February 26, 1903.

My dear Mr. Carpenter,—

I appreciate very much indeed the full and interesting letter concerning the comparative literature and books. I think that every point in the letter is well taken. I agree with you that we ought to try to get one or more of the men whom you suggest. I am hoping that we shall be able to secure a special appropriation for Modern Language books, and that in this way we shall be able to carry out your suggestions. Some time very soon, I should like to talk this matter all over with you in considerable detail.

Thanking you for your kindness in the matter, I remain,

Yours very truly,

W. R. Harper
My dear Mr. Carpenter,

I appreciate very much the interest and encouragement you have shown in the development of the new electric power company. I think that every part of the letter you wrote to the treasurer is well taken. I agree with you that we ought to try to get one or more of the men whom you mentioned. I am hoping that we shall be able to secure a special clause in the agreement for generating power, and that in this way we shall be able to carry on our work successfully. Some time we shall be able to carry on our work smoothly. Very soon I should like to see if this matter will ever come to a head. I hope you will continue the matter.

Thanking you for your kindness in the matter, I remain,

Yours very truly,

[Signature]

W. R. Napper
Dear President Harper,

The other day I took the liberty of making some suggestions to you verbally about the proposed work in Comparative Literature. Will you permit me to add one or two points?

You are doubtless aware that there are such depart-
ments now at Harvard and at Columbia. It is
almost to be expected that this, or something similar,
should also be attempted here. It is, however, a kind
of work which is significant and safe only when mainly
offered for graduate students. It presents great chances
for original investigation and research work; and in one
way another it can be made immensely to strengthen
the other departments in literature, especially the English
department, but hardly less the Romance and Germanic
departments; to no small extent too the Classics.

Competent people to do graduate work in this field are
few in this country. A few of the younger men have
been so trained that they could easily enter it. They
should seem like a good reason for getting one or two
of them early, before they become high-priced or are perma-
nently fixed in other ways. The names of J. H. Robinson,
W. H. Schofield, F. R. Emmerson, A. C. P. Brown, J. K. Rand,
and W. A. Neilson occur to me as possibilities.

If a man or men were got, they might give half of
their time to courses in other departments, thus making the
burden of the department less for the University to carry.
Subjects like Celtic, the Slavic Languages, etc., of hardly
sufficient weight to call for the creation of separate
departments might be conveniently given by this
department.

But above all perhaps would be the value of
the library which such a department would require,
bringing to the university thus the numerous works
in literature, literary history, culture, history, folklore, etc., which interest more than one of our present departments and which no other department has thus far felt justified in buying. Apropos of this may I make another suggestion? Books of this sort the university should begin at once to collect, as they are, many of them, not easily or quickly obtainable. Unfortunately the fund for the purchase of books of interest to two or more departments has been so largely absorbed for Decennial Centennial publications that the committee doubtless could hardly find room for any of the particular books I mention, in next year's list. Next year's list must be a repetition of the list drawn up for this year but not purchased. Cannot a special appropriation be made this year for the special appropriation? The English library might later be added to it.

Another point: The university at present possesses practically nothing in one highly interesting field of the world's literature—the literature of Humanism. Professor Hendriksen has especially interested himself in this field and could add are essential books. Would it not be desirable to get him to give us authority to order books for us in this field to a certain number? You probably know that this method of picking up books is occasionally used at other universities.

Professor Woodbury, I think, has so bought books for Columbia, and recently
מוניא: 

Professor Baker of Harvard was telling me that only last year he was commissioned by the Harvard Library to pick up for them a number of rare English plays in Italy and occasionally in Germany. Books of this class are to be found in the libraries at extremely low prices, books which would be procurable through the ordinary channels only at the cost and after a delay four or five times the cost, and after a delay of often 15 years, if at all procurable.

If a hundred thousand dollar special fund were to be provided next year for the purchase of books, perhaps all these Modern Language libraries could get a large part of these suggestions in regard to books might be thereby included and carried out.

Yours very sincerely,

F. C. Carpenter
Dear Sir:

The English Department is preparing a manual as an aid to students of English Composition. This manual will offer a list of subjects furnished by the instructors in the several departments, together with suggestions as to how these subjects can best be explored through the libraries, etc. To further this work, will you kindly send answers to the following questions?

1. What general reference books in your departmental library would you recommend for the use of undergraduates?

   [Overs]

2. To what other libraries, if any, would you send students for special help in the literature of your department?

   [None]

3. Are there any museums you would recommend as useful to students in looking up subjects in your department?

   [Field]

Yours sincerely,

[Signature]

Prof. W. R. Harper
Dear Sir:

The United Department is preparing a mannery as to this to

The Board of Directors will offer a list of names of

I have been instructed to send you the following names

Cornell, Schenly, Briggs (Haldibed)

Briggs (Max), Carabino (Holt Bult)

Roth (Neis), Davison

To what extent do you know these men?

Are they in competition with your department?

Yours sincerely,

[Signature]
March 11th, 1903

Mr. Nott Flint,

Faculty Exchange,

My dear Mr. Flint:

I would suggest that following list of books which are in the Haskell Library for the use of undergraduate students.

Hastings Dictionary of the Bible
Smith's Dictionary of the Bible
Jewish Encyclopedia
Kittel: History of the Hebrews
Driver's Introduction to the Literature of the Old Testament
George Adam Smith: Historical Geography of the Holy Land
W. Robertson Smith: Prophets of Israel
Cornill: The Prophets of Israel
Kirkpatrick: The Doctrine of the Prophets
Briggs: General Introduction to the Study of the Holy Scriptures
Briggs: The Higher Criticism of the Hexateuch.
Mr. W. H. Lloyd, Secretary

I have the honour to write that following facts of

Grange, E. G.

process which are in the hands of the Inspector for the year of

Gresham, A. B.

Hastings, H. J.

Smith, W. A.

Taylor, J. W.

Kettle, H. H.

Kettle, H. H.

Kettle, H. H.

Kettle, H. H.

Kettle, H. H.

Kettle, H. H.

Pray, P. J.

Rogers, H. H.

Barber, W. H.

Barber, W. H.

Carruthers, W. H.

Carruthers, W. H.

Carruthers, W. H.

Carruthers, W. H.

Carruthers, W. H.
Green: Higher Criticism of the Pentateuch.
C. F. Kent: Wise Men of Ancient Israel and their Proverbs
Davison: The Wisdom Literature of the Hebrews.

2. There are no books on Old Testament subjects in any of the Departmental Libraries of the University other than those in Haskell.

3. Students may visit the Haskell Museum and the Field Columbian Museum and the Oriental collection of the Peabody's Columbian Museum with considerable profit.

Yours very truly,

W. R. Harper
Grasst® Higher Qualification of the Future

Consequently, the Hebræan College of New Testament Interpretation and Hebrew Grammar

S. F. Kent: We have been told that Israel and Local Provinces

Directors: The Wisdom Interpreted in the Hebrew

Second: There is no book on Old Testament subjects in any of the Department Libraries of the University other than those

in Hebrew

The students may visit the Hebræan Museum and the Targum Collection in the Library

Complement Modern with Conceptual Picture

Yours very truly,

W. R. Herbert
My dear Miss Reynolds:—

Your request of October 28th has been received and will be complied with, namely, a sum not to exceed $50. for the first quarter and $40. for the second, provided the class remains as large. I do not understand, however, how a course can be given which is not open to anyone for a shorter period than two quarters. This is contrary to the most fundamental principles of the University, and the question has been raised more than once and always settled in the negative. It will be necessary to give your students credit for the work they do the first quarter even if they do not take the second. About this I will talk with you.

Yours very truly,

W. R. Harper

W. R. Harper
My dear Miss Kenyon:

Your letter of October 8th was read.

Assuring you will go no further with the proposal a sum not to exceed $50.00

for the little单项 may $40. for the second being the final

commission as intended. I do not understand, however, from a statement can be

given except to note again as serious for a portion beginning these two

distinct. This is contrary to the most fundamental principles of

the University and the next year's fee is never paid. I will do necessary to give

your statement correct for the work that has been done and the letter should now

plan to not take the second. About this I will talk with you.

Yours very truly,

W. R. Hether

W. R. Hether
January 3, 1903.

President Harper,

The University,
Chicago.

Dear Sir:

I have just received a letter from Mr. Sidney Lee, in reply to my communication of December 4.

He had suggested the last week in March as the time for his lectures in Chicago, but I informed him that this was our vacation time and suggested the postponement of his visit until after April 1. He tells me that any date between April 1 and 15 will be convenient.

Meanwhile the matter in regard to which I spoke to you some weeks ago may need consideration in connection with this. If the University is to confer the honorary degree of LL. D. upon Mr. Lee, it would seem advisable to do so at the March Convocation, during his visit to this country. I think there will be no difficulty in inducing the English Department and the Modern Language Group to recommend this action to the Senate, and I think Mr. Lee's position as one of the foremost men of letters in England would secure the approval of the Senate. Shall I proceed with the matter upon the theory that the degree, if conferred, would be conferred at the March Convocation, and that we should ask Mr. Lee to change the date of his visit to agree with this?

Mr. Lee sails from England on January 24. I should like, if possible, to send a letter which would reach him before his departure.

Yours very truly,

John M. Markey
Dear Sir:

I have just received a letter from Mr. Smith, dated October 30th, in which he expresses his concern about the recent developments in the department.

He mentions that the situation has become more serious, and that he feels it is time to take action.

As Professor Emeritus of the University of Chicago, I have been asked to come to Chicago to address the faculty and the student body about the current situation.

I believe it is important that we all come together to discuss the options available to us, and to determine the best course of action.

Please let me know if there is anything you would like me to discuss during my visit.

Thank you for your interest in this matter.

Sincerely,

[Signature]
My dear Doveet,

We are away from Coronado for a few days in order to give Mrs. Carpenter a little rest. Uninterrupted training of an extraordinarily active infant is rather an exhausting form of the strenuous life. I am glad you have written and put me on consunt. To answer, however, is more than less perplexing. Certainly I will come, if necessary, and if the university wishes it. But the university wishes the. But of course, as the President knows, I am owing no service before July 1st, and even then for only two quarters of the next academic year, if the present arrangement merely is to be continued. So that...
additional expense for the university would be involved if I were called back for the spring quarter; and the President may feel that troublesome. And if the summons comes I hope that it will not be at the last moment. It is difficult making arrangements here to return during the crowded season on short notice.

Can you tell me what has been done for next year? Are the summer arrangements made for the English department? Is any other business pending? I have heard nothing. Other things, and not the least perplexing—I can better talk over with you than write about. But at any rate
Los Angeles, Cal.

I do not need to assure you how highly I (with all other friends of Marley’s, doubtless) esteem your efforts on his behalf. This is a desperately sad case for all of us.

We return to Coronado early next week. Please address to There, if you will be so good as to write again.

Yours very sincerely,

T. J. Carpenter
February 25th, 1904.

My dear Mr. Lovett:-

Yours of February 23rd was duly received.

The arrangement proposed for Carpenter and Bruere is approved and will be carried through. I understand that Mr. Blackburn takes one of Mr. Manly's courses, but is this in addition to his regular courses, and is he therefore to receive vacation credit, or is it a substitute for one of his own courses?

I have telegraphed Mr. Carpenter and have also written. I have answered Mr. Manly's letters which were on my desk covering the points of the Summer Quarter. I understand that Mr. Hale has accepted our proposition. I had approved the arrangement with Mr. Blackburn for the first term and Mr. Howe for the second, and I had taken it for granted that Mr. Carpenter would teach in the summer. I understand that I am to communicate with you in reference to further details of the programme. I note what you say concerning Mr. Manly.

Thanking you, I remain

Yours very truly,

W. R. Harper
The arrangement proposed for Carpenter and Evans to approach and will
be carried forward. I understand that Mr. Blaspey takes one of
Mr. Melnyk's courses, but I am in addition to the regular course,
and if I do not locate to receive assignment credit, or if I am unable
to do one of the two courses?

I have carefully read Mr. Carpenter's and have no written
knowledge of Mr. Melnyk's lectures which were on the subject of the point
at the seminar. I understand that Mr. Melnyk will help me complete the paper
proposition. I have approached the arrangement with Mr. Melnyk for
the second term. How far the seminar, and I have taken it for
the second term. Melnyk, or will Mr. Carpenter mind taking in the seminar? I understand
that I am to communicate with you in reference to further details of the
programme. I want what you can communicate with Mr. Melnyk.

Thanking you I remain

Yours very truly

W. R. Herbert
Feb 23, 1909.

Dear President Harper:

I received yesterday a letter from Mr. Carpenter, which I enclose. It would seem that your letter to him has miscarried. It is quite important that he should return in the spring if Mr. Manly is to be away. We had planned to give one of Mr. Manly's courses to Mr. Blackburn, one to Mr. Carpenter, one of Mr. Manly's to Mr. Carpenter, and the other to Mr. Bruce, who, if the plan goes through, will come on for full work. Mr. Manly understands that this has been arranged for. My own recollection of the matter is that Mr. Bruce's appointment for full-time duties from July 1st and that special action is necessary for the spring. I should strongly advise his employment at the course which he could join (Eng. Lit. 1832-1892) if very popular one.

The registrations last year ran something over one hundred.
If he is to leave two courses in the spring, he will arrive from Rand, Flushing for April first. 

As to the question, the only question, regarding an announcement.

In regard to the summer the following facts should be noted: 1) No definite return from Mr. Itale. 2) No provision for work in Old English, unless Mr. Blackburn stays for the first term and Mr. Wilson's appointment be made for the second. 3) Nervous as to whether Mr. Carpenter will teach in the summer. In view of his approaching absence, Mr. Manly has put the clerical work of getting out the departmental programme into my hands—hence my interference in the matter.

I can report that Mr. Manly has not fixed his Whiskey for two weeks. His victims arriv today, and I have very little to do before they will finish the sooner. I am hoping that he will finish the sooner satisfactorily. I am taking advice as to the place of his retirement in the spring. I would be glad to speak upon the matter when it is convenient.

Very truly yours,

[Signature]
Chicago

March 26, 1904

Dear President Harper:

I am sorry that I have not had an opportunity to tell you personally how much I appreciate the position which the Board of Trustees has given me, and especially your kindness in arranging the matter at this difficult time. I am leaving Chicago for a fortnight or three weeks, and I understand that after my return you yourself will be away.

I am sorry not to be able to see Dr. Avery cafe at dinner before my departure. He is really obliged to delay on account of dental difficulties, but if all probability, he will be able to go by mail. At the present time he is in excellent condition, not drinking, walking vigorously.
Brain is living with Mrs. Brain. Should there be any
need later in carrying out the plan agreed
upon, Mandy's brother will come on from Washington.
I am sure known. Then Mandy will go as soon as
practicable, and I am very optimistic as to the
future. I shall see Mandy's family on my way
East, and expect to meet her brother in New York,
to arrange plans for next year.

I trust that you will be entirely restored
to health by your vacation. Mandy sends me
her love and wishes to you and上海.

Very sincerely yours,

[Signature]

Robert M. Lovett.
May 9th 1904

Mr. Wm. R. Harper,
Chicago University,

Dear Sir,

Saturday upon going to the Board of Trade I accidentally found myself surrounded by a bevy of young women, who had taken possession of a Cottage Grove car, and their theme of conversation was two courses of English, which it seemed all were taking. One said that she was receiving nothing out of the work as Brewer never asked a question, that they never recited, that he read like lightning and a student got no chance whatever to have his mistakes corrected because he had no opportunity to be heard. Another claims the classes are so large and that there are not enough teachers or assistants to hear a class of 50 to 100 recite, that is the reason of the trouble, I felt very sorry to hear these things and it must no doubt be a great blow to our people who are proud of the school to have such reports get out.

If these professors do nothing but read would it not be a wise plan to buy a number of phonographs, they could grind out the matter at the same rate and with little expense. I always thought English of the University had to be explained to the average student, and that he had to criticise and again have his opinion criticised. I may be mistaken. But there must be something wrong in Brewer and Trigg classes that calls for a statement from a bright young woman, when she says! She is getting
May 4th 1909

Mr. W.R. Harper,

Chicago University,

Dearest Sir,

I have the honor to submit the report of the end of the academic year in the University of Chicago, where I have been residing for one year. One of the things that I have observed is the great difference between the work done here and that at other universities.

The work is much more difficult and requires a great deal of thought and effort. The professors are very strict and expect a lot from their students. I have found that one of the main differences between the work here and that at other universities is the emphasis on research. Here, the students are encouraged to conduct their own research and to publish their findings.

I have also noticed that the classes here are more varied and interesting. The classes are smaller and the professors take more time to explain the material. I have found that the classes are more interactive and that there is a lot of discussion and debate.

I have been impressed by the quality of the work done here. The students are very dedicated and work very hard. I have seen some very impressive projects and papers.

I am very grateful for the opportunity to study here and I feel very lucky to be a part of this great institution.

Sincerely,

[Signature]
absolutely nothing out of the course."

I take this liberty to write you in the hope that something can be done for these energetic young people. I think you should be proud of students who look at learning in this way and also that you can devise some means whereby they can get the help that they need in their classes. I spoke to a teacher about the talk I overheard and he at once suggested that these teachers be exposed and shown for imposing on students who were doing hard English work and getting no good out of it, from an English or Money standpoint. I immediately dropped the subject as I did not know he was so bitter, but he explained that he had been imposed upon the same way and always regretted that he could not refer to college work without this bitterness.

I hope you will excuse this letter but I want you to know what is going on about you,

Yours very truly,

Jas. Lyons.
I take this liberty to write you in the hope that a

sometimes can be done for these students. I hope so. I think you

would be proud of students who look as if they were in the

way and also the

you can relieve some measure. Perhaps they can get the help that they need.

more classes. I spoke to a teacher about the fall I overspent and at the

once suggested that these teachers be exposed and shown for importance

on students who were going that high. Why work and settling on a way of

If you are waiting on money, I might go back the

I get the idea that we are so bitter and the explanation that we had

seen imposition from the same way and strings together that we could not

letter to college work without this little increase.

I hope you will excuse the letter but I want you

Yours very truly,

Jane Jones.
May 14, 1904

President W. R. Harper
University of Chicago

My dear President Harper,

I return herewith the letter of Mr. Joe Byrne about Mr. Brüère's teaching. I regret the letter, but I am glad to have had an opportunity to see it. You must receive so many such letters, a part of human nature, as it is, that you have learned how to treat them. No one can attach much importance to the communication of a mind of such a type.

Nevertheless, I suppose that there is something (a very little) in it. Mr. Brüère is young and enthusiastic. He is being "tried out." I gather that in some ways he is making a remarkable success. He seems to have the power of stimulating fit people, especially ambitious students, and more especially young men, in a trial. Corresponding to this there may be a certain lack of success with duller and indifferent students. He probably aims above them. As he grows older he will doubtless learn to aim lower! I have taken the liberty of telling Mr. Lovett about this letter, that he may be able to give some personally friendly advice.

I wish you well of Mr. Brüère's work. She doubtless has a good deal from both sides. Mr. Brüère is the very opposite to Mr. Fegg in type.

Yours very truly,

F. P. Carpenter
Aug. 5th, 1904.

My dear Mr. Lovett:—

Your letter of Aug. 3rd has been received together with the letter of Mr. Stearns which I return to you. I am much obliged to you for the privilege of reading it.

Your suggestion in reference to Mr. Huston is approved and a recommendation has gone to the trustees in reference to it. I am hoping that we may be able to save the $300. this year. As you know, we have come out in the last two years with a considerable deficit. This year I am making an effort to avoid this serious difficulty.

With great appreciation of your help in the case of Mr. Manly, I remain your very truly,

W. R. Harper
Aug. 28th, 1904.

My dear Mr. P. S.:

Your letter of Aug. 28th and your recent action together

with the letter of Mr. Stevenson which I received from you, I am much

pleased to know you are pleased with the result of your visit to

and your suggestion in reference to Mr. Houston's appointment. I

am in receipt of the letter of Mr. Houston and have made the

recommendation for the same in reference to the same. I am

hoping that we may be able to raise the $300.00 this year. As you know

we have come out in the last two years with considerable effort.

This year I am making an effort to raise this same amount.

With great appreciation of your work in the case of Mr. Mann, I remain

with great faith,

Yours very truly,

W. R. Herbert
August 3, 1904.

Dear President Martin,

I enclose a letter from Dr. Stearns in reference to Mr. Mandy. At present everything is satisfactory, and the gain to the modern language in the addition of new words in the University from Mr. Mandy's influence is very perceptible.

I have taken it for granted that Mr. Chandler's situation in debating and work should be turned over to Mr. Hasting, and that he has arranged subject by subject of the year's work. This has been in full work for the year at $1,000. This was the full work for the year at $1,000. This is subject to me and the promotion from assistant to associate. Mr. Hasting's work has been excellent, and he is thoroughly qualified to carry on Mr. Chandler's plans in this field. I regret a position in argument and debate. It was offered a position...
At Harvard last year in these departments. Mr. Henise and Mr. Chandler both approve of giving him this appointment. Mr. Henise wishes me to point out that there will be a saving of $300, which sum he hopes may be available for extra instruction in composition in case such work is made necessary by the exam in number of students in the Autumn quarter. I will ask Mr. Marsh to make a recommendation in regard to Mr. Henise's appointment, but I should be glad to hear from you directly whether you approve, in order that I may be in a position to assign the work in the Autumn quarter to the student instructor involved.

Very truly yours,

[Signature]
November 14th, 1904.

My dear Mr. Moody:-

I am hoping that the next time you come within reach of Chicago you will be quite certain to hunt me up. I should like very much indeed to talk with you about the present and the future. We are greatly pleased with the possibilities that lie before you, and indeed with the certainties that you have already achieved. I feel more strongly than ever the importance of your retaining academic connection and I am hoping that Mr. Manly will be able to persuade you to spend at least a quarter with us during the coming year.

Wishing you success in proportion to the desire of your heart,

I remain

Yours very truly,

W. R. Harper

Mr. William Vaughn Moody,
Dear Mr. Moody,

I am hoping that the next time you come within reach of Chicago you will be able to see me to hand in the report I promised you earlier. I hope you will be able to find a suitable place for the presentation and the future.

We are now eager to please with the presentation that the President and the Board are considering and we would like to hear from you. We have studied the committee's recommendations and I hope that I can add something of interest.

I have been working on the importance of your lecture series being received and I feel that we have made a good start. I am hoping that Mr. Moody will be able to read us some of the progress you have been making.

With regard to your success in proportion to the capacity of your part,

I remain,

Yours very truly,

W. H. Hober

Mr. William Vegum Moody
President William R. Harper,
Faculty Exchange.

Dear Sir:--

I wrote to Mr. Moody last week, strongly urging him to be present with us during one quarter of the year 1905-06, but was unable to mail the letter until recently as I could not learn his address for several days. I now learn that it is 51 W. 10th St., N. Y.

Yours very truly,

John W. Manly
Dear Sirs:

I wrote to Mr. Moody last week, strongly urging

that we proceed with the printing of the June

1908-09, not later than to wait the letter until recently as

I could not learn the address for several days. I now learn

that it is 31 W. 10th St., N.Y.

Yours very truly,

[Signature]
Nov. 10, 1904.

Professor W. V. Moody,

Dear Moody:—

We are just on the point of arranging the budget for the year 1905-06, and I have had a brief preliminary talk with the President in regard to certain features of it. He is very anxious indeed to have you give a couple of courses during that year, and I sincerely hope that you may be prevailed upon to do so. You may suit yourself as to the quarter for which they are to be given and if we can arrange the matter within the next month I think I can promise you free choice as to the subjects.

Soon after your return from Greece you either wrote or spoke to me about giving a general course or a drama dealing with both the classical and the modern forms. I told you then that I should be very glad indeed to have you give such a course, and if your interest in the subject still holds I suggest that this might be one of the courses. I think it would attract a large number of students, and the little that I know of the subject inclines me to think that our conceptions of the Greek drama have been very considerably distorted by our knowledge of the modern of the Senecan forms with their French imitations. I should suggest for your other subject a course in some author who interests you, or in some period or movement in modern literature; but I do not at all insist upon these subjects. If you have anything else to propose I should be very glad to hear of them.

The main point is that we should like to have
Dear Mr. Moody:

We are just on the point of starting the budget for the next 1915-16 and I have not had a brief preliminary talk with the President in regard to certain features of it. He is very anxious to have you give a couple of courses on the duties of the year, and I sincerely hope that you may be able to add another hour or so to your weekly table and to the discontent with which the next month I think I can probably you the chance as to the subject.

Soon after your demonstration please you to write me a letter giving a general course of a grammar and feeling with both the aesthetic and the modern tone. I hope you may have de still to be given as well as your interest in the subject will take the course, and it your interest in the course, I think if I suggest that the might be one of the courses, I think it would attract a large number of students and the little that I know of the subject indicates me to think that it can come. I know of the course have been very satisfactory, and I the course of the Greek grammar have been very satisfactory in the sense of the nature with your liberal instruction, I suppose I should be very glad to hear of them.

The main point is that we should like to have
you here again for at least won quarter. I know that Herrick, Lovett and Schwull join me very strongly in this desire, and I believe that after your long rest from work you would find it, under the circumstances, much less of a bore than you suppose. Unless you are unalterably determined not to do so, I wish you would at least let me make the arrangements tentatively. The choice of the quarter in which you would teach can be left until the program is made out, and if necessary could be changed after that.

Personally, I hope very much that you will come. I have seen very little of you in the last few years, and not only I, but many of your friends would be more than glad to have you in Chicago again.

Sincerely yours,
I am very sorry to hear you are unwell. I hope you will soon recover and return to your usual activities. I have been thinking of you and wondering how you are doing. I understand that you have been receiving treatment for your illness, and I hope that it will be successful. Please let me know if there is anything I can do to assist you. I am thankful that you are returning to your usual work, and I hope that you will be able to continue your duties. If you need any help or support, please do not hesitate to ask. I am always here to assist you. I hope you will make a full and rapid recovery. Please take care of yourself and do not overdo it. I am looking forward to hearing from you soon. With best wishes,

Sincerely yours,
Nov. 16, 1904.

President W. R. Harper,
Williams Bay, Wis.

Dear Sir:

I have just had an interview with Mr. Brucé.

He is highly delighted with the interest which I told him you had manifested in his plans and his career, and I find him not only willing but anxious to make such an arrangement in regard to his connection with the University as you suggested in our interview. This, I told him, was that his name should remain on the staff of the English department and that he should be given a leave of absence for one year with the distinct understanding that if he desired a renewal of the leave at the end of the year it would be granted; that, on his part, he should, in the event of the success of his plans and at such time as should be agreed upon between him and the University, return to the University for such courses of instruction as might be agreed upon, the conditions of his return to be decided when the occasion should arise. He says that if he should fail in his present plans he should not wish to return to the University, but if he should succeed he would be more than glad to do so, as he has greatly enjoyed his teaching and would be sorry to give it up entirely.

The matter, therefore, is settled, as I understand it, in precisely the way you wished it.

Yours very truly,

John M. Manly
Dear Sir:—

I have just had an interview with Mr. Hurd in which I told him you
the best and most capable man, and the one in whom I have
most confidence, and to whom I propose to make such arrangements in
regard to the connection with the University as you suggested to me
some months ago. These arrangements have been made and I am
now ready to take up the duties of the Military Department and share the
honour of the College with the best men and the best men who have been
given a chance of service. For one year with the greatest number
of the best men in the United States, I am ready to undertake what
is perhaps the most important task in the world, to the success of which
the University and the whole country are to be attached. The
University is the instrument of instruction as well as for the
University, and the University must be the instrument for the
University. We must prepare the way, not to prepare for the University,
but to prepare ourselves to be received by the University, and
receive the benefits and enjoy the benefits of the University.

The matter, therefore, is settled, as I understand it.

Yours very truly,

[Signature]
My dear Miss Reynolds:

I am writing to ask your opinion on two or three questions:

1. Is the undergraduate student body of the University doing as much literary work of a creative character as is ordinarily done by the same class of students in college?

2. Is there as large an interest in literary work, either from the point of view of criticism, interpretation or creation, in our student body, as might reasonably be expected?

3. Are we as a University doing all that might be done to encourage and cultivate the literary interest? Some time ago this question came up and there seemed to be a strong feeling that each and all of these questions might be answered in the negative. A suggestion was made at that time that some effort be put forth. No proper organization was formed and nothing came of it.

I understand, of course, that the University life as a whole is a very busy one; but the question in my mind is, are we doing our full duty by literature in its various phases? I do not have in mind the courses offered in the departments. I can easily see that there is always room for improvement. Theoretically, at all events, we are doing the very best that we are able to do. It is rather the outside work which, after all, counts largely in creating the particular
My dear Miss Reynolds:

I am writing to ask your opinion on two or three questions:

1. Is the undergraduate student body of the University so large that it is difficult to get into a social circle, or do you have good chances of making new friends?
2. Is there as large an interest in serious work as you expect from the point of view of critics, or is the interpretation of 'creativity' in an undergraduate body as critical as you think reasonable?

Are we as a University body so large that we might as well go to university or some other place where we can improve ourselves and cultivate the literary interests? Does the University have enough room for all of these developments?

A suggestion was made at that time that some effort is put forth in the proper organization of these various activities. A committee was formed, and I believe that a committee was formed and nothing came of it.

I understand, of course, that the University life as a whole is very much one of the University in my mind, and I am going on full duty in the senior year. However, I go not to mind the committee attended in the department. I can see easily that there is always room for improvement. In all events, we are going the very best that we are able to go. If we plan the course of work which suits all of our needs for the particular
atmosphere we desire to cultivate. I should be very glad if you would give this matter your consideration and if after a time you will jot down for me your conclusions, I shall be under special obligation.

Yours very truly,

W. R. Harper
I hope the arrangements you have made for me are satisfactory. I think it would be very kind if you could give the matter your consideration and it after time you will let me know, as I am putting in an application for a very special appointment.

Yours very truly,

W. R. Harper
Professors Wm. Vaughn Moody
51 W. 10th St. N.Y.

Dear Moody:—

Your letter of Nov. 22, has just come. I am sorry to learn from it that you do not now feel willing to promise definitely to come for a quarter of next year, though I rejoice to hear of the plans you have in mind. Since it seems possible, however, that these plans, not through their failure but through their realization, might give opportunity for a change in your decision, I beg you to let me plan for your coming if there is even the least possibility that you may do so. You would be free to notify us of your wish not to fulfill the promise at any time that would give us an opportunity to make the announcement of the withdrawal of the courses. None of us blames you, certainly the President and I do not, for wishing to subordinate other things to your own plans, but it seems to me possible that a quarter devoted to teaching and to the life here might, if it were taken between the completion of one job and the beginning of another, or in the middle of a long and engrossing task, serve to refresh you and send you back to your work with renewed enthusiasm and energy, and with very little if any real loss to your effectively productive time.

I am sure you would have enjoyed this present quarter if you had been here. The weather has been magnificent. You could have spent three days each week at Lake Zurich without interfering in the least with the conduct of
Dear Professor Smith,

I received your letter of the 8th, and I was pleased to learn that you are well and in good health. Your letter is very appreciated.

I am glad to hear that you have been able to travel and visit the various institutions. I am confident that you will find many interesting and stimulating activities there.

I hope to have the opportunity to travel to your institution soon. I am looking forward to meeting you and discussing our mutual interests.

I have been working on several projects recently, and I believe that our collaboration could be very fruitful. I would be happy to discuss these projects with you in more detail.

I also wanted to inform you about some changes that have been made to our department. We have recently appointed a new director, and I believe that this will bring new opportunities for our research.

I hope that you will not be too busy to consider my proposal. I am confident that our collaboration will be mutually beneficial.

Thank you for your continued support.

Yours sincerely,

[Your Name]
W. V. M. Z.

your classes, and think you would have found Herrick, Lovett and Schvill more enjoyable and stimulating than ever. We cannot promise all these advantages for every quarter, but some, I think, can certainly be offered whenever you will come.

In haste, faithfully yours,

W. R. Harper
W. N. & R.

Yorkshire and Hants you won't have long heat, I hope

and Snaith will be endeavouring to do something new, we
cannot tolerate all these examinations for each disaster, and
some I think can certainly be altered whenever you will.

Come to the town if you arrive there.

In haste, faithfully yours,

W. R. Hartle
Dean Judson  
Faculty Exchange  
Dear Mr. Judson:—

I enclose a letter addressed to the President. As a matter of business it seems to me that this letter should be written at this time, but I see no reason for letting it come directly to the attention of the President himself. I, therefore, send it to you. You will observe that it contains merely a statement of the situation as we talked it over yesterday afternoon.

Yours very truly,

John M. Manly
Dear Mr. Jackson:

I am pleased to address your request for information about the President's office.

As a matter of business, I am unable to provide this information at this time. There is no reason for me to assume the office of the President, as requested.

I hope you will agree with my conclusion that the office of the President is not available to me.

Yours sincerely,

[Signature]
Feb. 10, 1905.

President Wm. R. Harper
Faculty Exchange

Dear Sir:-

In the course of a conversation with Mr. Judson yesterday mention was made of the difficulty in the budget concerning which you recently wrote me. Mr. Judson's account of the matter explains your letter perfectly and makes it clear that there has been a mis-understanding on the part of the Auditor. At his suggestion I shall see the Auditor immediately and straighten out the difficulty.

For the sake of clearness I will state the situation as Mr. Judson and I understand it. After Oct. 1st, 1903, I was expected to teach three Quarters, and provision was made for this. As a matter of fact, I ceased to teach at the end of two Quarters, and Mr. Carpenter returned to the University to continue my work. I received my salary during the months in which I was teaching and for two months thereafter, inasmuch as I was entitled to two months vacation on the basis of the two Quarters already taught. I began work again with the second term of the summer Quarter; have taught continuously since then, and have received precisely the ordinary salary payments. Mr. Judson tells me that the Auditor is under the impression that I received not two-thirds, but the whole of last year's salary. This is inaccurate, as his own books must show. I received payment of two-thirds the salary for two-thirds of the work. For the rest of the year the payments were intermittent. During the fiscal year, July 1904, July 1905, I am teaching three and one-half Quarters. Mr. Judson tells me that the payment for the half Quarter must be counted against the budget of the previous year. This will leave one-sixth of the yearly salary for the two years untouched by me. Mr. Judson says that this is in exact accordance with
In the course of a conversation with Mr. Nabob regarding the budget, it became apparent to me that the matter of immediate and essential steps to alleviate the position of the nation must be taken into serious consideration.

Mr. Nabob, in his usual lucid manner, explained the situation and outlined a plan for immediate action. He emphasized the urgency of the situation and the need for action without delay.

We shall meet on the matter of the budget at the earliest opportunity to discuss the matter further and arrive at a solution that will be in the best interest of the nation.
your plans and your understanding of the arrangements, and that the difficulty arises from the Auditor's supposition that during last year I received full payment for the year, and not merely the two-thirds which was actually paid me. You will remember that the matter was so little understood by the financial office that you were obliged to intervene in the spring to secure the last payment due me then, and that again in the fall a similar misunderstanding occurred. It will, however, be very easy to show the Auditor on the basis of the payments actually made that the state of affairs is precisely what you understood it should be. One-sixth of my salary was available for paying a substitute, as you understood it should be.

Yours very truly,

John M. Manly
The President of Michigan

Dear Mr. Smith,

Your pleas and your understanding of the administration...and that the difficulty arises from the Auditor's office...and your request for the sum of $100, is received. I will not delay. You will remember that the rent...is due at the end of the month. If you were to pay the rent in advance, it would be...a matter of convenience to the Auditor's office...and it would be...a matter of convenience for the...one account of my salary. If you are unable to pay the rent, you may...
CHICAGO,  

Mr. H. H. Hume's plan for Mr. Flint's master's:

1. Let the increase be $400 a year from Jan. 1, 1905.

2. Take $400 of the increase from Mr. Flint's salary. (This will leave enough to cover this - the $400 were nothing to cover an internal deficit.)

3. Take the remaining $100 from the $800 appropriation for reading themes, in 1905-6.

H. P. J.
Dear Dr. Harper:

When I first read your statement in the corner of Mr. Flint's letter I interpreted it to mean that we were to fix the matter up in accordance with his wishes and therefore wrote you the full report in the case, which I enclose.

Considering it further I concluded that you wished me to see Mr. Flint and go over the matter fully with him, and report to you.

This, therefore, I have done and had a pleasant interview and explained the case fully to him from the records, so that he understands it, and while disappointed, is I think satisfied that we are doing the best we can.

Yours truly,

[Signature]

Chicago, March 9th, 1905
When I first heard your prediction in the
committee of Mr. Winter's letter I interpreted it to mean that we
would get the necessary funds through the mail and had to
make sure the letter and telephone were in the case where I
mentioned it further I could send you a report to you.

Mr. Winter may be able the matter futher and need a report to you.

The orientor I wrote your some daysimes information
and explained the case fairly to him from the lecture. I think anything
mentioned of the matter would be good and

Yours truly,
Dear Dr. Harper: --

The facts in regard to Mr. Flint's appointment are as follows:

On June 24, 1902 Mr. Flint was reappointed an Associate for two years from Jan. 1, 1903 at $1000. On February 28th, 1904 he was promoted to an instructorship from Jan. 1, 1905, a regular promotion at the end of his term of service as Associate.

On April 19 you recommended that this promotion be made effective from January 1st, 1904, and this was done, thus antedating the regular time of promotion by a year.

The promotion was made on a salary of $1200. with no hint that it would be increased to $1400. at the end of one year, and to $1600. at the end of two years. A notice was sent of the action stating that the salary would be $1200. per year.

I submit that neither Mr. Manly nor Mr. Herrick had any authority to state to Mr. Flint that his promotion was made on the same terms as that of Mr. Linn. It was not so made, Mr. Linn's promotion stating distinctly that he was to receive $1200. the first year, $1400. the second year and $1600. the third.

I submit further that Mr. Flint is incorrect when he says he "received no word to the contrary from the University." He received a definite statement from me that his salary, as instructor, would be at the rate of $1200. per year.

Still further when I reported to you the names of those whose terms would expire in 1905-6, although Mr. Flint's term was not to expire, I called attention to his case in the typed written report of Nov., 1904, as follows:
"N.W. Flint 1st year as Instructor (of which $100. is fr. Suppl. Instr), Jany. 1 $1200."

Notwithstanding this reminder you fixed Mr. Flint's salary in the budget for 1905-6 at $1400. (or more exactly at $1300-$600. from July to Jany. and $700. from January to July 1906.)

In accordance with this budget which had been gone over repeatedly item by item by you and Mr. Arnett, the recommendation for the increase in Mr. Flint's salary from Jany. 1, 1906, was made out and enacted.

The first week in February Mr. Flint wrote me expressing surprise that his check for January showed no increase. I wrote him that no increase had been made, but that his salary would probably be increased from January 1, 1906.

This I think is a full statement of the case. I am fully in sympathy with Mr. Flint's very natural desire, as I think I showed in calling your attention to his case although his term was not expiring.

But if we make the change desired we add $100. to this year's expense and we cannot afford to add a single dollar, and we add $200. to next year's over and above the budget provision, and for that year we cannot afford to add a cent.

It seems to me that Mr. Flint will have to be patient. If we begin to money with next year's budget we are lost. Our only safety is to adhere to it rigidly.

We are going to be immediately overwhelmed with complaints and appeals. I have had one disappointed employe in to see me already, Miss Packer, although the notices went into the mail at 5 o'clock last evening.

There are several mistakes we have got to rectify, as Goode's, Meyers', etc. These will strain our resources to the breaking point. I cannot at all see that Mr. Flint's case is in this number.

Yours truly,
Dear [Name],

I am extremely disappointed to learn of the situation at E.I. in your area. I appreciate the prompt action taken in the matter.

I understand that the increase in costs has been significant and that it has affected the operations of the company. I am pleased to hear that steps have been taken to address this issue.

I would like to express my concern about the impact of this situation on the employees. I am aware of the difficulties that they may be facing and I hope that the company will continue to support them during this time.

I am also interested in knowing how the company plans to address the budget shortfall. I understand that this is a complex issue and I appreciate the efforts being made to find a solution.

Thank you for your attention to this matter. I look forward to hearing from you soon.

Sincerely,

[Your Name]
The Quadrangle Club

Chicago

President William P. Harper,

Dear Mr. Harper,

I am very sorry to be bothering you about my private affairs just now. Mr. Judson, however, thought I'd better do it in view of the fact that you are dealing with University business and that you will soon be leaving town.

You will remember that I was appointed instructor Jan. 1, 1904. At that time I had difficulty in getting my increase in salary, and you kindly straightened the matter out for me. Mr. Herrick, who arranged with you for my promotion, told me that I was on the regular basis - like Mr. Hines - three years at $1200, $1400, $1600 respectively, and I received no word to the contrary from the University.

My second year began this January 1905, but my checks were for the same amount $1400. I have...
I wrote Mr. Goodfellow and Mr. Judson, who both told me that the trustees had voted me $400 on the date of my getting in was to be Jan. 1600. Since I had the same trouble last year, it seems to me that Mr. Herick that this year they may be the same kind of bitch, a bitch which you apparently are the only one that can untangle. May I beg your consideration of the matter, and Mr. Herick assured me to add his strong recommendation for your action.

Yours very sincerely,

Matt Flint

P.S. Mr. Herick tells me that Mr. Manly misunderstood, as he did, that my appointment was to be like Mr. Reim's.
Chicago

[Handwritten text that is not legible due to the quality of the image]
Supposing that the President's intention was, as Mr. Harris and Mr. Manly understood it, to make the salary $1400. for the second year of the instructorship. In this case the increase should have been arranged for in the Budget of 1904-05, because half the amount of the increase (Jan 1905 to July 1905) would have fallen in that budget.

As a matter of fact, however, the question did not appear again before the President until the Budget for 1905-06 was under consideration, and the President approved the $1400. for what he may have supposed was the proper date—at least it was the earliest date for which he could approve it in that budget—Jan 1, 1906. Even had he remembered his intention to approve the increase for the second instead of the third year of the instructorship, he could not then have done so, because the date of the increase Jan 1, 1905 fell in the budget of the previous year.

Q.E.D.
The Quadrangle Club

CHICAGO

Reappointed to an association Jan. 1, 1903
(Not The association ordinarily runs for two years)

Promoted to an instructorship Jan. 1, 1905
(This appointment made by the President in consultation with Mr. Herrick was meant to read Jan., 1904, and was later by the President's order, changed to read 1904.)

Salary increased to $1400 from Jan. 1, 1906
10 March 1905.

My dear Miss Cobb:

I dislike to trouble the President at this time with business, but there is a matter of serious importance for a member of the English department, which Dr. Harper alone can straighten out.

Mr. Flint was promoted in January, 1904, to an instructorship. At that time it was understood by Mr. Manly, Mr. Flint, and by myself, that the instructorship was the regular one of three years, carrying a salary of $1200, $1400, $1600, during the successive years. Nothing was ever said to indicate that the usual increase in salary per year was not to be made in Mr. Flint's case. Mr. Damon and Mr. Linn and Mr. Bruere had been instructors on that basis. I feel quite sure that the President did not intend to make an exception in Mr. Flint's case. There was some mistake, however, in the date of the promotion; for it first read from January 1905 and was changed after we had called the President's attention to the fact to January 1904 and payment was made after the first month of mistake on that basis. But this year the regular increase has not been made, and instead Mr. Flint has received word from Dr. Goodspeed that the Trustees have advertised Mr. Flint at $1100 to date from January 1906. This puts Mr. Flint behind a whole year and cuts him out of $400. And I feel pretty sure that such was not the President's intention. The irregularity in his case was probably due to the fact that the promotion was first made after the 1904 budget was made up. Then as the increase did not have to be paid during the first six months of the 1905 budget it was altogether overlooked.

I realize that it may be very difficult to find the means to
make this right now. But if the President will authorize me to use whatever small unexpended balance we may have of the same fund, and to take next fiscal year a hundred dollars from the same fund, we might make up the amount in part at any rate. Then the promotion could be dated from July 1, 1905 instead of January, 1906, thereby gaining at least half of the time.

I know that the President recognizes the value of Mr. Flint, that is now doing more than is strictly required of him in taking care of all the Examiner's work for the department. He is of such value to us that I do not hesitate to say that he should have had his increase in salary before Mr. Boynton's promotion was considered.

I enclose Mr. Flint's analysis of the situation made at my request. Trusting that the President will, if possible, give this his consideration, I am,

Faithfully yours,

[Signature]

Robert Herrick
The Minute Book.

Protect the President. The President will not be able to see this letter now. But if you come to see me at my office, we may have a chance to talk. Should we ever meet again, perhaps we might take next year's lessons at one of the public schools. Then the President could see me at my office.

At the 20th of May, 1908, I return of Green Bay, 1806, Thursday evening, at 7 o'clock. I know that the President recognizes the value of Mr. H. F. J.

I am now going to speak as strictly regarding our present case of the President's work for the government. He is in poor health to serve in any capacity. I am not permitted to say what I should have had the pleasure to say last December [illegible].

I must give the President his due, I will say. Give me the courtesy—

Yours truly,

[Signature]