>
</tr>
</tbody>
</table>

**COMMENT:**

This buget is the same as last year. The total amount was not used last year, as the band was up to its full strength, one hundred men, for only two games. Judging from the number of men who have reported for the opening game this year, the total amount will be almost entirely used.

This year I should like to use between $100. and $150. from the item for student service for a banquet in the autumn and again in the spring quarters and for some awards to the senior bandmen. I believe this will strengthen the band as an organization and tend to do away with the feeling that a man's relation to the band is merely a financial one. It will not affect the total cost of operation.

For the same purpose I should like to use about $60. from the item for miscellaneous supplies to defray the expenses of programs and publicity at any concerts which the band may see fit to give in Mandel Hall during the year.

The item for insurance is, I feel, entirely too high. The policy does not protect us from theft by the student to whom the instrument is issued, nor does it permit claims of less than $25.00. These exemptions are where our greatest liability lies; and the only value of any amount which I can see lies in the protection of the instruments in transit. This certainly is not worth a premium of over 3%. I have mentioned this to Mr. Lesch, who had charge of the policy, and shall do so again before the policy is renewed next March.

Respectfully submitted,

[Signature]

Director of the University Band.
<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Service</td>
<td>$360.00</td>
</tr>
<tr>
<td>Salary - M. L. Wilson</td>
<td>600.00</td>
</tr>
<tr>
<td>Help &amp; Repair</td>
<td>368.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>100.00</td>
</tr>
<tr>
<td>Miscellaneous Supplies</td>
<td>100.00</td>
</tr>
<tr>
<td>Residence &amp; Cleaning Utensils</td>
<td>750.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,688.00</strong></td>
</tr>
</tbody>
</table>

**Note:**

The total amount shown is for the year 1934-35. The total amount was set to be $4,688.00 and $750.00.

The purpose is to serve the university in the following ways: to provide a student service to meet the needs of the students, to help them in various ways, and to support the work of the student body. I believe this will enhance the teaching of the students and lead to better organization in the university. I will not accept the total cost of $7,438.00.

For the same purpose, I propose to use up to $50.00 from the reserve fund to meet the requirements of the students, and to support the work of the student body. I will not accept the total cost of $7,438.00.

The sum of the amounts is $7,438.00, which is the total amount shown.

**Respectfully submitted,**

[Signature]

Director of the University Fund
<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Service</td>
<td>$3,480.00</td>
</tr>
<tr>
<td>Salary - M. E. Wilson</td>
<td>600.00</td>
</tr>
<tr>
<td>Music &amp; Repairs</td>
<td>200.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>328.63</td>
</tr>
<tr>
<td>Miscellaneous Supplies</td>
<td>100.00</td>
</tr>
<tr>
<td>Pressing &amp; Cleaning Uniforms</td>
<td>150.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,858.83</strong></td>
</tr>
</tbody>
</table>

**Comment:**

This budget is the same as last year. The total amount was not used last year, as the band was up to its full strength, one hundred men, for only two games. Judging from the number of men who have reported for the opening game this year, the total amount will be almost entirely used.

This year I should like to use between $100, and $150, from the item for student service for a banquet in the autumn and again in the spring quarters and for some awards to the senior bandmen. I believe this will strengthen the band as an organization and tend to do away with the feeling that a man's relation to the band is merely a financial one. It will not affect the total cost of operation.

For the same purpose I should like to use about $50, from the item for miscellaneous supplies to defray the expenses of programs and publicity at any concerts which the band may see fit to give in Mandel Hall during the year.

The item for insurance is, I feel, entirely too high. The policy does not protect us from theft by the student to whom the instrument is issued, nor does it permit claims of less than $25.00. These exemptions are where our greatest liability lies; and the only value of any amount which I can see lies in the protection of the instruments in transit. This certainly is not worth a premium of over 3%. I have mentioned this to Mr. Lesch, who had charge of the policy, and shall do so again before the policy is renewed next March.

Respectfully submitted,

[Signature]

Director of the University Band.
THE UNIVERSITY HOSPITAL - Report for 1959-60

00,128.00
00,000
00,000
200
50,000
00,000
100
00,000
00,000
00,000
00,000
180,000
186,800.00

Total

COMMENTS:

The report of the same in last year, as the summary report of the full statement, not need last year, as the summary report of the full statement, but only the summary, shall be the part of the report. A report of the same may be prepared for the convenience of the reader of this report. The format will be more easily used.

If insufficient, I may ask for report of same.

If not sufficient, the report of the same shall be more easily read.

If the same purpose I may have time to make report.

The report of the same shall be easier to make if the report of the same be more easily read.

The report of the same shall be more easily read.

Director of the University Hospital

John W. Reed, M.D.
THE UNIVERSITY BAND - Budget for 1924-25.

Student Service $3,400.00
Salary - M. E. Wilson 600.00
Music & Repairs 200.00
Insurance 328.83
Miscellaneous Supplies 100.00
Pressing & Cleaning Uniforms 150.00

Total $4,858.83

COMMENT:
This budget is the same as last year. The total amount was not used last year, as the band was up to its full strength, one hundred men, for only two games. Judging from the number of men who have reported for the opening game this year, the total amount will be almost entirely used.

This year I should like to use between $100.00 and $150.00 from the item for student service for a banquet in the autumn and again in the spring quarters and for some awards to the senior bandmen. I believe this will strengthen the band as an organization and tend to do away with the feeling that a man's relation to the band is merely a financial one. It will not affect the total cost of operation.

For the same purpose I should like to use about $50.00 from the item for miscellaneous supplies to defray the expenses of programs and publicity at any concerts which the band may see fit to give in Mandel Hall during the year.

The item for insurance is, I feel, entirely too high. The policy does not protect us from theft by the student to whom the instrument is issued, nor does it permit claims of less than $25.00. These exemptions are where our greatest liability lies; and the only value of any amount which I can see lies in the protection of the instruments in transit. This certainly is not worth a premium of over 3%. I have mentioned this to Mr. Leach, who had charge of the policy, and shall do so again before the policy is renewed next March.

Respectfully submitted,

[Signature]

Director of the University Band.
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Setting</td>
<td>$00,000</td>
</tr>
<tr>
<td>Salary - H. W. Allen</td>
<td>$00,000</td>
</tr>
<tr>
<td>Materials &amp; Reports</td>
<td>$00,225</td>
</tr>
<tr>
<td>Insurance</td>
<td>$00,100</td>
</tr>
<tr>
<td>Miscellaneous Expense</td>
<td>$00,663</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong> $00,088.00</td>
</tr>
</tbody>
</table>

**Note:**

Please note the amount as presented $00,088.00. The total amount was correctly calculated.

**Concerns:**

This year I propose to use the same one percent of the total amount of the total amount was correctly calculated. The percentage was correctly calculated.

**Note:**

If this is not the case the total may be incorrect.
THE UNIVERSITY BAND - Budget for 1934-35.

Student Service $3,400.00
Salary - M. N. Wilson 600.00
Music & Repairs 200.00
Insurance 325.00
Miscellaneous Supplies 100.00
Pressing & Cleaning Uniforms 150.00

Total $4,855.00

CONCERT:
This budget is the same as last year. The total amount was not used last year, as the band was up to its full strength, one hundred men, for only two games. Judging from the number of men who have reported for the opening game this year, the total amount will be almost entirely used.

This year I should like to use between $100.00 and $150.00, from the item for student service for a banquet for the autumn and again in the spring quarters and for some awards to the senior drummen. I believe this will strengthen the band as an organization and tend to do away with the feeling that a man's relation to the band is merely a financial one. It will not affect the total cost of operation.

For the same purpose I should like to use about $50.00, from the item for miscellaneous supplies to defray the expenses of programs and publicity at any concerts which the band may see fit to give in Mandel Hall during the year.

The item for insurance is, I feel, entirely too high. The policy does not protect us from theft by the student to whom the instrument is issued, nor does it permit claims of less than $25.00. These exceptions are where our greatest liability lies; and the only value of any amount which I can see lies in the protection of the instruments in transit. This certainly is not worth a premium of over 3%. I have mentioned this to Mr. Loesch, who had charge of the policy, and shall do so again before the policy is renewed next March.

Respectfully submitted,

[Signature]

Director of the University Band.
Chicago, February 18, 1913.

Mr. F.W. Shepardson,
The University of Chicago.

Dear Mr. Shepardson,

Regarding open lectures during the summer quarter permit me to make the following suggestions: Dr. W.J. C. Land of the Department of Botany has an extraordinary series of photographs of Mexico, Samoa and Polynesia. Most of these have never been shown though slides have been prepared. I think you could get an excellent series from Dr. Land, giving to the series either a general travel character or a specialized scientific value.

Professor C.J. Chamberlain has a wealth of pictures of Australia and South Africa. I do not know if these have been put into the form of slides; they might easily be so prepared however. Dr. H.C. Cowles has, I am told, some interesting ecological pictures of England. Dr. R.T. Chamberlin has a great collection which he made while in China with his father and Dr. Burton. I have never heard Rollin lecture. I should say, however, that he could give some very interesting talks about China as he saw it. It might be possible for him to use in his lecture some of the observations
which his father and Dr. Burton might not properly
utter in public. He has moreover just returned from a
year in Brazil and doubtless has a great many photographs
of Southern America.

Professor H.D. Salisbury also has only just returned
from South America. Whether he carried a camera I do
not know. Perhaps in conversation with Dr Chamberlin
he might be able to present some phase of our Southern
continent. Professor Starr has interesting moving
picture reels of Mexico, Africa, and Japan.

At the University Club this winter we have had a
series of Saturday talks by important leaders in
various fields. The preliminary title advanced was
"Reports from the Frontier Line of Science by Good
Scouts". The intention of the course was to bring
up to date the acquaintance of members of the University
Club with those fields of knowledge which they had not
wandered in since taking their degrees. We have all
been amazed at the success of the talks. I wonder if
there is in that programme some suggestions for the
summer quarter. Why not have the Head of each department
give an apologia pro vita sua? Some of those we have
had are -
I believe that such a series representing many departments of the University and summarising the present status of scholarship in each department might be an extremely useful, though perhaps superficial, survey for those who come to the Institution for the summer seeking to get all the standards by which they read and teach during the rest of the year.

The history of the University in a series of talks by those best qualified to give them would be of value to the summer quarter people as well as to those in residence during the other seasons. Yourself and Dr. Goodspeed for instance could lecture on the history of the University. I would suggest getting Dr. Goodspeed to tell about the early days yourself giving some account of the growth of the Institution during Dr. Harper's administration. We have a large number of slides and are likely to have more showing the buildings and other features of the University. You are welcome to use these, or if you like I will get up such a talk as I used to give to the freshmen on the University
buildings and grounds. A small appropriation for slides would help to bring these photographs up to date; it is possible that I can get a sufficient appropriation through the President’s office. My own series on Shakespeare’s England I have not given since 1910. I shall be glad to contribute that group of talks if you think it at all desirable — 1. Warwickshire, 2. London, 3. London, 4. London Theatres.

There are a few slides which I should like to get for the purpose of bringing up to date the last lecture owing to the developments of the subject by Reynolds, Allbright, and Lawrence. If you wish me to do so I shall be glad during my vacation which begins next week to work out two or three other public lectures. For instance it might be interesting to have further illustrations of English life at different periods.

For the London of the Restoration and Queen Anne I think Miss Reynolds has a large collection of lantern slides. I shall be glad to develop some other subjects such as the Edinburgh of Scott, the London of Dickens and Thackeray, the London of Chaucer, the Dublin of Moore and Goldsmith &c., &c.,

By the way if Clarke and Blanchard are to give dramatic readings in an endeavour to cover the field
of contemporary drama I will gladly help by presenting the case of the Irish theatre not as yet known in this country - the Ulster Literary Theatre. The first reference I have ever seen to the work of this organisation in an American paper appeared this morning when it was announced that the company giving "Hindle Wakes" would present "The Drone". The reading of one or two of the short plays of the Belfast theatre and the presentation of its history would fill an hour easily. If at the same time you wish something on the Irish theatre I can give you as much of that as you care for. It is a long time since I read any of the Irish plays at Hull House or the Chicago Library Club so that this talk might fit in case interest in the Irish Theatres persists in the summer quarter of 1913. The other lectures for which I have slides made I think have been given too recently to be used again this summer. One corresponding to the "Spain", however, might be worked up in connection with Rome. I have no slides for that yet and should need an appropriation wherewith to get them. I have about seventy good negatives of Rome.

During the summer we have generally lacked a band.
I know that I am appealing to an interested person when I suggest to you the continuance of the band during the summer. President Judson for several years has been very much interested in this but Mr Blanchard has generally balked. Stevens will be here, however, and could direct it. I believe, moreover, that there will be plenty of band material in the summer. If announcement is made in the spring I think we could find some of our own band men willing to stay over instead of earning money at summer resorts. A weekly concert on the campus would add greatly to the life of the Institution.

Sincerely yours

DAR.C.