CROSS REFERENCE SHEET

Name or Subject: Commerce and Administration (General)  File No.

Regarding

Date

SEE

Name or Subject

Railway Transportation Courses

Laughlin, J. L.

Marshall, L. C.

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."

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SCHOOL
of
COMMERCIAL AND POLITICAL SCIENCE.

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Admission.

Students are admitted on passing in any of the groups required for entrance to the Academic College. The preferred requirements, however, will be found equivalent to the Ph.B. admission group, viz:-

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Academic College.

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# If it is expected that the student should be enabled to use French and German text- and reference-books during his course, candidates are encouraged to offer French 1, 2 and 3, and German 1, 2 and 3 at admission and thus enlarge their choice of electives. The ability to read ordinary French and German prose ought to be acquired before entering the school.
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Note: The table above represents the course requirements for the Commercial and Political Science program. The number of credits required for each course is indicated in the corresponding cell.
University College.

The 18 majors of the University College are to be taken from the courses, separated into the six departments of Railways, Banking, Insurance, Trade and Industry, Diplomacy, and Politics and Journalism, from the department which the student may have elected. A minimum number of courses, indicated by a star (#), are required. The remainder of the 18 majors can be elected from the larger number of courses open to students in each department.

(Under some head will be a statement as to
1) Officers of Administration.
2) Faculty of Instruction.
3) Purpose of the courses, -- constituency.
4) Selection of Courses.
5) Library Facilities.
6) Fellowships.
7) Publications.
8) Degrees.
9) Graduate Work.)

I. DEPARTMENT OF RAILWAYS.

University College Courses.

# 1. Railway Transportation. -- Traffic. -- Rates, etc. 1 major
# 2. Comparative Railway Legislation 1 "
# 3. Railways and Employees. -- Cooperation, etc. 1 "
# 4. Railways and the State. -- Gov't Telegraph, etc. 1 "
# 5. Railway Accounts. -- Financing. 1 "
# 6. Railway Equipment. 1 "
# 7. Railway Seminar (3) 1 "
# 8. American Agriculture 1 "
# 9. Industrial Processes of Leading Manufactures 1 "
#10. Physical, Political, and Hist. Geog. of U.S. 1 "
#11. European and American Commercial Law 1 "
#12. Law of Corporations 1 "
#13. Exchanges and Commercial Arithmetic
    Bond tables. -- Arbitrage. -- Annuities. (13) 1 "

Electives.
14. Law of Real and Personal Property 1 "
15. " " Bills, Notes, etc. 1 "
16. " " Contracts, 1 "
17. Social Science 2 "
18. Municipal Institutions 1 "
19. Political History of U.S. 1 "
20. Consti. History of U.S. 1 "
21. Modern Hist. from Reformation to 1815 2 "
22. Modern Hist. since 1815 2 "
University College

The 18 classes of the University College are to be taken from the course leading into the six departments of Mathematics, English, Science, History, Modern Languages, and Politics and Economics. The course leading into the departments which the student may have selected will be determined by the number of courses the student desires to take. A minimum number of courses, including at least (⅔) the required courses, must be taken from each department.

II. Department of Railways

University College Courses

1. Railway Transportation -- Trains -- Routes, etc.
2. Railway Engineering -- Legislation
3. Railway and Motors -- Cooperation, etc.
4. Railway and the State -- Telegraphy, etc.
5. Railway Accounts -- Mathematics
6. Railway Drainage
7. Railway Seismology
8. Railway Administration
9. Management Processes of Electric Railways
10. Prose of Railways and Electric Railways
11. Railway Construction
12. Railway Communication

III. Department of Economics

1. Law of Rent and Property
2. "Mill" and "Rain
3. "Continent" and "Society
4. Commercial Intelligence
5. Political Economy of U.S.
6. Economic History of U.S.
7. Commercial Fiction
8. "Debt" and "Reclamation to the
9. Social Wealth since 1870"
23. Political Ethics
24. Economic Geology. Resources of U.S.
25. Financial History of the U.S.
26. Industrial and Commercial Hist. since 1760
27. Public Finance and Taxation
28. Banking
29. Statistics
30. Money and Crises
31. Problems of Wages, Interest, Profits, etc.

II. DEPARTMENT OF BANKING.

University College Courses.

# 1. History and Theory of Banking 1 "
# 2. Banks of England, France, Germany etc. 1 "
# 3. Practical Banking 1 "
# 4. Money and Crises 1 "
# 5. Money.— Seminar 2 "
# 6. Financial Hist. of U.S. 1 "
# 7. Public Finance and Taxation 1 "
# 8. Exchanges and Commercial Arithmetic.—
   Bond Tables.— Arbitrages.— Annuities. 1 "
# 9. Banking Law. 2 "
#10. European and American Commercial Law 1 "

Electives.

11. Indust. and Commercial Hist. since 1760 2 "
12. Statistics 1 "
13. Constit. Hist. of U.S. 1 "
14. Polit. " " " 1 "
15. Municipal Institutions 1 "
16. Political Ethics 1 "
17. Economic Geology.— Resources of U.S. 2 "
18. American Agriculture. 1 "
19. Railway Transportation 1 "
20. Tariff Legislation of U.S. 1 "
21. Industrial Processes of Leading Manufactures 1 "
22. Socialism 1 "
23. Law of Corporations 1 "
24. " " Real and Personal Property 1 "
25. " " Bills, Notes, etc. 1 "
26. " " Contracts 1 "
27. " " Wills, Trusts, etc. 1 "

(20)
II. DEPARTMENT OF BANKING

University College Courses

1. History of Banking
2. Principles of Banking
3. Money and Credit
4. Money and Interest
5. Financial Institutions and Their Regulation
6. Econometric and Commercial Mathematics
7. Banking Law
8. Introductory Banking Law

Electives

1. Introductory Commercial History since 1870
2. Recent History of U.S. Banking
3. Foreign Banking
4. Banking Policy
5. Banking Information
6. Political Science
7. Economic Geography
8. Recent Economic Conditions
9. Recent Legislation
10. Recent Legislation of U.S.
11. Recent Legislation of Other Countries
12. Law of Corporations
13. "Real Estate" Properties
14. "Mortgages" and Others
15. "Conventions" and Others
16. "Wills and Trusts" etc.
III. DEPARTMENT OF INSURANCE.

University College Courses.

# 1. Advanced Integral Calculus 2 majors
# 2. Theory of Probabilities, -- Life Contingencies, etc. 1 "
# 3. History of Insurance Methods 2 "
# 4. Statistics 1 "
# 5. Statistical Seminar, -- Mortality Tables, etc. 3 "
# 6. Law of Insurance 2 "
# 7. Accounting, -- Bonds, -- Annuities, etc. (2) 1 "
# 8. European and American Commercial Law 1 "
# 9. Law of Contracts 1 " (14)

Electives.

10. Public Finance and Taxation 1 major 1 major
   Sinking Funds, -- Bonds, etc.

11. Money and Crises 2 "
12. Railway Transportation 1 "
13. American Agriculture 1 "
14. Banking 1 "
15. Polit. Hist. of U.S. 1 "
16. Const. " " "
17. Municipal Institutions 1 "
18. Social Science 2 "
19. Law of Corporations 1 "
20. " Real and Personal Property 1 "
21. " Bills, Notes, etc. 1 "
22. Political Ethics 1 " (15)

IV. DEPARTMENT OF TRADE AND INDUSTRY.

University College Courses.

# 1. Commercial and Indust. Hist. to 1760 2 majors
# 2. Commercial and Indust. Hist. since 1760 1 "
# 3. Industrial Processes of Leading Manufactures 1 "
# 4. Commercial Arith. -- Exchanges, etc. 1 "
# 5. Tariff Hist. of U.S. 1 "
# 6. Tariff Systems of Foreign Countries. 1 "
# 7. Hist., Polit., and Phys. Geog. 2 "
# 8. Money and Crises 2 "
# 9. Banking 1 "
#10. European and American Commercial Law 1 "
#11. Law of Corporations, -- Partnerships, etc. 1 "
#12. Law of Contracts 1 " (15)
Electives.

13. Cooperation.-- Trades Unions, etc. 1 major
14. Socialism 2 "
15. Municipal Institutions 1 "
16. Social Science 2 "
17. Public Finance and Taxation 1 "
18. Financial Hist. of U.S. 1 "
19. Polit. 1 "
20. Const. 1 "
21. Economic Geology 2 "
22. Political Ethics 1 "
23. Law of Real and Personal Property 1 "
24. Law of Bills, Notes, etc. 1 "
25. Modern Hist. from Reform. to 1815 2 "
26. Modern Hist. since 1815 1 "

V. DEPARTMENT OF DIPLOMACY.

University College Courses.

# 1. Modern Hist. from Reformation to 1815 2 majors
# 2. Modern Hist. since 1815 1 "
# 3. History of Great Britain since 1648 1 "
# 4. English Const. History 1 "
# 5. Polit. Hist. of U.S. 1 "
# 6. Const. 1 "
# 7. Constitutional Law of U.S.-- National 1 "
# 8. " " " -- State 1 "
# 9. Physical, Polit. and Hist. Geog. 2 "
#10. Diplomatic Hist. of U.S. 1 "
#11. Comparative Constitutional Law 1 "
#12. Comparative Administrative Law 1 "
#13. Principles of Public Law 1 "
#14. International Law 1 "

Electives.

15. Tariff Legislation of U.S. 1 major
16. Financial Hist. of U.S. 1 "
17. Roman Law 1 "
18. American and European Commercial Law 2 "
19. Commercial Arith.-- Exchanges, etc. 1 "
20. History and Theory of Money 2 "
21. Banking 1 "
22. Social Science 2 "
23. Political Ethics 1 "
24. Advanced French 2 "
25. " German 2 "
26. " Spanish 2 "
27. " Italian 2 "

(18) (16) (120)
Elections

I. Important -- Tactics, Union, etc.

II. Socialism

III. Municipal Institutions

IV. Public Finance and Taxation

V. Princeton Field of U.S.

VI. Politics of U.S.

VII. Constitutional Law of U.S.

VIII. Princeton Polytechnic

IX. Princeton, Administration Law

X. Principles of Public Law

XI. International Law

XII. Taphet, Registration of U.S.

XIII. Princeton Field of U.S.

XIV. Roman Law

XV. American and Commercial Commercial Law

XVI. Commercial Arbitration - Examinations, etc.

XVII. History and Theory of Money

XVIII. Science

XIX. Political Science

XX. Advanced French

XXI. German

XXII. Spanish

XXIII. Italian

XXX. Princeton College Courses

1. Modern History from Restoration to 1815

2. Modern History since 1815

3. History of Great Britain since 1648

4. Modern History

5. History of U.S.


7. Political and Historical

8. Physical, Political, and Historical

9. Administrative, Field of U.S.

10. Comparative Constitutional Law

11. Administrative Law

12. Principles of Public Law

13. International Law

14. Princeton College Courses

15. Modern History from Restoration to 1815

16. Modern History since 1815

17. History of Great Britain since 1648

18. History

19. History of U.S.

20. Constitutional Law

21. Administrative Law

22. Principles of Public Law
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<td># 7. International Law</td>
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**Electives:**

12. Social Economics.-- State Interference, etc. 1 major
13. " " Cooperation, etc. 1 "
14. Statistics 1 "
15. Railway Transportation 1 "
16. Financial Hist. of U.S. 1 "
17. Public Finance and Taxation 1 "
18. Constit. Hist. of U.S. 1 "
20. " " " " -- State 1 "
21. English Constit. Hist. 1 "
22. Social Science 2 "
23. " " Dependents and Dejectives, etc. 1 "
24. " " Elements of Sociology 1 "
25. Municipal Institutions 1 "
26. Commonwealth Institutions in U.S. 1 "
27. Elements of Jurisprudence 1 "

(17)
IV. DEPARTMENT OF POLITICS AND JOURNALISM

University College Courses

- A. Scope of World of Political Economy
- 1. International Law
- 2. Economics
- 3. Economic History
- 4. Social and Civic Science
- 5. United States and Her People
- 6. Political History of U.S.
- 7. International Law
- 8. Social and Civic Science

II. Political Science

- 1. Political Science
- 2. Political Science
- 3. Political Science
- 4. Political Science

II. Political Science

- 1. Economic Science
- 2. Economic Science
- 3. Economic Science
- 4. Economic Science

(10)

McGraw's

- 1. McGraw's
- 2. McGraw's
- 3. McGraw's
- 4. McGraw's
Admission.

Students are admitted on passing in any of the groups required for entrance to the Academic College. The preferred requirements, however, will be found equivalent to the Ph.B. admission group, viz:

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Academic College.

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<td>2</td>
<td>2</td>
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</tr>
<tr>
<td>Science</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Chemistry or Biology</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
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</tr>
<tr>
<td>Physics</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

# It is expected that the student should be enabled to use French and German text- and reference-books during his course. Candidates are encouraged to offer French 1, 2 and 3, and German 1, 2 and 3 at admission and thus enlarge their choice of electives. The ability to read ordinary French and German prose ought to be acquired before entering the school.
### Admission

Students are admitted on the basis of the results of the entrance examination. The examination requires:

- "English" in the examination.
- "Mathematics," "History," and "Geography.

#### Required Courses

<table>
<thead>
<tr>
<th>Subject</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>4</td>
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<tr>
<td>Mathematics</td>
<td>2</td>
</tr>
<tr>
<td>History</td>
<td>2</td>
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<tr>
<td>Geography</td>
<td>2</td>
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<tr>
<td>Total Credits</td>
<td>9</td>
</tr>
</tbody>
</table>

### Academic College

<table>
<thead>
<tr>
<th>College</th>
<th>Required Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science</td>
<td>Physics, Chemistry, Biology, Mathematics, Economics</td>
</tr>
<tr>
<td>Education</td>
<td>Education Theory, Pedagogy, History, Geography, English</td>
</tr>
</tbody>
</table>

### Other Requirements

- French and German: 2 credits each
- Science: 2 credits
- Optional Courses: 2 credits

### Total Credits

- **5** credits for each course
University College.

The 18 majors of the University College are to be taken from the courses, separated into the six departments of Railways, Banking, Insurance, Trade and Industry, Diplomacy, and Politics and Journalism, from the department which the student may have elected. A minimum number of courses, indicated by a star (#), are required. The remainder of the 18 majors can be elected from the larger number of courses open to students in each department.

(Under some head will be a statement as to
1) Officers of Administration.
2) Faculty of Instruction.
3) Purpose of the courses, -- constituency.
4) Selection of Courses.
5) Library Facilities.
6) Fellowships.
7) Publications.
8) Degrees.
9) Graduate Work.)

I. DEPARTMENT OF RAILWAYS.

University College Courses.

#1. Railway Transportation.-- Traffic.-- Rates, etc. 1 major
#2. Comparative Railway Legislation
#3. Railways and Employees.-- Cooperation, etc.
#4. Railways and the State.-- Gov't Telegraph, etc.
#5. Railway Accounts.-- Financing.
#6. Railway Equipment.
#7. Railway Seminar (3)
#8. American Agriculture
#9. Industrial Processes of Leading Manufactures
#10. Physical, Political, and Hist.Geog. of U.S.
#11. European and American Commercial Law
#12. Law of Corporations
#13. Exchanges and Commercial Arithmetic
   Bond tables.-- Arbitrage.-- Annuities. (15)

Electives.

14. Law of Real and Personal Property 1 "
15. " " Bills, Notes, etc. 1 "
16. " " Contracts, 1 "
17. Social Science 2 "
18. Municipal Institutions 1 "
19. Political History of U.S. 1 "
20. Consti. History of U.S. 1 "
21. Modern Hist. from Reformation to 1815 2 "
22. Modern Hist. since 1815 2 "
The 12 months of the University College are to be spent from
the courses, necessary into the six departments of Railways, Fire,
and Insurance. The time and material losses may have greater
consequences than the department within the school, which have already
been reached. A minimum number of courses, necessary to a certain degree
of the material of the 12 months can be selected from the subject next
per of courses open to students in each department.

Under each head will be a statement as to

(1) Office of Administration.
(2) Faculty of Instruction.
(3) Faculty of the course-
    1) Procedure of course.
    2) The selection of course.
    3) Different assistant.
    4) Application.
    5) Preparations.
    6) Degree.

(2) Graduate Work.

1. DEPARTMENT OF RAILWAYS.

University College Courses.

(1) Relative Introduction -- Trains, Engines, etc.
(2) Conventional Railway Legislation...
(3) Relations with Employers -- Cooperation, etc.
(4) Relations with the State -- Gov't Telegraph, etc.
(5) Railway Accounts -- Management.
(6) Railway Department
(7) Railway Seminar
(8) American Agriculture
(9) International Priorities of Leaders in Agriculture
(10) Planning, Political and Economical Development
(11) Knowledge of American Commercial Law
(12) Law of Corporation
(13) Experiments and Commercial Administration


In closing:

(1) Law of Real and Personal Property.
(2) Civil Law, etc.
(3) Commercial.
(4) Special Science.
(5) Commercial Legislation.
(6) Political Alliances.
(7) Constitution of U.
(8) Constitution of U.S.
(9) Foreign Policy from 1812

8th Friday, February, 1902.
23. Political Ethics
24. Economic Geology. Resources of U.S.
25. Financial History of the U.S.
26. Industrial and Commercial Hist. since 1760
27. Public Finance and Taxation
28. Banking
29. Statistics
30. Money and Crises
31. Problems of Wages, Interest, Profits, etc.

II. DEPARTMENT OF BANKING.

University College Courses.

#1. History and Theory of Banking
#2. Banks of England, France, Germany etc.
#3. Practical Banking
#4. Money and Crises
#5. Money.-- Seminar
#6. Financial Hist. of U.S.
#7. Public Finance and Taxation
#8. Exchanges and Commercial Arithmetic.--
   Bond Tables.-- Arbitrages.-- Annuities.
#10. European and American Commercial Law

Electives.

11. Indust. and Commercial Hist. since 1760
12. Statistics
13. Constit. Hist. of U.S.
14. Polit. " " "
15. Municipal Institutions
16. Political Ethics
17. Economic Geology.-- Resources of U.S.
19. Railway Transportation
20. Tariff Legislation of U.S.
21. Industrial Processes of Leading Manufactures
22. Socialism
23. Law of Corporations
24. " " Real and Personal Property
25. " " Bills, Notes, etc.
26. " " Contracts
27. " " Wills, Trusts, etc.

1 major
2 "
1 "
2 "
1 "
1 "
2 "
1 "

(24)
II. Department of Banking

University College Courses.

1. History and Theory of Banking.
2. Bank of England, France, Germany etc.
3. Monetary and Credit.
4. Money and Prices.
5. Economic History of U.S.
7. Economic and Commercial Alternatives.
8. Economic and Commercial Alternatives.
10. Comparative and American Commercial Law.

Effective.

12. Corporate Law of U.S.
15. Economic Geography.
17. Bankruptcy Procedure.
18. Tariff Regulation.
20. Specialization.
22. Rest and Testamentary Property.
23. Maine "Pitfall" Notes, etc.
25. Maine Trustee, etc.
26. Maine Trustee, etc.
### III. DEPARTMENT OF INSURANCE.

**University College Courses.**

<table>
<thead>
<tr>
<th>Course</th>
<th>Majors</th>
</tr>
</thead>
<tbody>
<tr>
<td># 1. Advanced Integral Calculus</td>
<td></td>
</tr>
<tr>
<td># 2. Theory of Probabilities,-- Life Contingencies, etc.</td>
<td>1</td>
</tr>
<tr>
<td># 3. History of Insurance Methods</td>
<td>2</td>
</tr>
<tr>
<td># 4. Statistics</td>
<td>1</td>
</tr>
<tr>
<td># 5. Statistical Seminar.-- Mortality Tables, etc.</td>
<td>3</td>
</tr>
<tr>
<td># 6. Law of Insurance</td>
<td>2</td>
</tr>
<tr>
<td># 7. Accounting.-- Bonds.-- Annuities, etc.</td>
<td>1</td>
</tr>
<tr>
<td># 8. European and American Commercial Law</td>
<td>1</td>
</tr>
<tr>
<td># 9. Law of Contracts</td>
<td>1</td>
</tr>
</tbody>
</table>

**Electives.**

<table>
<thead>
<tr>
<th>Course</th>
<th>Majors</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Public Finance and Taxation</td>
<td>1</td>
</tr>
<tr>
<td>Sinking Funds.-- Bonds, etc.</td>
<td></td>
</tr>
<tr>
<td>11. Money and Grises</td>
<td>2</td>
</tr>
<tr>
<td>12. Railway Transportation</td>
<td>1</td>
</tr>
<tr>
<td>13. American Agriculture</td>
<td>1</td>
</tr>
<tr>
<td>14. Banking</td>
<td>1</td>
</tr>
<tr>
<td>15. Polit. Hist. of U.S.</td>
<td>1</td>
</tr>
<tr>
<td>16. Const. &quot; &quot; &quot;</td>
<td>1</td>
</tr>
<tr>
<td>17. Municipal Institutions</td>
<td>1</td>
</tr>
<tr>
<td>18. Social Science</td>
<td>2</td>
</tr>
<tr>
<td>19. Law of Corporations</td>
<td>1</td>
</tr>
<tr>
<td>20. &quot; &quot; Real and Personal Property</td>
<td>1</td>
</tr>
<tr>
<td>21. &quot; &quot; Bills, Notes, etc.</td>
<td>1</td>
</tr>
<tr>
<td>22. Political Ethics</td>
<td></td>
</tr>
</tbody>
</table>

**Total Majors:** (14)

### IV. DEPARTMENT OF TRADE AND INDUSTRY.

**University College Courses.**

<table>
<thead>
<tr>
<th>Course</th>
<th>Majors</th>
</tr>
</thead>
<tbody>
<tr>
<td># 1. Commercial and Indust. Hist. to 1760</td>
<td>2</td>
</tr>
<tr>
<td># 2. Commercial and Indust. Hist. since 1760</td>
<td>1</td>
</tr>
<tr>
<td># 3. Industrial Processes of Leading Manufactures</td>
<td>1</td>
</tr>
<tr>
<td># 4. Commercial Arith.-- Exchanges, etc.</td>
<td>1</td>
</tr>
<tr>
<td># 5. Tariff Hist. of U.S.</td>
<td>1</td>
</tr>
<tr>
<td># 6. Tariff Systems of Foreign Countries</td>
<td>1</td>
</tr>
<tr>
<td># 8. Money and Grises</td>
<td>2</td>
</tr>
<tr>
<td># 9. Banking</td>
<td>1</td>
</tr>
<tr>
<td>#10. European and American Commercial Law</td>
<td>1</td>
</tr>
<tr>
<td>#11. Law of Corporations.-- Partnerships, etc.</td>
<td>1</td>
</tr>
<tr>
<td>#12. Law of Contracts</td>
<td></td>
</tr>
</tbody>
</table>

**Total Majors:** (15)
III. DEPARTMENT OF INSURANCE

University College Courses

1. Advanced Insurance Statistics
2. Theory of Proprietary Life Contracts, etc.
3. Theory of Insurance Mathematics
4. Hospitalization Subscriptions
5. Modern Table of Premiums
6. Law of Insurance
7. Accounting
8. American Commercial Law
9. Law of Conferences
10. Law of Conferences

IV. DEPARTMENT OF TRADE AND INDUSTRY

University College Courses

1. Commercial and Industrial History to 1860
2. Commercial and Industrial History Since 1860
3. Industrial Processes of Textile Manufacuturers
4. Commercial Art, Engineering, etc.
5. Textile History of U.S.
6. Textile Evolution of World Conferences
7. International Relations of World Conferences
8. Money and Chancery
9. Money and Chancery Law
10. Principles of American Commercial Law
11. Law of Conservation of Revenue, etc.
Electives.

13. Cooperation.-- Trades Unions, etc. 1 major
14. Socialism 2 "
15. Municipal Institutions 1 "
16. Social Science 2 "
17. Public Finance and Taxation 1 "
18. Financial Hist. of U.S. 1 "
19. Polit. " " "
20. Constit. " " "
21. Economic Geology 2 "
22. Political Ethics 1 "
23. Law of Real and Personal Property 1 "
24. Law of Bills, Notes, etc. 1 "
25. Modern Hist. from Reform. to 1815 2 "
26. Modern Hist. since 1815 1 "

(18)

V. DEPARTMENT OF DIPLOMACY.

University College Courses.

# 1. Modern Hist. from Reformation to 1815 2 majors
# 2. Modern Hist. since 1815 1 "
# 3. History of Great Britain since 1648 1 "
# 4. English Const. History 1 "
# 5. Polit. Hist. of U.S. 1 "
# 6. Const. " " "
# 7. Constitutional Law of U.S.-- National 1 "
# 8. " " " -- State 1 "
# 9. Physical, Polit. and Hist. Geog. 2 "
#10. Diplomatic Hist. of U.S. 1 "
#11. Comparative Constitutional Law 1 "
#12. Comparative Administrative Law 1 "
#13. Principles of Public Law 1 "
#14. International Law 1 "

(16)

Electives.

15. Tariff Legislation of U.S. 1 major
16. Financial Hist. of U.S. 1 "
17. Roman Law 1 "
18. American and European Commercial Law 2 "
19. Commercial Arith.-- Exchanges, etc. 1 "
20. History and Theory of Money 2 "
21. Banking 1 "
22. Social Science 2 "
23. Political Ethics 1 "
24. Advanced French 2 "
25. " German 2 "
26. " Spanish 2 "
27. " Italian 2 "

(20)
VI. DEPARTMENT OF POLITICS AND JOURNALISM.

University College Courses.

<table>
<thead>
<tr>
<th>Course</th>
<th>Minor Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td># 1. Scope and Method of Political Economy</td>
<td>1 major</td>
</tr>
<tr>
<td># 2. Economic Hist.</td>
<td>2 &quot;</td>
</tr>
<tr>
<td># 3. Socialism</td>
<td>2 &quot;</td>
</tr>
<tr>
<td># 4. Money and Crises</td>
<td>2 &quot;</td>
</tr>
<tr>
<td># 5. Tariff Hist. of U.S.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td># 6. Polit. Hist. of U.S.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td># 7. International Law</td>
<td>1 &quot;</td>
</tr>
<tr>
<td># 8. Modern Hist. from Reformation to 1815</td>
<td>2 &quot;</td>
</tr>
<tr>
<td># 9. Modern Hist. since 1815</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>#10. Advanced English Composition</td>
<td>2 &quot;</td>
</tr>
<tr>
<td>#11. English Literature</td>
<td>1 &quot;</td>
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</table>

(16)

Electives.

<table>
<thead>
<tr>
<th>Course</th>
<th>Minor Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Social Economics.-- State Interference, etc.</td>
<td>1 major</td>
</tr>
<tr>
<td>13. &quot; &quot; Coöperation, etc.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>14. Statistics</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>15. Railway Transportation</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>16. Financial Hist. of U.S.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>17. Public Finance and Taxation</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>18. Constit. Hist. of U.S.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>20. &quot; &quot; &quot; -- State</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>21. English Constit. Hist.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>22. Social Science</td>
<td>2 &quot;</td>
</tr>
<tr>
<td>23. &quot; &quot; Dependents and Defectives, etc.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>24. &quot; &quot; Elements of Sociology</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>25. Municipal Institutions</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>26. Commonwealth Institutions in U.S.</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>27. Elements of Jurisprudence</td>
<td>1 &quot;</td>
</tr>
</tbody>
</table>

(17)
CONFIDENTIAL.

COLLEGE OF COMMERCIAL AND POLITICAL SCIENCE

Admission.

Students are admitted on passing in any of the groups required for entrance to the Academic College. The preferred requirements, however, will be found equivalent to the Ph.B. admission group, viz.:

<table>
<thead>
<tr>
<th></th>
<th>3 units</th>
<th>2 &quot;</th>
<th>1 unit</th>
<th>2 units</th>
<th>1 unit</th>
<th></th>
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<tbody>
<tr>
<td>German and French</td>
<td>4 &quot;</td>
<td>(1, 2, and 3)</td>
<td></td>
<td>(1, 2, 2c, and 3)</td>
<td></td>
<td>12 &quot;</td>
</tr>
<tr>
<td>Latin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6 &quot;</td>
</tr>
<tr>
<td>Mathematics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 &quot;</td>
</tr>
<tr>
<td>English</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 &quot;</td>
</tr>
<tr>
<td>History</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Physics</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

13 Majors

ACADEMIC COLLEGE.

<table>
<thead>
<tr>
<th>Courses</th>
<th>Railways</th>
<th>Banking</th>
<th>Insurance</th>
<th>Trade and Industry</th>
<th>Diplomacy</th>
<th>Politics and Journalism</th>
</tr>
</thead>
<tbody>
<tr>
<td>French and German</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3 (2)</td>
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<tr>
<td>Spanish</td>
<td>2</td>
<td>2</td>
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<tr>
<td>English Rhetoric</td>
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<td>2</td>
<td>5</td>
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<tr>
<td>Mathematics (required)</td>
<td></td>
<td></td>
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<tr>
<td>College Algebra, Plane Trigonometry, Coordinate Geometry (incl. Analytics and Calculus)</td>
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<tr>
<td>Logic</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Psychology</td>
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<td>2</td>
<td>2</td>
<td>2</td>
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</tr>
<tr>
<td>History</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Modern, European and American</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Political Economy</td>
<td>2</td>
<td>2</td>
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<td>2</td>
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</tr>
<tr>
<td>Science</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Chemistry or Biology</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Total in Majors: 18

It is expected that the student should be enabled to use French and German text and reference-books during his course. Candidates are encouraged to offer French 1, 2, and 3, and German 1, 2, and 3 at admission and thus enlarge their choice of electives. The ability to read ordinary French and German prose ought to be acquired before entering the College. [It has been agreed by the departments concerned that for two majors here named, should be substituted one major in Descriptive Sociology and one major in Physiography.]

UNIVERSITY COLLEGE.

The 18 majors of the University College are to be taken from the courses, separated into the six departments of Railways, Banking, Insurance, Trade and Industry, Diplomacy and Politics, and Journalism, from the department which the student may have elected. A minimum number of courses, indicated by a star (*), are suggested. The remainder of the 18 majors can be elected from the larger number of courses open to students in each department.

[Under some head will be a statement as to
1. Officers of Administration.
2. Faculty of Instruction.
3. Purpose of the Courses—Constituency.
4. Selection of Courses.
5. Library Facilities.
6. Fellowships.
7. Publications.
8. Degrees.
9. Graduate Work.]
## I. DEPARTMENT OF RAILWAYS.

**UNIVERSITY COLLEGE COURSES.**

1. Railway Transportation, Traffic, Rates, etc. - 1 Major
2. Comparative Railway Legislation - 1 "
3. Railways and Employees, Cooperation, etc. - 1 "
4. Railways and the State, Government Telegraph, etc. - 1 "
5. Railway Accounts, Financing - 1 "
6. Railway Equipment - 1 "
7. Railway Seminar - (3) 1 "
8. American Agriculture - 1 "
9. Industrial Processes of Leading Manufactures - 1 "
10. Physical, Political, and Hist. Geog. of U. S. - 1 "
11. European and American Commercial Law - 1 "
12. Law of Corporations - 1 "
13. Exchanges and Commercial Arithmetic, Bond Tables, Arbitrage, Annuities - 1 "

(13)

**ELECTIVES.**

14. Law of Real and Personal Property - 1 Major
15. Law of Bills, Notes, etc. - 1 "
16. Law of Contracts - 1 "
17. Social Science - 2 Majors
18. Municipal Institutions - 1 Major
19. Political History of U. S. - 1 "
20. Const. History of U. S. - 1 "
21. Modern Hist. from Reformation to 1815 - 2 Majors
22. Modern Hist. since 1815 - 2 "
23. Political Ethics - 1 Major
24. Economic Geology, Resources of U. S. - 2 Majors
25. Financial History of the U. S. - 1 Major
26. Industrial and Commercial Hist. since 1760 - 2 Majors
27. Public Finance and Taxation - 1 Major
28. Banking - 1 "
29. Statistics - 1 "
30. Money and Crises - 2 Majors
31. Problems of Wages, Interest, Profits, etc. - 1 Major

(24)

## II. DEPARTMENT OF BANKING.

**UNIVERSITY COLLEGE COURSES.**

1. History and Theory of Banking - 1 Major
2. Banks of England, France, Germany, etc. - 1 "
3. Practical Banking - 1 "
4. Money and Crises - 2 Majors
5. Money, Seminar - 3 "
6. Financial Hist. of U. S. - 1 Major
7. Public Finance and Taxation - 1 "
8. Exchanges and Commercial Arithmetic, Bond Tables, Arbitrages, Annuities - 1 "
9. Banking Law - 2 Majors
10. European and American Commercial Law - 1 Major

(14)

**ELECTIVES.**

12. Statistics - 1 Major
13. Const. Hist. of U. S. - 1 "
14. Polit. Hist. of U. S. - 1 "
15. Municipal Institutions - 1 "
16. Political Ethics - 1 "
17. Economic Geology, Resources of U. S. - 2 Majors
18. American Agriculture - 1 Major
19. Railway Transportation - 1 "
20. Tariff Legislation of U. S. - 1 "
21. Industrial Processes of Leading Manufactures - 1 "
22. Socialism - 2 Majors
23. Law of Corporations - 1 Major
24. Law of Real and Personal Property - 1 "
25. Law of Bills, Notes, etc. - 1 "
26. Law of Contracts - 1 "
27. Law of Wills, Trusts, etc. - 1 "

(20)

## III. DEPARTMENT OF INSURANCE.

**UNIVERSITY COLLEGE COURSES.**

1. Advanced Integral Calculus - 2 Majors
2. Theory of Probabilities, Life Contingencies, etc. - 1 Major
3. History of Insurance Methods - 2 Majors
4. Statistics - 1 Major
5. Statistical Seminar, Mortality Tables, etc. - 3 Majors
6. Law of Insurance - 2 "

7. Accounting, Bonds, Annuities, etc. - (2) 1 Major
8. European and American Commercial Law - 1 "
9. Law of Contracts - 1 "

**ELECTIVES.**

10. Public Finance and Taxation, Sinking Funds, Bonds, etc. - 1 Major
11. Money and Crises - 2 Majors
12. Railway Transportation - 1 Major
13. American Agriculture - 1 Major
14. Banking - 1 "
15. Polit. Hist. of U. S. - 1 "
16. Const. Hist. of U. S. - 1 "
17. Municipal Institutions - 1 "

18. Social Science - 2 Majors
19. Law of Corporations - 1 Major
20. Law of Real and Personal Property - 1 "
21. Law of Bills, Notes, etc. - 1 "
22. Political Ethics - 1 "
(15)

IV. DEPARTMENT OF TRADE AND INDUSTRY.

UNIVERSITY COLLEGE COURSES.
1. Commercial and Industr. Hist. to 1760, 2 Majors
2. Commercial and Industr. Hist. since 1760, 1 Major
3. Industrial Processes of Leading Manufactures - 1 "
4. Commercial Arith., Exchanges, etc. - 1 "
5. Tariff Hist. of U. S. - 1 "
6. Tariff Systems of Foreign Countries - 1 "
8. Money and Crises - 2 "
9. Banking - 1 Major
10. European and American Commercial Law - 1 "
11. Law of Corporations, Partnership, etc. - 1 "
12. Law of Contracts - 1 "
(15)

ELECTIVES.
13. Coöperation, Trades Unions, etc., - 1 Major
14. Socialism - 2 Majors
15. Municipal Institutions - 1 Major
16. Social Science - 2 Majors
17. Public Finance and Taxation - 1 Major
18. Financial Hist. of U. S. - 1 "
19. Polit. Hist. of U. S. - 1 "
20. Const. Hist. of U. S. - 1 "
21. Economic Geology - 2 Majors
22. Political Ethics - 1 Major
23. Law of Real and Personal Property - 1 "
24. Law of Bills, Notes, etc. - 1 "
25. Modern Hist. from Reform. to 1815 - 2 Majors
26. Modern Hist. since 1815 - 1 Major
27. Statistics - 1 "
(19)

V. DEPARTMENT OF DIPLOMACY.

UNIVERSITY COLLEGE COURSES.
1. Modern Hist. from Reformation to 1815, 2 Majors
2. Modern Hist. since 1815 - 1 Major
3. History of Great Britain since 1648 - 1 "
4. English Const. History - 1 "
5. Polit. Hist. of U. S. - 1 "
6. Const. Hist. of U. S. - 1 "
7. Constitutional Law of U. S., National - 1 "
9. Physical, Polit. and Hist. Geog. - 2 Majors
10. Diplomatic Hist. of U. S. - 1 Major
11. Comparative Constitutional Law - 1 "
12. Comparative Administrative Law - 1 "
13. Principles of Public Law - 1 "
14. International Law - 1 "
(16)

ELECTIVES.
15. Tariff Legislation of U. S. - 1 Major
16. Financial Hist. of U. S. - 1 "
17. Roman Law - 1 "
18. American and European Commercial Law - 2 Majors
19. American Arith., Exchanges, etc. - 1 Major
20. History and Theory of Money - 2 Majors
21. Banking - 1 Major
22. Social Science - 2 Majors
23. Political Ethics - 1 Major
24. Advanced French - 2 "
25. Advanced German - 2 "
26. Advanced Spanish - 2 "
27. Advanced Italian - 2 "
(20)

VI. DEPARTMENT OF POLITICS AND JOURNALISM.

UNIVERSITY COLLEGE COURSES.
1. Scope and Method of Political Economy, 1 Major
2. Economic Hist. - 2 Majors
3. Socialism - 2 "
4. Money and Crises - 2 "
5. Tariff Hist. of U. S. - 1 Major
6. Polit. Hist. of U. S. - 1 "
7. International Law - 1 "
8. Modern Hist. from Reformation to 1815, 2 Majors

9. Modern Hist. since 1815 - 1 Major
10. Advanced English Composition - 2 Majors
11. English Literature - 1 Major
(10)

ELECTIVES.
12. Social Economics, State Interference, etc. - 1 Major
13. Social Economics, Coöperation, etc. - 1 "
Degree.

A student who has taken any one of the groups suggested (12 MM) and has taken eighteen University College Majors shall be given the degree of Ph.B., with the proper descriptive words attached (e.g. "Ph.B. in Banking," etc.).
Mr. Rapps please examine and pass to
Mr. Tong, please examine and pass to
Mr. Dalebury.

College of

Commerce and Politics

1898-99.
Dear Prof. North,

Laughlin has just agreed upon by means, small games & myself.

To save myself time, I labor the transcription, I have indicated the more formal description; so that anyone in the office (e.g., Mr. Munro-Howe) can advance further it for the printer.

Each department, however, should have draft, a correct by comparison with the new programme, so that only courses off and much year are included in our list if.

I think they will be hard for critics to criticize the scheme as thus presented.

If plans only for next year, is not boastful, so when the way;

Sincerely yours,

J. Lamont Laughlin

July 26, 1998
[Handwritten text not legible]
Faculty of Instruction

Hermann Eduard von Helm, Ph. D., Head Professor of History.
Harry Pratt Judson, A.M., LL.D., Head Professor of Political Science.
Charles Richmond Henderson, A.M., D.D., Professor of Sociology.
James Lawrence Laughlin, Ph. D., Head Professor of Political Economy.
Alphon Scudder Small, Ph. D., Head Professor of Sociology.
Edmond James James, Ph. D., Professor of Public Administration.
Benjamin S. Terry, Ph. D., Professor of Medieval English History.
Adolph Carter Miller, A.M., Professor of Finance.

In order of correspondence.
Names taken from Logannia & Pol. Ser., Vol. 2, pp. 1-100.

Head of the Departments of Political Science and Economics at
The University of California, and President of the University for
Six months, in 1898-1899.
The inauguration of a new College of Commerce and Politics marks another step in the movement by which the University education is being adapted to the life of the community. The rise of economics, social and political problems, together with the phenomenal industrial development of our country, demands that training should be given fit to grapple with them. He who understands these questions, and the trend of events, is best able to lead society rightly.

While large foundations have long existed for law and medicine, it is surprising that equally large and important constituencies have remained to this day practically unprovided with systematic means of training and preparation. For the great professions of Railways Management, Banking, in professions of Finance, Trade and Industry, Diplomacy, Politics, and Journalism, a student would be at a loss to know where to find schools adapted to his purpose as are those of law and medicine for lawyers and doctors.
The resolution of a crisis cannot be achieved merely by the presence of the parties involved. It requires a comprehensive understanding of the underlying issues and the commitment to find a solution. The process of reconciliation often starts with acknowledging the past and the pain it has caused. It is important to listen to the stories of those affected and to understand the context in which they occurred. Compromise and forgiveness are essential elements in the process of healing and reconciliation. It is through these actions that trust can be built and a path towards peace can be paved.
To attempt to begin at meeting this deficiency is the purpose of the College of Commerce and Politics. In behalf of those constituencies which have in large measure given of their means to promote liberal education, the University proposes to assume a trust in their behalf. The gap between practical life and the University has rapidly been of narrowing, and it is proposed to close it entirely. To the one woman wishing to enter the professions above indicated, should no longer steep herself from the high school to the desk and country, but find a course of liberal training open to them, which at the same time will train them to deal both with the problems of their future careers and give them a wider outlook and a profounder insight into the life they are entering.

To accomplish this purpose in a way that shall give all the advantages of a liberal college course, and yet obtain training by attrition, under the material and problems distinctive of these large professions, the University sets before the student courses of study of the same kind of character and scope as those pursued by his brother student, but at the same time directly adapted to
give him mastery over the problems of his chosen profession. He is to be given power, training and capacity to think in his subject; not to learn the routine technicalities of a trade. The student trained in the principles, for example, of Banking will easily quickly master the details of practice, and soon outstrip his less educated competitor. And as a manager, he will understand the principles underlying all monetary and social movements at home and abroad, and become a far better, more useful man to society as a man of affairs than the narrow workman who has no outlook.

With this aim in view the University advises the student after leaving the High School and fitting himself to pass one of the entrance requirements to college to obtain preparation for his distinctive work by the course marked out for him in the college, courses of a distinctive character can then be chosen, exactly as intending students of physical or biological sciences may concentrate upon science or medicine. This is so necessary to say that in these two years all courses can be taken which the University would recommend for a half-rounded course, but this believes that in these two years, students may
secure an insight into the problems of their future professions and obtain a training which will give them a signal advantage in the competitive contest for leadership, and lead directly to the means of mastery of their future work. Together with these courses (which are now more or less present in the University curriculum; as recognized as equal in capacity for training with those in other fields of learning) selections should be made from allied subjects which will broaden and deepen the student intelligence. It is true that the University now offers a much greater number of such courses than can be taken in the Senior college; and the student will soon discover the need of graduate work.

For the professions in question, the University recommends that the student should ground himself in The sciences of our institutions; in the Special Development of our national, economical, and political subjects; in a knowledge of the forms of our country; in the commercial and foreign relations of our industry and of our own; and in our economic, social and political problems of our day. The courses in these subjects will be some distinctive of his special work, and some auxiliary to them. Of course, the aim of the student
can be more thoroughly met by extending his stay at the University and enlarging the range of his courses. In the course offered for 1898-1899, care is taken to give three which are distinctive for at least one-third of a student's time, and from allied courses, from which elective subjects are larger number of electives can be taken.

In future years, the distinctive courses, while yet preserving their character as fit subjects for university training, will be extended as rapidly as the demand by students will warrant. In all the subjects (except for the present in Insurance) training of a distinctive nature is already offered, in 1898-1899.
INTRODUCTION.

Modern liberal education has practical value for a much larger public than that to which the older type of education appealed. Recent changes have so widened the scope of university instruction that special explanation of these more modern features is necessary.

In addition to enlarged facilities in all the subjects which made up the college curriculum a generation ago, the University of Chicago offers more courses upon subjects of constant importance in modern industrial and public life than could be taken by any single student in the whole undergraduate period. Many of these courses of study furnish knowledge, and develop power and habit of thought constantly employed in some of the leading departments of modern business. Whatever opinions may be held of the traditional college education, no practical man can doubt that the courses referred to fit students for broader and deeper comprehension of the larger questions that arise in these branches of business. The College of Commerce and Politics is an organization of these courses into groups and sequences which will give the best general preparation that the University can afford for later progress in mastering the technical details of such pursuits as Railway Administration, Banking, Insurance, Commerce, Manufactures, Diplomacy, Politics and Journalism.

Among those best qualified to judge there is no longer any question that a liberal professional preparation in the schools, followed or accompanied by special technical technical preparation upon this broad basis, furnishes the best equipment for the legal, the medical, the clerical and the military professions. While the schools can never remove the need of final preparation for each of these pursuits through actual apprenticeship in them, the advantages of academic training in laying a solid foundation for these professions are now beyond dispute.

The University declares that the College of Commerce and Politics affords a fundamental preparation for the kinds of business named above, and that this preparation is comparable with that which academic training is known to give for the professions last mentioned.
INTRODUCTION

Modern liberal education for practical value to a much larger public than that to which the older type of educational operation, recent developments in higher education, have led the college or university institution. Not only extramural courses, but also those of the ordinary college and university, are now made available to all the liberal arts which were formerly limited to those who could afford the time and expense of formal study. The college or university is now able to serve the community as a whole, not only by offering courses of study to those who can afford the time and expense, but also by extending its facilities to all who desire instruction.

The college or university has become a center of culture, a repository of knowledge, and a moral force in the world. It is not only a place of learning, but also a source of inspiration and a means of social improvement. The college or university is now able to serve the community as a whole, not only by offering courses of study to those who can afford the time and expense, but also by extending its facilities to all who desire instruction.

The college or university is now able to serve the community as a whole, not only by offering courses of study to those who can afford the time and expense, but also by extending its facilities to all who desire instruction. The college or university is now able to serve the community as a whole, not only by offering courses of study to those who can afford the time and expense, but also by extending its facilities to all who desire instruction.
The point of departure for the organization of The College of Commerce and Politics is the principle that complete preparation for positions of responsibility in either of the lines of business contemplated would involve intelligence about the following subjects: viz. the place of America in the general development of civilization; the origin and nature of our national institutions; the physical resources, moral traditions and intellectual standards of our country; the commercial and foreign relations of our industries and politics; and the chief economic, social and political problems in the leading countries of the world. Accordingly the courses are so arranged that one third of the work in each group has a distinctive bearing upon the pursuit which designates the group. Another third, parallel with the more distinctive work, is devoted to the most essential courses which should be common to all the groups; and the remaining third may be elected from the numerous courses hardly less intimately related to the main subject of the group than those primarily recommended. In all the groups except Insurance and Journalism, training of a distinctive nature is offered in 1898-9.
The course of preparation for the organization of the College of Commerce
will provide the principles that constitute the basis for the preparation of records,
statistics, or other work that requires the understanding of the business connected.
Moreover, the course will provide the basis for the development of business, the
management of business, and the working of business organizations.

The course will be divided into the following sections:

1. Principles of Business
2. Business Statistics
3. Business Management
4. Business Organizations

The course will be taught by experienced business professionals and will
provide a comprehensive understanding of business practices.

The course will be offered in the fall and spring semesters.

The University of Chicago
Pres. W. R. Harper,
Chicago, Illinois.

Dear Sir:

In accordance with your request that I sometime submit in writing the substance of my last conversation with you, I hand you the following:

In so large an institution as the University there must be a number of positions in which a person with a thorough business training could be of service to the institution. Should there at any time be a vacancy in such a position, I beg that you will consider me as a possible applicant.

As to my qualifications, I would state that I have had a training of more than five years in the best business school, a banking house. In the fourth year of this schooling I acted as manager of the bond department in the main office in Chicago; in the fifth year I was manager of the New York branch office so that my experience covers much more than mere matters of detail.

Should occasion arise, I would submit, in lieu of recommendations, the following letters, all of which were sent without application on my part.

1. From The Rollins Investment Co., Denver and New York, offering me a position as manager of their New York office, (1891.)

2. From N. W. Harris & Co., Bankers, Chicago and New York, offering me a position as their representative in Boston. (1891.)

3. From William Deering & Co. Manufacturers of harvesters, asking me if I would consider a position with them. (1895.)

These were all refused as I did not wish to desert entirely the scholar's life. I believe that Mr. Chas. F Grey, formerly Pres. of the Hide & Leather Nat. Bank, Chicago, recommended me, in 1892, for cashier of a bank in which he was interested.

Respectfully submitted,

Henry Field
Dear Mr. Market

Office, Illinois

In accordance with your request that I continue supplying information
the subject of my last communication with you, I enclose you the following:

In no sense an institution as the University Church, West, in Chicago, Illinois
affords a place where a person with a thorough business background can meet and
have access to the information. It should serve as only the base of the
broad and varied. I think you will continue to

As to my qualifications, I think that I have had a training of
such a degree as to place me in the best position for a position in the
field of my profession, I believe as manager of the New York
affiliation in Chicago; in the field where I am interested in the
field of business, I could support in lieu of recommendations the

Joint letter. If it help, here are some of our addresses:

If you receive the following information from the New York office:

S. F. & L. Co. 60 W. Adams Chicago, Ill. (1924)

States, Illinois Bankers Co., Manufacturers of Insurance, Etc.,

I would like to know if you have ever been to Canada for

These were all written and I am not able to answer your questions.

I believe that Mr. Coe, who has taken your place, is able to

Skrull, Osceola, and associates, at 2081, for assistance at a bank in Chicago.
Pres. M. R. Harper:
Chicago, Illinois.

Dear Sir:

My absence from the city on a vacation has unduly delayed my replying to your favor of recent date.

My idea was that there might be some position in connection with the administration of the finances in which I could be of service to the University. I presume that the bulk of such work is done by the Comptroller. It would seem to me that, in so large an institution, there would be more than one man could attend to, and that my experience in managing a banking office would be of service in attending to some branch of the University's finances. In addition to a knowledge of general business methods, my past training has made me familiar with the proper methods of keeping accounts, and has given me experience in attending to investments.

I do not, however, wish to desert the academic ranks, as is evidenced by my refusal of several desirable business offers. I must teach. But I should not be averse to finding a place where I could combine some teaching with some work in practical finance.

As you see, my suggestion is rather tentative. I shall however, greatly appreciate the favor if you will keep my name in mind, so that I may make more formal application should occasion arise.

Yours respectfully,

Henry Rand Halkfield.
Washington University

Announcement of Courses in

Economics

1897-1898
Department of Economics.

Henry Rand Hatfield, Ph. D., Instructor.

Course 1, to be followed by 2a, or 2b, is required of all taking work in the department, except of those taking Course 3, which is given independently and requires no other economic study.

The courses offered in Economics are as follows:

FIRST TERM.

COURSE 1. Elementary Economics.

A course for beginners, using Mill’s Principles of Political Economy (Laughlin’s edition) as text-book. An attempt will be made to train the student in accurate economic reasoning and to show the vital connection between economic theory and the practical questions of the day. This course must be followed by either 2a or 2b.

COURSE 3. Economic History since 1763.

A course of lectures with collateral reading and reports, treating of the economic effects of the great inventions, of the American and French revolutions, of the free-trade movement in England, of the gold discoveries, of the civil war, of the crises of 1873 and 1893, etc.

No previous economic study is required for this course. Course 1 may, with advantage, be taken simultaneously.


Lectures with collateral reading. The course will cover such topics as the management of the national debt, the use of customs duties as a revenue measure, the first and second United States Bank, the financial policy of the war of 1812 and of the civil war, the independent treasury, etc. An attempt will be made to trace the relation between the financial policy and the politics of the time, and, especially, to treat the financial history so as to throw light on the problems of today.


Lectures with collateral reading and study of Taussig’s Tariff History of the United States.

This course and Course 4 will be given in alternate years.
SECOND TERM.

COURSE 2a. Advanced Economics.

This course continues the training in theory begun in Course 1, using Marshall's *Principles of Economics* as the text-book with reading in Cairnes, Taussig, Hadley and Böhm-Bawerk. It should be taken by all who wish to continue the study of Economics.

COURSE 2b. Descriptive Economics.

A practical course, designed to supplement Course 1, for those who desire only a general acquaintance with the subject. The topics discussed will be money, banking, coöperation, socialism, taxation and transportation.

COURSE 5. Money and Banking.

Discussion of the theory of money, bi-metallism, note-issues and the function of bank credits. Short theses will be prepared by the students and discussed in class.

COURSE 7. Social Economics.

An examination of the economic aspects of certain social problems. The questions considered will be those relating to state interference including poor-relief, immigration, the control of monopolies, etc., and certain schemes of economic reform, such as coöperation, profit-sharing, and trades unions.

This course and Course 5 will be given in alternate years.
President Wm. R. Harper,

My Dear Sir:-

I have read the enclosed document, which I take it is intended for a circular concerning the College of Commerce and Politics. There are several classes of criticisms which might be made.

First, as to details—(a) I think there should be more specifications on pp. 11 to 15. This is left in an indefinite way, and I think will not convey much of an impression to students. If the dates in these courses can be given and the names of instructors are put down, it will greatly help matters. (b) The notes at the top of pp. 16 and 17 are not clear. On the former page there is a reference to "three majors", and on the latter to a student's "remaining three majors". I am completely at a loss to know what this means. (c) On p. 19 Economic Geology is put down; but, judging from the way in which the courses are shaped, few students will be eligible to this course, which calls for a somewhat full knowledge of geology and chemistry. It may be said in general that the meagre suggestions of courses given in the last parts of the document appear not to be based on a consideration of prerequisites.

The second general criticism has to do with the style of the first pages,- 3 to 7. It strikes me as unpleasantly patronizing. I have tried to read it from the point of view of a student who is looking for the sort of work which the name of the College suggests, and if, in that capacity, this circular were to fall into my hands, I think it would decide me not to come to the University.
The third line of criticism is on the scheme itself. I suppose it is useless to say anything on this point, but the more I think of it, the more I think the establishment of this college a mistake. I think it is in danger of injuring the University in many ways, unless we are extremely careful in many directions. I should not object to a college which should do what this purports to do; but my objection is based in part upon what seem to me its unjust claims; that is, it does not seem to me to do the thing which its name indicates that it will do. This crops out in the circular. For example, at the bottom of p. 4, there is a statement that the student coming to this college will find courses of study "of the same character as those pursued by other students." This is true, and is just the mischief of the scheme. The courses are of the same character as other students may take, and do not especially prepare for commerce or politics, or any other particular thing. I particularly dislike the subdivision of this college which is to be known as "Politics and Journalism". Why not Politics and Assaying? I do not see but they have as much to do with each other. Furthermore, there is nothing in the courses as outlined which will help a student in journalism, any more than A.B. or Ph.B. courses now given in the University. To drag in "journalism" with the courses outlined seems to me ill-advised. If journalists give the matter any attention, whatever, you may be sure they will ridicule any course here outlined as a preparation for journalism, in any other sense than any college course is a preparation.
I think the time of criticism is no the same today. I
suppose it to mature to say anything on the whole. But it
more
I think of it. The more I think of the time it is
I
more
I think it is in danger of intruding. The University
in any way, while we are extremely careful in many situations.
I think I am not able to settle to a college which would go over this
I
brought to go out any suggestion to cease in our own. I do not seem to me to be
what to be what it is, I am; that is, I do not seem to me to be
what to be what it is. That is, I will do.
This would
what to be what it is. That is, I will do. This would
what to be what it is. That is, I will do. This would
what to be what it is. That is, I will do. This would
If there is to be a department of Trade and Industry there certainly should be a thoroughgoing course in commercial geography. There would be no more important single subject for this course, but it nowhere appears in the summaries. This is also an important subject for railroading. The number of calls made by railroad men for information on this subject is astonishingly large. The introduction of "commercial arithmetic" (p. 13) will seem to put us on a level with so-called "business colleges". Stenography would go well with it.

All in all I think the circular is unsatisfactory and inadequate.

Yours truly,

R. T. Valinsky
It seems to be a statement of facts and information.

There was a plan for a group of mathematicians to conduct research. There would be no more important scientific work for the time being. The course of action is to make a proposal for information on this subject in earnest.

The proposal was to work on a level with society and agriculture.

If I had I think the statement is not accurate and

Yours truly,
in any college of Commerce and Politics.

Let me turn now to the Circular of Information to make some more minute comments. Physiography is included in the work of the Junior College, but not in the Senior College, nor is there any provision for commercial Geography. I cannot but feel that these subjects are more important for the student of Commerce and Politics than all the others which we offer, yet there is provided a minimum amount of work, and that for the younger students only. I am sure that the experience of the various European institutions indicates that to omit these subjects from such a school is like omitting the classics from an Arts course. The corollary to be deduced from this omission is the necessity of establishing the department of Geography, or securing the co-operation of the department of Geology. It also indicates the superficial character of our present announcement in the supposition
in any college of Commerce and Politics.

Let me turn now to the Circular of Information to make some more minute comments. Physiography is included in the work of the Junior College, but not in the Senior College, nor is there any provision for commercial Geography. I cannot but feel that these subjects are more important for the student of Commerce and Politics than all the others which we offer, yet there is provided a minimum amount of work, and that for the younger students only. I am sure that the experience of the various European institutions indicates that to omit these subjects from such a school is like omitting the classics from an Arts course. The corollary to be deduced from this omission is the necessity of establishing the department of Geography, or securing the co-operation of the department of Geology. It also indicates the superficial character of our present announcement in the supposition
that the social sciences were already so thoroughly differentiated that we only need to eliminate a few courses on Ancient History and Anthropology to establish these in the College.

Under the Required Courses, Group I., Commerce, there is no study of water-ways, nor of British commerce, which subjects are certainly at least as important as railway problems, and to most minds the second would seem more important. Under the head of Banking there seems to be no provision for Comparative Finance, although foreign banking systems are discussed. Banking, I take to be but a branch of Finance, and consequently we would seem to have included the lesser and omitted the greater subject. Under the head of Trade and Industry, there seems to be inadequate attention to problems of industrial organization. The subject of Taxation is put under the Specified and not under the Required Courses; I should think there was a field here for as extensive research as could be found under the head of Railways, Banking or Industry,—it certainly should not be relegated to a subordinate position.

Under Group II., Politics and Journalism, the provision for the study of Municipal Government seems to be very scant. One Quarter devoted to European and American municipalities is about equivalent to offering University Extension lectures on the subject; it surely would take a year to cover even the elements of Municipal Government. There is also need of what might be called Municipal Sociology as distinguished from Municipal Politics. With the present extension of municipal functions, the administrative problems are growing to the importance of any one of the other subjects considered, and the University could not perform better service than to fit young men for public positions under the municipality.

The Elective Courses seem quite satisfactory, as they are certainly more extensive than offered at any other institution in the country. The faults are in the Required Courses.

I venture to make these suggestions because I am sure you consider
the present announcement only tentative, and I feel that great damage may be done to the University by emphasizing such an inadequate and unattractive curriculum.

Enclosed please find some London clippings in which you may be interested, and which I shall be glad to have returned.

Yours sincerely,

[Signature]
6052 Kimbark Avenue,
October 31, 1898.

President W. R. Harper,
The University of Chicago

My dear President Harper:

May I suggest some criticisms on The College of Commerce and Politics?

When the first announcement of this new department was made I was immediately attracted to it because of my interest in the London School of Economics and Politics, Professor Geddes' School of Geography in Edinburgh, and the Musée Social in Paris, not to mention such home institutions as the Wharton School in Philadelphia. I feel that these different institutions offer hints with regard to the development of our School of Commerce and Politics of which we have not availed ourselves. I think I can see the difficulty of equipping such a school at present, but it seems to me announcements should
not be issued until the school is equipped. The lack of adequate co-
operation between the departments of Economics, Politics, History and
Sociology was sufficiently manifest before these latest announcements
were issued. It seems to me the only benefit we derive from the new an-
nouncement is to point out more clearly where are some of the weaknesses
in our present organization. It is evident that such a college cannot
succeed without a head. I am not sure how general is the dissatisfaction
with the present organization of the University on horizontal lines, but
certainly there are many who feel that most of the departments will be
always hampered until there is some effective organization on vertical
lines. It is hardly possible that the different departments will fill in
the gaps necessary for a successful school of Commerce and Politics if
the responsibility is to be purely a departmental one. There must be a
unity to the College which it at present lacks. This unity would not so
much demand a Director of course if there were more effective co-operation
between the heads of the several departments: The latter, I think all are
agreed, is not to be anticipated: hence the necessity for a special of-
ficer. Let me take some suggestions from these different institutions I
have mentioned, by way of criticism of our present announcement.—

The London School of Economics and Politics makes a special feature of
securing the assistance of men of affairs, who have not only the knowledge
of their respective businesses, but also the ability to impart that knowl-
edge. That seems to me indispensable not only in order to secure a point
of view other than the academic one, but also to enlist the sympathies
of the business world. The London School also makes a special feature
of reaching the people engaged in commerce and politics by means of late
afternoon and evening classes and lectures. I cannot believe that we shall
be very successful until we also have such work carried on down town,
which would be made easy by co-operation with the Teachers' College.
A further feature of business value to us is the introduction of short
popular courses of lectures, attracting both students in other fields and the more intelligent public. Our University Extension Division would make such work easy here.

The institutions at Edinburgh and Paris suggest the necessity for the establishment of a museum and laboratory. These can be inaugurated modestly with little expense, and still lead to a most important and influential factor in the life of Chicago and the University. Indeed, the plan followed by Professor Geddes is likely to be carried out in Chicago independently of the University, unless we choose to co-operate in it. Professor Geddes' visit to this country next winter will be used for that purpose, and I hope the University may take such advantage of his service as not only to insure co-operation in this scheme, but also to secure the benefit of his experience in co-ordinating such subjects.

Another subject which is most unfortunately neglected is that of statistics, which has always been a weak side of the department of Economics; there surely ought to be provision made for this
Fifield, N.C.
Aug. 18, 1900.

My dear Prof. Harper,

I think you misunderstood my point in regard to Dr. Hatfield, so far as I can judge from your letter of 15th inst. You said "there was no unanimity on the proposition to make this work [college of commerce & admin. 1894] organically a part of the work of the department of political economy." Nor do I agree to that either; any more than a medical school should be organically part of the department of biology. But, if courses in the medical school are laid out to be taken by undergraduates in biology, the department superintends the courses falling within that subject. The
Economic teaching in the Extension Dept., by your original plan, was
to be supervised by the head of the
Dept., who is held responsible. Cer-
tainly, if Economic work is offered
in any nominal division (such as
a college, or designated group of
courses in the University) should it
not be organized under one Dept.
That was always my understand-
ing of my duty and position.
Now, the control of the policy,
and adoption of courses, in the College
of Commerce could not possibly, in
my opinion, go to the Dept. of Eco-
nomics, or to any one Dept. This
policy should be determined (in
my humble opinion) by a proper
faculty, of which the head of the
department affected should, of
course, be a member, as well as
all instructors giving courses in
the college; and I should have
no more influence in deciding
that policy than my proposals to
the strength of my arguments.
affect the decisions of this body.
The present committee is tentative, of course, but anomalous; but it is too much after the fashion in our University, which takes away from the men immediately concerned the right and duty to share in making the work they are carrying on. It apparently leaves the officers to some extent unimportant as to what is the policy, makes them bitter, and unambitious. This is a way to kill their enthusiasm and spontaneous desire to help. I feel this myself, and others feel it. Matters directly affecting our work in the whole policy of the College & Em-}
It was necessitated by changes in our course, and by altering the names of departmental offices. The instruction at the head of our programme. I cannot, for my life, see where else Dr. Hatfield could be situated.

If a course in French were here offered in the general body of courses, for students candidates for the bachelor's degree, would that course and that instructor not be situated in the Dept. of Romance Languages? Similarly, if a course of Commercial Geography be given, recommended to be of an economic statistical character, where else can it be placed under our system of departments? That question is entirely different from deciding whether such a course shall be given or not. That is another matter for the proper Faculty of Commerce and Admin.

I am sorry you cannot be helped by fishing. It shows that I am not a very popular, to work which has made the name of Harper a prominent one in the University.

Faithfully yours,

J. Lawrence Laughlin.
August 21, 1900.

My Dear Mr. Laughlin:

Your letter of August 18th has been received. There are three points involved in your statement which should be kept separate. I am inclined to think that we would better discuss them orally rather than in writing. These points are: 1) The responsibility for economic instruction, 2) the responsibility for the general details of the College of Commerce and Administration, and 3) The general statement with reference to officers of instruction being uninformed as to what the policy is to be and the result of which is to make them listless and unambitious. I shall be glad to take up all of these questions with you, and I think that there are some points in respect to the second and third which may well be presented. However, on the first question there can be no difference of opinion, and I did not suppose that there had been any difference of opinion. When you come back from your fishing trip, we will sit down and talk the matter over.

Yours very truly,

W. R. Harper
Academy Col. of Literature

Science
Medicine
Technology
Engineering

Arts
Philosophy
Literature
Divinity
Law
Commerce
Fine Art
Music
Expression

Art
1) The name - College of etc.
2) Admission - OK.
3) Academic college work - OK
4) Technical depth
   Railway
   Banking
   Insurance
   Truck & lading
   Diplomacy
   Journalism
June 22, 1901.

I find in my attempt to secure material illustrative of industrial conditions and processes abroad, that the European manufacturers are rather suspicious of American inquisitiveness and do not respond with the same readiness as is shown by manufacturers in this country.

It has been proposed to Mr. Henry R. Hatfield, would be of great service to write to His Excellency. My dear Mr. Hatfield:

Your letter of the nineteenth has just been received. I think your plan to write to M. Cambon is an excellent one. If you will write such a letter, I will take pleasure in forwarding it with an endorsement.

I thought, however, that before I addressed the Ambassador it would be better for me to confer with you and secure your sanction. What I have in immediate view is to secure a collection of photographs illustrating French manufactures. I have quite a list of such views which were exhibited at Paris and I feel sure they would be willingly donated. In addition it would be desirable to secure some samples illustrating some of the typical manufactures of France, e.g. the silk industry.

Awaiting your reply, I remain,

Yours respectfully,

Henry Rand Hatfield
June 55, 1907

Mr. Henry R. Nettleton

Mr. G. E. Nettleton

Your letter of June twentieth last

Your letter of the nineteenth last week

I have Received your letter of the nineteenth last week

I have received your letter of the nineteenth last week

I am enclosing a copy of your letter of the nineteenth last week

I am enclosing a copy of your letter of the nineteenth last week

I will take pleasure in forwarding it with my endorsement

Very truly yours,

W. R. Harper
June 19 1901.

S. W. R. Harper:-

Dear Sir:-

I find in my attempt to secure matter illustrative of industrial conditions and processes abroad, that the European manufacturers are rather suspicious of American inquisitiveness and do not respond with the same readiness as is shown by manufacturers in this country.

It has occurred to me that it would be of great service to write to His Excellency, Ambassador Cambon, telling him some of the specific things which I desire to add to our collections and requesting his kind assistance. The matter which I have in view is of no special pecuniary value and I am sure that the vouching for the character of the University by the Ambassador would be all that would be necessary to secure liberal response to my requests.

I thought, however, that before I addressed the Ambassador it would be better for me to confer with you and secure your sanction. What I have in immediate view is to secure a collection of photographs illustrating French manufactures. I have quite a list of such views which were exhibited at Paris and I feel sure they would be willingly donated. In addition it would be desirable to secure some samples illustrating some of the typical manufactures of France, e.g. the silk industry.

Awaiting your reply, I remain,

Yours respectfully,

[Signature]
August 13th, 1901.

Mr. E. L. Meyer,

First National Bank, Hutchinson, Kansas.

My dear Sir:

Mr. M. A. Cleveland has placed in my hands your letter of August sixth. I should like very much indeed to have you consider the question of sending your son for one year to the Morgan Park Academy, thus preparing him more thoroughly for a course in the college of commerce and administration which we have organized in the University. A new circular of this course is being prepared and will be sent to you at once. Meanwhile, I am sending you a copy of the Academy's circular, hoping that you may think it best to send your son there. I can only say, concerning the Academy, that it is the place to which I am sending my own son.

Very truly yours,

[Signature]

W. R. Harper
Mr. K. I. Meyer,

Pike National Bank, Hutchinson, Kansas.

My dear Sir:

Mr. H. A. Clevering has pleased to write to me that he will send you a letter of introduction in his name. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect.

Mr. H. A. Clevering has pleased to write to me that he will send you a letter of introduction in his name. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect.

Mr. H. A. Clevering has pleased to write to me that he will send you a letter of introduction in his name. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect. I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect.

I am sure I need not remind you of the character of a man who has been so kind as to write you a letter to this effect.

Very truly yours,

Pike National Bank, Hutchinson, Kansas.

August 15th, 1902.

Mr. K. I. Meyer,
March 7, 1902.

My dear Mr. Laughlin:-

I had already arranged the advance for Mr. Hatfield suggested in your letter of March 4th.

The question in my mind is whether it would not be wise to make him Dean of the College of Commerce.

I should be glad to know your opinion.

Yours very truly,

W. R. Harper
My dear Mr.局局长:

I have already examined the summary
for Mr. Wilson's minute to your letter of March 3.
The decision to rely on the report of the College of Commerce
not be wise to make him head of the College of Commerce.
I should be glad to know your opinion.

Yours very truly,

W.R. Harper
Mar. 4, 1902.

Dear Prof. Harper,

The University of Ill. is offering Mr. Hatfield higher salary and higher rank than he has here to enter their new College of Commerce just established. They are appointing 3 new men in that college besides the 3 now in Germanics.

I advise an exhibition of appreciation in his work here; also the plan I suggested before: an advance of $200. next year, and a letter promising him the promotion to Asst. Professor the year following. I think this will hold him.

Yours truly,

J. Lawrence Laughlin
March 8, 1902

Dear Prof. Harper,

I noticed that you had arranged the advances of 100 each year to Dr. Hartfield; but you had not, I supposed, given him the promise as to the assistant-professorship the year following. You may have reasons for not doing this; but I had thought it a great means of holding him out further advancement if he kept up his interest.

As to the deanship of the College--Com. and Adm., it seems as if it should go to him on competitive merits; he has done all the work hitherto of a practical sufficient kind, he is familiar with all the organization, and he has decided executive ability. I should favor it.

Yours truly,

J. Lawrence Langhini
March 13th, 1902.

My dear Mr. Laughlin:-

I am glad to get your letter of March eighth. I think if we give the deanship to Hatfield it would be well to give him the assistant professorship this year. The deanship would carry with it a salary of $300. This would make a total of $2,000.

Yours very truly,
Mr. Secretary:

I am glad to get your letter of March 13th.

I think it wise to move the steamship to Halifax if possible, to give her a chance to make the crossing with the necessary equipment. The monthly supply of $3,000 should make a total of $30,000.

Yours very truly,

[Signature]
CHICAGO, April 8, 1902.

President W. R. Harper, Dear Sir:—

Replying to your letter of April 2, I beg to submit the following memoranda:

First. The courses to be recommended as a nucleus should include the following which are required of the Senior College students in the College of Commerce and Administration:

- Political Economy 1 & 2, Principles of Political Economy.
- Political Science 34, Elements of Jurisprudence.
- Political Science 20 or 21, Federal Constitutional Law.
- History 12, History of Europe in the Nineteenth Century.
- History 18, Recent American History.

The course in Psychology, which is also a required course, might perhaps be omitted from this list as not being intimately connected with this work.

In addition to the above courses, I should include the following:

**Political Economy.**

44- Commercial Geography.
3- Economic History.
40- Statistics.
35- Agriculture.
34- Traffic History.
4- Modern Industry.
14- Economics of Workingmen.
16- Socialism.
32- Technique of Commerce.
45- Colonial Economics.
46- Commercial Treaties.
15- Trusts.
31-30 Railways.
47- Accounting.
36- Natural History.
37-26 Money.
19- Banking.
18-19 Finance.

**Political Science.**

11- Comparative Government.
13- Government of Colonies.
26- State Constitutional Law.
24- State Governments.
23- Municipal Government.
41- International Law.
43-44. Diplomatic History.
31- Roman Law.
32- Law of Property.
35- Law of Persons.

**Sociology.**

51- Contemporary Society.
52- American Cities.
52- a The Press.
-2-
58. Philanthropy.
70. Municipal Sociology.
64. Contemporary Charities.

History.
18-17-18 American History.
104. American Political Parties.
48. Commerce in the Middle Ages.

Science.
Geology 15
Economic Geology.

" 1
Physiography.

I might suggest that there is some question in my mind as to whether the instructors in all of these cases would take kindly to having the courses announced distinctly courses in the College and Administration.

Second. As to the members of the Faculty who would be regarded as constituting the kernel of the faculty, I would submit the following names according to the departments:
Messrs. Laughlin,
Miller,
Hill,
Veleau,
Mitchell,
Judson,
Freund,
Merriam,
Small,
Vincent,
Zeublin,
Henderson,
Talbot,
Jameson,
Thompson,
Sparks,
Shepardson,
Cutterall,
Schwill,
Thatcher,

To this list, I should most emphatically recommend the addition of the name of Mr. G. H. Locke. Mr. Locke is giving no course which would appeal to the students of the College of Commerce, but he is, himself, decidedly interested in the movement, and has given much study to the subject of Commercial Education and is anxious to take an active part.

Third. As to suggestions for Faculty action, I would submit the following:

(a) The extension of the curriculum with special consideration of the real purposes of the College.

(b) Shall the College place any special stress upon education for Consular Service or for training for participation for foreign commerce? Or should the efforts be directed more particularly to the teaching of men for the management of business in the United States, and more particularly in this section of the country?

(c) The establishment of proper relations with the College of Law and with the Technological School so as to have courses in
this department accessible to the students in the College of Commerce.

(d) The establishment of a Commercial Museum.
(e) The substitution of attendance on the College of
Open Lectures in place of attendance on Division Lectures on the
part of the students in the College of Administration.
(f) The preparation of the course of open lectures for
next year.
(g) The publication by the University of the open lec-
tures.
(h) Co-operation with the Equitable Insurance Companies
in regard to education for insurance men.
(i) What official courtesy should be extended by the
University to the gentlemen who have given the open lectures of
the current year?
(j) Should efforts be made to exclude from the College of
Commerce and Admin. those students who are not primarily interested
in commercial matters, and who are open to the suspicion of
merely seeking to avoid Latin.

Four. As to points for promoting the interest of the
College of Commerce, I would suggest:
(a) The addition of a course on the Mineral resources of
the United States. This will be given by the Geological de-
partment and would include a description of the ore deposits, the
deposits of coal, oil, gas, stone, clay, etc. This seems to me
a very valuable course, and Professor Salisbury agreed with me that
it is one that should be offered at once.
(b) A course in Commercial Law. This course is one which
has been recommended before by the Committee, and I believe that
you approved of its addition to the curriculum last summer. Ef-
forts were made to secure the services of Professor Freund, and he
gave a conditional consent to offer the course next year provided
the school of law was not started. While the opening of this
school will, of course, interfere with his giving the course, it
should not be allowed to interfere with the work of the College of
Commerce. A course in Commercial Law is not, properly speaking,
a law college course. It is, however, recognized almost universally
as being a necessary part of the curriculum of a College of
Commerce, and is given by the University of Wisconsin, University
of Pennsylvania, Dartmouth College in their commercial courses. It
is also offered by Harvard University in connection with its work
in Economics and aside from the Law School.
(c) Courses of Insurance. Aside from the establishment
of professional training for insurance men on an elaborate scale, it
would seem to me desirable to add some additional courses in insur-
ance. Such courses for insurance are already given by Harvard and
by the University of Wisconsin. They should include questions of
Insurance Law, and perhaps Mathematical courses relating to an-
nuities. The Mathematical department has already expressed a will-
ingness to co-operate in any way which it may seem desirable.
(d) Additional courses should be offered in Spanish. At
present there is only one elementary course followed by courses on
Modern Novels and Cervantes. Additional drill courses such as
given, for instance, in the German department are essential for the
purpose of the College of Commerce.

The list of suggestions for the faculty's consideration will also serve to some extent, as suggestions for lines along which the interest of the College of Commerce might be promoted.

I shall be pleased to receive further inquiries from you on any other matters mentioned above.

Yours very truly,

[Signature]

Dean.
CHICAGO,
My dear Chief,

The last glance which have been able to give to Dr. Hatfield's recommendations calls for my three signature.

1. Vincent course, 7th. 8th. 9th.

2. Do three courses 79, 80, 81.

It is a required Com. 8th. course.

The Sociologist Concept of Source.

The Modern Democratic Movement in America and England. 81. The Modern Democratic Movement in France and Germany.

Sincerely,

[Signature]
This, W. R. Harper
Chicago, Ill.

Dear Sir:

I have your favor
of the 14th and am awaiting
the letter from Prof. Taft, in regard to the Summer
Quarter.

The Commutation at $3
pro rate for vacation credit
is a matter concerning which
I shall hope to be advised
more free. I understand
horrors that it does not
in any case apply to
return to Chicago I shall be pleased to talk therein over with you, if you so desire.

Yours respectfully,

Henry Paul Hayfield

1505 R Street, N.W.
Washington, D.C.
The Commutation of 3/4
pro-rata for vacation credit
is a matter conceivably which
shall hope to be advised
more free. I understand
hence that it does not
in any case apply to
May 14th, 1902.

My dear Mr. Hatfield:—

Will you be good enough to get as early as possible the material for the circular of College of Commerce and Administration? After you have gone over it and O.K.'d it, will you give it to the Recorder who will carry it through the press with your co-operation. We ought to push it as rapidly as possible.

Yours very truly,

W. R. Harper
May 14th, 1935

Mr. Secretary:

Will you have enough money to take an early

Please the material for the arrival of College of Commerce and

Administration. After you have gone over it and 0.K'd it, will you

Give it to the Secretary who will carry it through the press with your

co-operation. We want to have it as expeditiously as possible.

Yours very truly,

W. R. Hiver
My dear President Harper:—

May I again call your attention to the matter of the publication of the open lectures before the College of Commerce and Administration which were delivered last year? It is over a year since the first of the lectures was delivered, and the publication has not yet been undertaken. In some instances I know that the lecturers have refused offers from other publishers on the ground that the University wished to do the printing. While I do not urge especially the publication of the volume, I should like to have a prompt and definite decision as to whether the work is to appear or not, so that I can return the manuscript to the authors should the University decide not to publish.

I note the letter from Mr. Harris in regard to stenography, which I return herewith. There will of course be no difficulty in securing a satisfactory teacher, if the University is willing to have the announcement made that instruction in stenography will be offered under its auspices. Would not the matter be a proper one to be presented at the next meeting of the College of Commerce and Administration?

Very truly yours,

Henry C. Harland
Mr. President:

I wholeheartedly endorse the proposal to increase the current budget for the purchase of new equipment and facilities. I believe that this action is necessary to maintain the high standards of education that we have been accustomed to, and it is essential for the long-term success of the institution.

In addition to the budgetary considerations, it is important to consider the impact of this decision on our students. They are the future of our institution and it is crucial that we provide them with the best possible resources to support their learning.

I am confident that this investment will yield positive results and contribute to the continued growth and success of our esteemed institution.

Thank you for considering my recommendation.

Sincerely,

[Signature]
PRACTICAL ECONOMIC SCHOOL IS ADVOCATED FOR CHICAGO.

Prof. J. F. Johnson of New York Thinks President James Will Introduce This Feature at Northwestern.

Chicago's greatest need in higher education, according to Prof. Joseph French Johnson, an old Chicago newspaper man who represented New York university at the installation of President James, is a university school of practical economics.

"The intimate friends of President James," said Prof. Johnson yesterday, "will be surprised if he does not soon make Northwestern famous as the university which aims above all things to make men useful. The industries and domestic commerce of the United States are centering in Chicago. Here also should be not only the greatest technical schools but also the greatest university school, devoted to the study of business and industrial organization and to the solution of the problems raised by the growth of trusts and the conflicts between labor and capital.

"There is no doubt about the existence of a popular demand for such a school. The New York University School of Commerce, Accounts, and Finance, although only two years old, has an entering class this year of over 100 men. A thousand letters of inquiry from all parts of the country have been received since last June.

"For the practical study of foreign exchange and commerce, accounting, and finance New York offers advantages equaled by no other city in the world. Chicago holds the same preeminent position in industry and domestic commerce, and should be the center of intelligence with respect to these subjects."
being that on $8,500,000 of it there will be a fixed charge of 5 per cent against the company, instead of a contingent liability of 7 per cent, as now.

Market for Shares Heavy.

Stock market opinion of the Boxboard plan was expressed in further selling of the stock and another sharp decline in the price of the shares. The common went off about a point, to 10 1/4, and the preferred lost a little more than 2 points, to 55. In both cases the close was at practically the bottom figures. The bulk of the selling came from the same source that is credited with unloading between 2,000 and 3,000 shares in the last week. There was no support to the stock to speak of, the insiders apparently being disposed to let the market take care of itself for awhile, or until the stock, which seems to be pressing for sale, is absorbed.

It is claimed by persons who have been given an opportunity to make a pretty close investigation of Boxboard affairs that the company is in a strong trade position, and that there is every reason to believe that it will prove to be a good money earner. The strawboard business is said to be showing a big improvement over last year. It is understood that the American Strawboard company is showing an increase of between $4.00 and $5.00 net per ton, due to an advance of about $2.00 a ton in the price of the product and a reduction of about the same amount in the cost of operating.

The earnings of this company, however, are not applicable to Boxboard dividends, and will not be until the directors see fit to declare a dividend. No definite promises as to just when this will be done are being made. In the meantime trading sentiment on Boxboard shares is inclined to be bearish. This is due partly to the continued outpouring of stock, which is supposed to come largely from former owners of the plants which were taken over by the combination, and partly perhaps to a misunderstanding of the bond plan. The placing of a mortgage on a property is usually considered a guarantee of the usual trading
My dear President Harper:-

Permit me to call your attention to the enclosed newspaper clipping. From what I know of Northwestern, I am inclined to think that the conditions which Prof. Johnson here predicts will, at least in large part, be realized. It seems to me that if the University of Chicago is to maintain its dignity in the line of commercial education, it is necessary to extend our line of operations very materially, and that it will be no more possible to make the College of Commerce a great success without additional instructors being provided, than it would be to make an adequate law school relying only upon the assistance which might have been given by the Departments of Political Science and History.

I request that you give me an opportunity to consult with you at an early date in regard to plans for extension.

May I also call your attention to the fact that while the reports of the Deans of the Junior and Senior Colleges show that the total attendance of men in the University this year is less than last year, the attendance of men in the College of Commerce and Administration is larger by fifty than last year. In view of this fact, it would seem to me that the work of the College should receive hearty support.

Very truly yours,

[Signature]

Dean.
My dear President Harper:—

You may remember that just one year ago it was decided to devote the Congregation Dinner to the College of Commerce, and that arrangements were made to send invitations to the gentlemen who had delivered lectures in our course of open lectures to attend the dinner as guests of the University. You will also remember that through some oversight in the President's Office the invitations which had been ordered were not sent out. Consequently this courtesy was never extended to the gentlemen who had so kindly contributed their services.

I am not at all sure whether the dinner to be given this year in the afternoon of March 14th would be a proper occasion for extending the courtesy which slipped up last year. I beg, however, to call the matter to your attention, and ask your instructions in the matter. I have been officially requested to act as a committee to try to induce these gentlemen to come to the dinner and pay their own expenses. It seems to me, and in this opinion I am seconded by Prof. Judson, that such an invitation under the circumstances would be somewhat questionable. The number of lecturers involved is seventeen. Of these some are out of town and it is quite certain that the majority of them would not attend. I think an esti-
Mr. President Wester:

You may remember that last year we were pleased to devote the Congregation dinner to the College of Commerce and that arrangements were made to send representatives to the Gentlemen who had been invited to attend the dinner as guests of the University. You will also remember that through some error in the President's office, the invitation without which you have been told, was never extended to the Gentlemen who had been kindly invited.

I am not at all sure whether this dinner to be given this year in the afternoon of March 14th would be a proper occasion for extending the invitation which slipped us last year. I do not, however, to call the matter to your attention only to say that your invitation in the morning, the matter I have been officially directed to consider as a committee to try to induce those gentlemen to come to the dinner and pay their own expenses. If necessary, to come to the dinner and pay their own expenses. If necessary, to me, in line with that opinion I am conscious of the fact that the number of representatives who attended is small.

I think an initiation of their coming not advisable. I think an initiation of their coming not advisable.
mate of ten persons would probably be a very liberal one, and
the sending of two tickets apiece to the ten would not be a
very formidable addition to the number of banqueters.

Very truly yours,

Henry P. Haughton
Dean.
(2)

Case or ten because money property be very important one, and the writing of a structure space to the use money not be a very formidable effort to the number of pedestrians.

Very truly yours.

Chicago,
Mr. President Harper:—

When we were last year asking Mr. Andrew D. White to give some lectures before the College of Commerce, he replied that other engagements would interfere with the proposed lectures before the College of Commerce and Administration. I am somewhat discouraged about the College of Commerce lectures, in part because the boys do not seem to care for lectures, in part also because of the lack of interest by the faculty in the same, and still further because of the lack of money with which to pay for them. Mr. White was here for two or three days this week and I saw a good deal of him. I am inclined to think that he is getting pretty old and anything that he would say would be rather detached and fragmentary. I should like, however, to take up with you at an early date, several matters concerning the College of Commerce and Administration, and let us call this one of them.

Yours very truly,

W. R. Harper
October 14th, 1903

My dear Mr. Harber:

I have your letter of October 13th concerning the proposed feature parade for the College of Commerce and Administration. I am somewhat discouraged about the Commerce feature in part because the parade does not seem to care for features in part because of the lack of interest by the faculty in the same and still further because of the lack of money with which to pay for them. Will you see that you pay for the features given by the College of Commerce and Administration and let us call time and money any matter of which you can take care of promptly and efficiently. I am hoping to think that we need not look to the outside for anything that you or any of your staffs could do more with your own money than any other.

Yours very truly,

W.R. Harber
Dear President Harper:

When we were last year asking Mr. Andrew D. White to give some lectures before the College of Commerce, he replied that other engagements would interfere with his lecturing during the year 1902-3, but that he would be pleased to give a series of lectures during the current scholastic year. Your reply to him was, I believe, that you would be glad to make some such arrangement. I write to remind you of the status of the matter, and trust that it will be possible to have the lectures given this year.

Very truly yours,

Henry L. Havens

Dear,
April 14th, 1904.

Mr. Henry Rand Hatfield,
1505 R. St., N.W., Washington, D. C.

My dear Mr. Hatfield:-

Your letter of April 7th containing your resignation, to go into effect October 1st, has been received and will be placed in the hands of the Board of Trustees at the next meeting. I need not tell you that we shall be sorry to have you go away, but if there is a better opportunity for you in the University of California we shall bid you God-speed.

Concerning the work of the summer quarter I have asked Mr. Laughlin to write you. If you begin work at the University of California before October 1st, it is understood that the University reserves the right to pay you in cash upon the date of your resignation at two-thirds pro rata. This is in accordance with the action of the Board in former cases, and in accordance with the statute. I will communicate with you further in reference to this point.

Yours very truly,

W. R. Harper
April 20th, 1904.

Mr. Henry Rand Hatfield,
1505 R. Street, N. W., Washington, D. C.

My dear Mr. Hatfield:—

I am very much obliged to you for your kind note and I shall be exceedingly glad to talk over the points which you have in mind concerning the College of Commerce and Administration. We will at the same time consider the other matter of vacation credit.

Hoping that you are having a very good time, I remain

Yours very truly,

W. R. Harper
Mr. Henry Rand Pilling
1205 R Street, N.W.
Washington, D.C.

My dear Mr. Pilling:

I am very much obliged to you for your

kind note and I shall be exceedingly glad to talk over the points

which you have in mind concerning the College of Commerce and

Administration. We will at some time consider the other matter

of reception credit.

I hope that you are having a very good time. I remain

Yours very truly,

W. H. Herbst
January 15, 1917

President Harry Pratt Judson
University of Chicago

My dear Mr. Judson:

From a chance conversation with Newman Miller, I learn that the Press is in some perplexity concerning its cost accounting system.

The School of Commerce and Administration should by all means take on in the near future some such concrete business problem as the installation of a cost accounting system based upon a study of the conditions of a particular business. Our initial effort along this line should not be made under circumstances which would reflect too seriously upon us if the work were not well done.

The impression I secured from my talk with Mr. Miller was that the Press was likely to take on a cost clerk, paying his salary out of their own budget with the expectation of working out a more satisfactory cost system in the course of the following months. I anticipate that from one quarter it would probably be urged that this man should be a man well-versed in the technique of Accounting. From another quarter, I suspect that it would be urged that he should know the printing business thoroughly.

What would please me tremendously would be the following program:

A. That the Press take on its cost clerk, taking one of the Commerce and Administration graduates who would have only a moderate knowledge of Accounting and very little knowledge of printing, but who would know something of good analytical methods. This cost clerk would of course be fully under the control of the Press. He would be a regular employee, and they could do with him as they chose. My reason for suggesting a Commerce and Administration graduate is found in my desire to have in that position a man who would have sympathy with my second proposal:

B. That the School of Commerce and Administration be permitted at its own expense to make a survey of the Press situation, said survey to last for months, and perhaps for two or three years. The outcome of the survey is to be a recommended system which the Press is of course free to reject if unsatisfactory. This would involve no addition to the Commerce and Administration budget.

I regard it as probable that proposals A and B would work together so that steady progress would result. I am trying so to phrase the proposal as to cause the Press to be willing to have us make this investigation, and in order to bring about that willingness, I am pointing out that they would be under no obligation to accept our services.

I shall not take your time to point out how important it is for the School of Commerce and Administration at this stage of its development to sink its teeth into an actual problem.

Yours very sincerely,

LC Marshall
I am not the person I used to be, and I fear that I may never be the same again. I have lost much and gained little. I have had to make many sacrifices and endure much pain. I have learned that life is not always easy, and that it can be filled with trials and tribulations.

I have come to realize that the world is a harsh and unforgiving place, and that one must be strong and resilient to survive. I have had to learn to be tough and to fight for what I want, even if it means going against the grain. I have had to learn to be patient and to wait for my moment to come, even if it means waiting for a long time.

I have had to learn to be humble and to accept the things I cannot change, and to focus on the things I can. I have had to learn to be grateful for what I have, and to be thankful for the blessings in my life. I have had to learn to be kind and to show compassion to others, even when they least expect it.

I have had to learn to be strong and to stand up for myself, even when it means going against the grain. I have had to learn to be resilient and to bounce back from setbacks, even when it means starting over from scratch.

I have had to learn to be true to myself and to follow my heart, even when it means going against the grain. I have had to learn to be honest and to speak my mind, even when it means standing alone.

I have had to learn to be wise and to use my intelligence to guide me, even when it means going against the grain. I have had to learn to be strong and to stand up for what I believe in, even when it means going against the grain.
Chicago, February 21, 1917

Dear Mr. Marshall:

In further reference to yours of the 15th inst. with regard to the cost of the accounting system of the University Press, I may say:

The matter has been considered carefully, and under all the circumstances it hardly seems advisable to undertake the matter in connection with the School of Commerce and Administration just now. Some day we may be in a position to handle things in that way, but it seems to me that now is not the time.

Very truly yours,

H.C. J. - L.

Dean L. C. Marshall
The University of Chicago
Office, December 8th, 1947

Dear Mr. Metropolitan:

I am writing in reference to the matter of the University Press I may say:

The matter has been considered carefully and under
the circumstances it hardly seems advisable to undertake
the matter in connection with the School of Commerce
and Administration that you are now presumed to handle.

Some gay we may be to me

that now is not the time.

Very truly yours,

H. P. L. - I.

Dear Mr. Metropolitan

The University of Chicago
February 21st, 1917.

Harry P. Judson, LL.D.,
University of Chicago,
Chicago, Ill.

Dear Sir:

The enclosed reprint of an article by Walter Gordon Merritt, "Remedies for Strikes on Public Utilities," appearing in the February issue of THE INDUSTRIAL ECONOMIST, is being submitted to several of the prominent educators of the country who have given some attention to the problem of industrial relations.

We would esteem it a favor if you would read the article and write us briefly of your opinion of Mr. Merritt's recommendations for publication, if you have no objection, in the March or April issue of THE INDUSTRIAL ECONOMIST.

That the problem of industrial relations as a vital factor in our national prosperity, and especially now when price and wage readjustment is being considered as a possibility immediately following the close of the European War, is well known to you is undoubted. We trust your interest in the problem will induce you to assist us in our endeavor to find a solution satisfactory to all, the employee, the employer and the general public.

Very truly yours,

THE INDUSTRIAL ECONOMIST.

Varnum Smith

Varnum Smith
President Harry Pratt Judson,
University of Chicago

My dear Mr. Judson:

I return the file of correspondence concerning the article of W. G. Merritt. You have my sympathy if you make an effort to comment on the situation. The man has raised all the outstanding issues in the conflict between labor and capital. Judgment of many of these matters can be little more than opinions, and in many cases rather vague ones, but here goes:

1. As for myself, I believe that in public utility concerns labor has no more right to do as it pleases than capital has to earn exorbitant dividends.

2. To me it seems quite fair to have the matter submitted in the way Mr. Merritt suggests to a tribunal.

3. The statement that it is fair does not necessarily carry with it a statement that it is expedient or that Mr. Merritt is wise in his detailed procedures. I take it no detailed argument is necessary to establish that many things which ought to be done in this world, as a matter of abstract merit, cannot wisely be done under a given set of conditions. Whether we like it or not, two outstanding facts exist in the industrial world today:

   a. As a consequence of the tremendous change which has occurred in the very structure of industrial society, labor has lost most, if not all, of its incentives of the medieval period, and the modern world has not yet struck bottom in its search for new incentives to take the place of those which have been lost. Hence the hectic activity in welfare work, bonus schemes, stock dividend proposals, piece rate wages, industrial democracy, etc. The world of thought moves slowly and even if the structure of society should change rapidly, it might well be generations before the trial and error method had given us satisfactory new incentives. The present rapid change makes the situation much worse.

   b. This same change in the structure of industrial society has given us a society of impersonal relations instead of the personal relations of the past. Various impersonal structures have grown up to meet this situation. For example, cost accounting is an impersonal device of the business manager; so also the trade union is an impersonal device of the laborer to cope with the impersonal situation in which he finds himself.

Under these circumstances, it is not surprising that the unions are unwilling to let things get out of their hands. Without knowing just why they think so,
perhaps the union leaders are well aware that the strength of the unions will flow from the workers' becoming accustomed to turn to the union not only in times of crises but also in the ordinary day-to-day activities. This seems to me the real essence of the case and their slogans to the effect that they must be suspicious of government bureaus or of other tribunals, do not seem to me entirely frank.

Perhaps what I have said in the foregoing is aside from its vagueness, a statement that things are going to become worse before they become better; that much more trial and error work is likely to occur before the two sides to the controversy reach bottom on the situation; and that situation is primarily one having to do with the incentives of labor, using the term 'incentives' in its broadest sense to cover not merely wages, but also hopefulness of outlook, ability to rise, pride of workmanship, et cetera, et cetera.

Turning now to a general survey of Mr. Merritt's "remedies and penalties", I wish I could share his cheerful optimism that it would not be difficult to line the labor unions up in such a matter. That optimism seems to me to run flatly counter to the known facts of industrial relations in the United States, and when we find laborers going on strike even in England and Germany, in times when those nations' very life is at stake, it seems to me that we must admit that dragooning would be difficult in the United States. So far as that is concerned, I cannot offhand think of anything the labor leaders would like better than the prospect of becoming martyrs for the cause, and this prospect Mr. Merritt holds up before them in vivid fashion.

And now I suggest that you throw all of this in the waste basket!

Yours very sincerely,

L. O. Marshall
The speech at the dedication of the Lincoln Memorial 1922

Col. William Howlett Taylor, of Illinois, in

"Charity begins at home."

"The welfare of the nation is a fundamental principle of American life and is best achieved through hard work, education, and personal responsibility."

"The strength of a nation lies in the character of its people, and the character of its people lies in the values they hold dear."

"Let us remember that the world is watching, and let us be a good example."

"We must work together to build a better world, where all people are treated with respect and dignity."

"Let us honor the memory of those who have sacrificed so much for our country, and let us strive to make the future better for all."

"May God bless America."

"I call on you, my fellow Americans, to join me in this noble cause."

"Thank you."

[Signature]
Chicago, March 6, 1917

Dear Sir:

Your favor of the 21st of February with enclosed reprint of an article in the ECONOMIST is received. I am sending enclosed copy of comments on the same by one of our Department of Political Economy.

Very truly yours,

H.P.J. - L.

Mr. Varnum Smith
THE INDUSTRIAL ECONOMIST
Maryland Bldg., Washington, D. C.
Office of the Keeper of Records, 1914

Dear Sir:

Your favor of the 1st of February, with enclosure
report of an article in the Economist is received.
I am sending enclosed copy of same for the same
purpose as one of our

Department of Political Economy

Very truly yours,

H. L. A. - F. R. A. - C. R. A.

Mr. Vernon Smith
The Industrial Economist
Rochester, N. Y.
REMEDIES FOR STRIKES ON PUBLIC UTILITIES

By WALTER GORDON MERRITT

A STRIKE on our railroads such as was narrowly averted last summer is a barbaric method of protecting the rights of the workers and carries with it not only commercial paralysis but privation and death. No self-respecting nation can permit the private or public interests to be imperiled by the uncertainties of such interruptions. It is essential to preparedness for both peace and war that Governmental arbitration should succeed to industrial strife on public utilities, and that paralysis of transportation facilities, whether by capital or labor, should be absolutely prevented by law.

Many measures have been advanced for the protection of the public against such mischief, and definite proposals to that end were recommended by a Congressional committee over twenty years ago, and more recently by our President as a result of the threatened railroad strike of last summer. Similar suggestions have been forthcoming in some of our States, but the fundamental idea in all of these measures involves either the prohibition of strikes and lockouts pending investigation by some public agency, as in the Canadian Act, or the permanent prohibition of strikes and lockouts with provision for some impartial tribunal or administrative commission, like the Interstate Commerce Commission, which shall have full power to adjudicate all grievances. The prohibition of strikes pending investigation seems the least desirable of these two plans, since it affords inadequate protection either to the public or the workers; inadequate to the public because the temporary prohibition of such strikes does not result in their entire elimination; inadequate to the workers, because it still leaves their ultimate protection to industrial warfare, while temporarily suspending such warfare and affording the employer an opportunity to mobilize. This provokes defiance of the law, just as the mobilization of one nation hastens the attacks of another. There should be no restriction upon the right of the workers to strike for better conditions of employment on public utilities, unless, by the same law, power is given to some Governmental agency to compel the employer to comply with those conditions of employment which are adjudicated by an impartial tribunal to be fair and just to the workers. The limited prohibition of strikes leaves the question of wage and hours to be determined by economic coercion while hobbling the unions in the use of such coercion. The entire prohibition of strikes with provision for an impartial tribunal, safeguards the interests of the workers far more securely than the uncertain chances of industrial war. “Economic might” may be no more just than “military might,” but orderly adjudication is our best approximation to justice.

So far as railroads are concerned, the Railroad Brotherhoods and the American Federation of Labor have stood unitedly against arbitration, voluntary or compulsory, on the ground that it is impossible to secure neutral arbitrators, and further oppose the enactment of any law which regulates wages or hours on public utilities by an impartial tribunal and temporarily or otherwise restricts or prohibits strikes thereon. Though such a strike as was threatened on our railroads is distinctly a death-dealing act, it was endorsed by the Federation of Labor as well as the Railroad Brotherhoods, and instead of being abandoned is even now held in reserve. Only recently the chief of one of the Brotherhoods is reported as saying before a Congressional committee, “I wish to God
that I never had recalled the strike order," and Mr. Gompers is reported as saying that "Law or no law, President or no President, such a law will not be obeyed." At a hearing before the Public Service Commission of New York on February 7, 1917, when a proposed law of this nature was under consideration, Mr. Gompers again declared that labor would disregard any law which restricted strikes on public utilities. It is, therefore, fair to say that labor leaders oppose and may resist any measure which temporarily, or otherwise, restricts the right to strike on any public utilities.

In view of this outspoken defiance by some labor leaders, the all-important question is the method of enforcing such a law. No considerable opposition arises from capital, and no one doubts the feasibility of enforcing such a law against capital where property rights stand as a hostage for good behavior. But many people, impressed by these emphatic and defiant statements, feel that such a law is certain to meet with a united resistance of the workers with which it cannot cope. This assumes too much. Workers, justly treated and having access to an impartial tribunal for the correction of grievances, would not instinctively resist the law. We even believe that the rank and file, uninfluenced by the leaders, would welcome the law and discover in it more ample protection to their interests than through the uncertainties of industrial war.

It is therefore reasonable to expect that the source of opposition and resistance will arise from the organizations and their leaders, rather than from the workers, and it is against such resistance that the law should buttress itself by appropriate penalties and remedies. The workers will not strike in violation of such a law if society is not too impotent to protect them against organized incitement to organized law breaking. In the famous Debs case, even after the riots were started, it was the injunction and not the troops which saved the day. Whatever truth there is in this claimed unenforceability of such a law arises from attempts to imprison a multitude of people who have already been inflamed and who, by reason of numbers and circumstances, are not fully amenable to civil authority. All agitation should be "nipped in the bud." Society must look more to organizations and their officers for responsibility and protection instead of proceeding against the rank and file after the unlawful strike is organized. Prevention and not punishment should be the first aim. If this principle is applied to all disturbances where violence is encouraged, we will have less rioting and disorder in this country.

In view of the popular fallacies which prevail upon this subject and its enormous importance to public welfare, and in view of the fact that the practical enforcement of such laws against labor seems to be the only difficulty at issue, it is desirable to state the fundamental principles applicable to this difficulty which should be considered in framing such a law.

Fundamental Principles

1. Adequate and effective remedies and penalties, both civil and criminal, must be provided, whereby the enforcement of the law may be reasonably secured. Without these, the law had better not be enacted. Restrictions on the right to strike and penalties to secure their enforcement, can be justified on the ground that the law makes ample provision for the welfare of the workers by adjudication of their grievances before an impartial tribunal.

2. The main reliance for enforcement should be upon the organization and officers instigating, stirring up and manipulating the strikes, rather than the rank and file, who are sometimes misguided victims. Experience proves that in the absence of union agitation and the operation of organization machinery, men who are not oppressed do not on their own initiative engage in strikes.
and this is particularly true on public utilities.

3. CIVIL REMEDIES.—The labor unions should be stable at law or in equity for injunctions and damages, so that their responsibility may be thoroughly established.

a. INJUNCTIONS.—Designated public officials and the public utility company should both have the right to an injunction against acts fomenting or maintaining any strikes in violation of the law, including persuasion, picketing, payment of strike benefits, and even voting on an illegal strike. This is but applying the rule of the United States Supreme Court, that any act, however innocent or constitutionally protected, becomes unlawful when done in furtherance of an unlawful conspiracy. Any labor leader will bear testimony that if the various steps essential to the commencement or continuance of a strike are enjoined, few, if any, strikes on public utilities could be called and none would succeed.

b. DAMAGES.—The public utility company affected should also have the right to recover two-fold or three-fold damages for the injury so inflicted, and such damages should be recoverable either as an incident to the injunction suit or in a separate suit at law. In these days when the Railroad Brotherhoods and many prominent unions have an annual income of over half a million dollars and large accumulations on hand for the payment of benefits, the deterrent effect of holding such property as hostage for the observance of the law is simply incalculable.

4. PENALTIES—Moderate penalties should be imposed on the rank and file for quitting work in concert, so that it is clearly established that the act of every one in so quitting is a misdemeanor. But in view of the impracticability of prosecuting large numbers of people, the real enforcement of the law should be secured through the other remedies and penalties.

a. THE OFFICERS OF THE UNION, or any others who actively seek to organize or maintain a strike in violation of the law, should be subject to severe penalties covering both fine and imprisonment. Here there is no difficulty in enforcement, because the number of leaders is limited.

b. THE UNION, which is responsible for organizing or maintaining such unlawful strike, should be subject to the payment of large fines in the amount of $5,000.00 or more.

All of these suggestions are directed primarily toward strikes and union activities, but the law should be so framed as to specify with even balance the remedies and penalties for either an unlawful lockout or an unlawful strike, whether carried on by workers or employers.
THE INDUSTRIAL ECONOMIST

My dear Mr. Judson:

I return the file of correspondence concerning the article of W. G. Merritt. You have my sympathy if you make an effort to comment on the situation. The man has raised all the outstanding issues in the conflict between labor and capital. Judgment of many of these matters can be little more than opinions, and in many cases rather vague ones, but here goes:

1. As for myself, I believe that in public utility concerns labor has no more right to do as it pleases than capital has to earn exorbitant dividends.

2. To me it seems quite fair to have the matter submitted in the way Mr. Merritt suggests to a tribunal.

3. The statement that it is fair does not necessarily carry with it a statement that it is expedient or that Mr. Merritt is wise in his detailed procedures. I take it no detailed argument is necessary to establish that many things which ought to be done in this world, as a matter of abstract merit, cannot wisely be done under a given set of conditions. Whether we like it or not, two outstanding facts exist in the industrial world today:

   a. As a consequence of the tremendous change which has occurred in the very structure of industrial society, labor has lost most, if not all, of its incentives of the
Mr. Green Mr. Jackson:

I return the file of correspondence

concerning the estate of W. Merriett. You have my
sympathy if you make an effort to continue on the attention
the man has received by the custodian because in the conflict
between labor and capital & the management of many of those matters
can put little more than opinion, and in many cases see for

agree with your sense, but please agree:

If not, however, I believe that in public utility
concerns labor and no more right to go as it pleases them

+certainly and to some extent desirable

To me it seems quite clear to have the matter

unnecessary in the way W. Merriett stands as to a financial
statement that if it were given, it does not necessarily

entitled to a statement that it is necessarily

concern with a statement that it is entitled recognition. In the particular recognition to satisfy the many
sentiment among as to a matter of capital
which ought to be gone in this matter, as a matter of capital
want, cannot possibly be gone without a given set of condition.
whether we like it or not, and two contradictory facts exist in the

important matter today:

"a. In a considerable of the tremendous change which

and occasion in the very existence of Industrial Society.
"Iapor has been sought, if not all, at the beginning of the
medieval period, and the modern world has not yet struck bottom in its search for new incentives to take the place of those which have been lost. Hence the hectic activity in welfare work, bonus schemes, stock dividend proposals, piece rate wages, industrial democracy, etc. The world of thought moves slowly and even if the structure of society stopped changing rapidly, it might well be generations before the trial and error method had given us satisfactory new incentives. The present rapid change makes the situation much worse.

b. This same change in the structure of industrial society has given us a society of impersonal relations instead of the personal relations of the past. Various impersonal structures have grown up to meet this situation. For example, cost accounting is an impersonal device of the business manager; so also the trade union is an impersonal device of the laborer to cope with the impersonal situation in which he finds himself.

Under these circumstances, it is not surprising that the unions are unwilling to let things get out of their hands. Without knowing just why they think so, perhaps the union leaders are well aware that the strength of the unions will flow from the worker's becoming accustomed to turn to the union not only in times of crises but also in the ordinary day-to-day activities. This seems to me the real essence of the case and their slogans to the effect that they must be suspicious
without exception, the modern worker cannot have any contact with the economic life of the factory or wage-earner. He has a physical existence in a certain economic structure, but it is not an active one. The economic activities of the worker are not directly related to his daily work. The economic system is a separate and independent entity, not dependent on the actions of the worker. This is why the worker's economic well-being is not reflected in his daily work or activities.

The modern worker is not aware of the importance or the implications of his economic position. He does not have any say in the decision-making processes that affect his economic status. He is simply a part of the economic system, not a driving force behind it. The economic system operates independently of the worker, and the worker is merely a part of that system.

The modern worker is not aware of the economic conditions that affect his daily work. He does not have any say in the decision-making processes that affect his economic status. He is simply a part of the economic system, not a driving force behind it. The economic system operates independently of the worker, and the worker is merely a part of that system.
o our government bureaus or of other tribunals do not seem to me entirely frank.

Perhaps what I have said in the foregoing is, aside from its vagueness, a statement that things are going to become worse before they become better; that much more trial and error work is likely to occur before the two sides to the controversy reach bottom on the situation; and that situation is primarily one having to do with the incentives of labor, using the term 'incentives' in its broadest sense to cover not merely wages, but also hopefulness of outlook, ability to rise, pride of workmanship, etcetera, etcetera.

Turning now to a general survey of Mr. Merritt's "remedies and penalties," I wish I could share his cheerful optimism that it would not be difficult to line the labor unions up in such a matter. That optimism seems to me to run flatly counter to the known facts of industrial relations in the United States, and when we find laborers going on strike even in England and Germany, in times when those nations' very life is at stake, it seems to me that we must admit that dragooning would be difficult in the United States. So far as that is concerned, I cannot offhand think of anything the labor leaders would like better than the prospect of becoming martyrs for the cause, and this prospect Mr. Merritt holds up before them in vivid fashion.

And now I suggest that you throw all of this in the waste basket!
Perhaps what I have said in the foregoing is liable to make some wiser persons than I become careless; yet, I am aware that the ignorance of the people, and the carelessness of the courses which they pursue, are not likely to be corrected by mere words; while, on the other hand, I have endeavored to impress the importance of the subject upon the minds of the people, and to show them the necessity of taking precautions against the danger which threatens them. And now I beg leave to offer my thanks to the people of this country for the kindness with which they have been pleased to receive my address, and to say that I am ready to answer any questions which they may have. Written by F. T. Pringle.
THE SECRETARY OF LABOR
WASHINGTON

March 28, 1918.

My dear Sir:

I have your letter of the 19th instant and wish to thank you most sincerely for your courtesy in thus writing me so fully regarding Professor Marshall.

I have carefully noted and can appreciate what you say concerning the importance of the work of Professor Marshall as Chairman of the Department of Political Economy and Dean of the School of Commerce and Administration. While I very much regret that as a consequence this Department will not have the benefit of the further services of Professor Marshall, may I not at this time express my deep appreciation of the invaluable services rendered by him during the time he has been a member of and Executive Secretary to the Advisory Council to the Secretary of Labor?

With kindest regards, I am,

Very truly yours,

[Signature]

Secretary.

Dr. Harry Pratt Judson,
President, University of Chicago,
Chicago, Ill.
THE SECRETARY OF LABOR
WASHINGTON

Feb 28, 1917

I have been informed of the facts presented and

am unable to refrain from expressing the hope that

your recent action in the matter of the Department of

Commerce's objections to the Department of Labor's

interest in the matter of the committee's examination

of your objections to the seizure of the Yazoo will be

reconsidered and that the Department of Labor will

be permitted to be represented at the hearing.

I regret that I am not able to attend the hearing,

but I am informed that my name will be added to the

list of witnesses.

Yours truly,

[Signature]
March 5th, 1918

My dear Secretary Wilson,

I am very grateful for your kind note of the 26th inst. relating to the work of Professor Marshall in connection with the Department of Labor.

I am sure you understand that we are very anxious to give all possible aid to the work of your Department. May I add an expression of my appreciation of your cordiality and the fact that you have taken the trouble to send a report which I see to the press as to an encouragement to labor during the present war. It seems apparent to me that cooperation of the American people will be of utmost importance.

Very truly yours,

[Signature]

Secretary of Labor

[Signature]

[Address]
Chicago, March 30, 1918

My dear Secretary Wilson:

Thank you very much for your kind note of the 28th inst. relating to the work of Professor Marshall. I am sure you understand that we are anxious to give all possible aid to the work of your Department. May I add an expression of my gratification at a report which I see in the press as to an arrangement with regard to labor during the current war? It seems to me extremely important.

Very truly yours,

H.P.J. - L.

Hon. W. B. Wilson
The Department of Labor
Washington, D. C.
Office, March 30, 1956

My dear Secretary Wilson:

Thank you very much for your kind note of the 26th last referring to the work of Professor Macmillan. I am sure you understand that we are always trying to give all possible aid to the work of your department. May I add an expression of my satisfaction with the report which I see in the press as to our management of the development of the economy. It seems to me extremely important.

Very truly yours,

[Signature]

H.R. M. Wilson

The Department of Energy

Washington, D.C.
President Harry Pratt Judson
The University of Chicago

My dear Mr. Judson:

Some time since Mr. H. A. Millis and Mr. N. C. Plimpton could not see precisely eye to eye with respect to Mr. Millis's salary arrangement. Mr. Millis felt that the decision of the Auditor's Office was not the one which should have been made. Although he expressed himself as willing to acquiesce in what he regarded an improper decision, it seemed to me you would wish the matter brought to your attention.

The essential facts in the case are as follows so far as I know them:

A. At the time that he was appointed, Mr. Millis asked whether moving expenses could be allowed. You informed me that this was not feasible, but that Mr. Millis's appointment could be dated one month earlier. Both you and I understood this to mean regular procedure with respect to the amount of teaching which would be required for a year's salary. Nevertheless, I apparently communicated the matter to Mr. Millis in an unfortunate way, for,

B. Mr. Millis informs me that he understood this arrangement to mean in effect that a bonus of a month's salary was being provided. In other words, he understood that this was a device to handle the situation without establishing a precedent on payment of moving expenses.

C. I cannot, of course, at this time recall the phraseology I used in communicating the situation to Mr. Millis, and my files show nothing that has any significant bearing upon the case.

D. It may be that there are copies of communications in your office, or in the office of the Secretary of the Board of Trustees, or in the office of the Auditor which bear upon this situation. These possibilities I have, of course, not canvassed.

E. Presumably the issue becomes one of the extent to which the University feels inclined to take account of a misunderstanding on the part of an instructor concerning the terms of his appointment. The matter is clearly one on which I can be of little help except to express my very great willingness to answer any questions I can.

Yours very sincerely,

L. C. Marshall

LCM:N
Carbon Copy to Plimpton
December 27, 1920

Dear Mr. Marshall:

Your note of the 23rd with regard to Mr. Millis' salary is received. The case is perfectly simple. Mr. Millis' appointment dated from September 1, 1916, and his year therefore ends September 1st.

Very truly yours,

Dean E. O. Marshall,
Faculty Exchange.

[Signature]

[Seal]