My Dear President Harper:

I should like to have seen you this noon, though I do not know that I have much of importance to suggest concerning the CONGREGATION. You will remember that I was absent while the matter was under discussion, so that I appreciate less fully than those who heard the discussion just what is hoped from the organization. I would suggest the following topics as possibly appropriate for discussion in the CONGREGATION.

1. Is the University doing all that it might and should for secondary education, and is its attitude toward secondary schools that which is best, from its own standpoint?

2. The attitude of the university toward students entering the university from other colleges with advanced standing. For example, if students come to the University with two or three years college work already accomplished, should they be compelled to take those studies which we require of students who spend their first two years with us; or, should a period of greater freedom be allowed them?

3. The Latin question. Should there be a course in the University leading to the Bachelor's degree in which Latin is not required? Should the undergraduate record of students be in-
quired into, when they become applicants for the Ph. D. degree, further than is deemed necessary by the department in which the degree is applied for?

4. I think opportunity should be given to the members of the CONGREGATION to bring up any point which they may choose. Members may wish to make suggestions with a view to correcting what they deem weaknesses in our present system.

These are the only things which have occurred to me.

With reference to the time of the meeting, I think that the suggestion made the other day is the best one, viz.- that it be held on the day preceding Convocation. The place of meeting, it seems to me, can best be determined after the responses come in. If it is necessary to determine it before the announcements are sent out, then Haskell is probably the best place.

I presume a Convocation orator has been secured, but if not, I should suggest that an attempt be made to get ex-president Harrison. He could then make an address which would fit the times admirably, and he would be a drawing card. If he is not available now, I believe he can be secured some time.

I have arranged with Professor Judson to come down from Wisconsin, where I go with my class, for a day some time next week, to look over finally the matter for the forthcoming announcements.

I have talked over fully with Mr. Gurney the changes which it seems best to have made in the Examiner's office, and he
The question of the time of the meeting I think that
the committee must make the other can do the best one, and that the
place of meeting, the place of meeting, the place of meeting, the place of meeting, the place of meeting, the place of meeting, the place of meeting, the place of meeting, the place of meeting.

If it is necessary to determine it before the announcement,
I believe that committee and the proper time propzyed for the place.

If I have any connection with the committee, I have seen, but
I was not aware that I was expected to make so much money
on account of it. I was told that I should make no mistake with
money.

If it is not satisfactory, I believe that it can be removed some time
I have arranged with Mr. Channer's intention to come here, and
Mr. Channer, whom I go with my wife, for a good time next week.

I have talked over it with Mr. Channer and Mr. Channer,
which I have agreeable to have made in the committee's office, and in
understands them fully, and I have asked him to supervise their execution.

I have during the last few days run across a very serious abuse, or at any rate an abuse which might become very serious, in connection with Extension work of our own students. I think, however, that I have found a way to correct it and that it will give us no further difficulty.

Yours respectfully,

[Signature]
metronomia se mera, why I gave week. I am in accordance with.

I have tried to look at the map on your second and third page is quite correct.

one process, or rather, on the basis of which enter, become very easy.

one in connection with restoration work at our own initiative. I think, however, that I have found a way to connect if any point.

If any line be on the paper it is useless.
My Dear Dr. Gunsaulus:

Sunday, January 6th is the first Sunday of the Century. On that day comes our Congregational Service. This is a sermon you have never preached for us. Would you not like to do it? I can assure you that we would give you a splendid audience. It comes at four o'clock in the afternoon. What say you?

Yours very sincerely,

Chicago

Nov. 27, 1900.
CHICAGO

My dear Dr. Dunham:

Something happened to the letter stamped as the receipt number of the
certainty. As far as you know, our Congregational Session
time to announce you have never answered to an. Would
you not like to go up? I can imagine you sent me word
given you anything significant. It came at your discretion
in the afternoon. What are your

Very, verySteere.
Suggestions concerning First Meeting
of the Congregation.

1. For this year payment for each dinner and no annual payment.

2. A letter to each person entitled to membership to be sent by
the Examiner and the President, enclosing copy of the statute,
announcement of the meeting, announcement of the programme, provision-

3. Time of meeting Dec. 31st, 2:30 P.M., Place of meeting—Faculty
Room, to be called Congregation Hall, and the Assembly Room of Haskell
Oriental Museum.

4. Congregation to sit in Faculty Room, three rows around the room,
second and third rows to be elevated. Congregation to sit, except
officers, in alphabetical order.

5. Printed matter: (1) letter referred to above; (2) responsion and
Latin hymn (see below) on thick paper; (3) programme; (4) menu and
toasts, all in one typographical style.

6. Programme of exercises. (1) Meet on second floor of Haskell, (2)
procession from second floor to Congregational Hall; (3) invocation;
(4) Responsion; (5) reading of the statute establishing the
Congregation; (6) presentation of official actions of the quarter in
printed form by the President with a brief address. (7) consideratio
of questions proposed; (8) consideration of official action of
governing bodies reported; (9) reading of recommendations already
passed by the congregation; (10) presentation of the treasurer's
report; (11) election of officers; (12) election of new members;
(13) election of Convocation Orator; (14) a Congregational ode; (15)
the benediction.
to meet later in to the meeting to discuss the proposed changes in the constitution of the college. (g)推薦 a new constitution for the college to be submitted to the meeting for consideration. (h) Members of the college to be elected to the committee to work on the constitution. (i) Recommendation to the executive committee to implement the new constitution immediately. (j) A survey to be conducted to gauge the support for the new constitution among the members. (k) A workshop to be organized to discuss the implications of the new constitution. (l) A task force to be appointed to develop a detailed plan for implementing the new constitution. (m) A debate to be held to discuss the pros and cons of the new constitution. (n) A vote to be taken on the new constitution at the next meeting.
7. Dinner to be served in the Assembly Hall. Members to sit in alphabetical order. After dinner speeches by the guests among whom shall be (1) Convocation orator, (2) representative of Harvard, Yale, Princeton, Johns Hopkins. Invitations to the dinner also to be issued to members of the Board. Price of dinner $2.00 or $1.50.
A dinner to be served in the Assembly Hall. Members of the
Assembly will attend. After dinner speeches by the Emeritus, Emerita
and full professors. (A) is the Institute of Harvards. Yale
Professor John Hopkins. Invitation to the dinner may be
received at members of the Board. Price of dinner at $5.00 or $7.50.

Chicago

Issued by the Board of Trustees

The University of Chicago
May 17, 1901.

My dear Sir:

The president has appointed us a special committee to report to the Congregation as to the justice of giving grades with the degree of Ph.D. In order that we make a complete presentation of the matter in the report it will be necessary to know somewhat definitely the practice of the different departments in giving grades to the successful candidates for the degree. We are venturing to ask you therefore to answer the questions on the accompanying blank. It will of course be understood that in the use of replies the names of departments will not be published.

As the brief for this report must be given to the Recorder in a few days we trust that you will be able to return the form by May 20th.

Very truly yours,

Shailer Mathews
Ernst Freund
My dear Sir:

The President has appointed me a special committee to report to the Congression as to the justice of giving passage with the degree of D.P. In order that we make a complete plan of the matter in the report it will be necessary to know somewhat definitely the practice of the different departments in giving degrees to the candidates on the recommendation of the committee. We are writing to ask you therefore to answer the questionnaire on the economic plan. It will of course be my endeavor that in the case of degrees the name of department will not be published. We ask that in this report you will be able to recognize the form of

A very fine form.

Sincerely yours,

David Mathews

W.H. Brown
Chicago, May 31, 1902.

Dr. Wm. R. Harper,
University of Chicago,
City.

My dear Dr. Harper:—

Your letter concerning the proposition of the Senate to recommend me for life membership in the Congregation of the University is at hand. I should be very glad to have you present my name. I know of no reason why I should not accept a life membership if given me. Thanking you for your consideration, I am,

Yours very truly,

E. H. Cooley
Superintendent of Schools.
May 28th, 1902.

Superintendent E. C. Cooley,

Schiller Building, Chicago.

My dear Mr. Cooley:

The Senate of the University has unanimously voted to recommend you for life membership in the Congregation of the University. I can assure you that I should like very much indeed to present your name. It is understood, of course, that the presentation to the Congregation cannot be made unless we are sure beforehand that you will accept. I am hoping that there may not exist any good reason why you should not accept. I am inclined to think that your position is now fixed in the city, and that no harm can come in accepting an honor of this kind even from the University of Chicago. I should like to have you call me on the telephone and perhaps we may talk it over. I understand that the matter is a confidential one.

Yours very truly,
May 8th, 1929

Superintendent E. C. Cooley

Secretary, University of Chicago

My dear Mr. Cooley:

I want to recommend you for the membership in the Corporation of the University. I agree that you are not a resident of the city and that the Corporation cannot be made aware of the matter. I want to think of the position as you now hold in the city and that no work can come to you in Chicago. I should like to have you call me on the telephone and perhaps we may talk it over. I understand that the matter is confidential.

Yours very truly,
My dear Mr. President!

In pursuance of my letter of the 14th of September to the University Recorder I have the honor to inform you, that the Chancellor of the German Empire has given me with pleasure the permission to accept the honorary membership in the Congregation of the University of Chicago.

In accepting the honorary membership of the Congregation of the University of Chicago I beg to offer my sincerest thanks for the honoring sentiments you have expressed by suggesting me for the honorary membership and to ask you at the same time to express my gratitude to the members of the Senate and the Congregation, who have proposed and elected me.

Very respectfully yours,

[Signature]

Imperial German Consul.
Mr. W. Wever,

1134 First National Bank Building,
Chicago, Illinois.

My dear Sir:

I greatly rejoice that the Chancellor of the German Empire has given you permission to accept the honorary membership in the Congregation of the University of Chicago. We appreciate this very much indeed. I hope that you will be able to be present with us at the next meeting and will permit me to present you in person. May we ask you to make a short address of six or eight minutes, if you prefer in German. The next meeting will be held at four o'clock, Thursday, November 3rd.

Looking forward to the pleasure of seeing you on that occasion, I remain,

Yours very truly,
Mr. W. Weel

119 First National Bank Building
Chicago, Illinois

My dear Sir:

I hereby propose that the Chancellor of the German Empire be given your permission to select the honorary membership in the Corporation of the University of Chicago. We appreciate this very much indeed. I hope that you will be able to be present with us at the next meeting and will permit me to present you in person. May we ask you to make a short speech of six or eight minutes? If you have to go to Germany the next meeting will be held at your o'clock on the day Noember 15th.

Looking forward to the pleasure of seeing you on that occasion I remain,

Yours very truly,
Oct. 27, 1904.

My dear Mr. Von Klenze:

The German Government has given permission to Consul Wever to become a member of the University Congregation. At the next meeting of the Congregation we should like to have him presented officially, and in this case we should be glad to have an address of welcome made to him. As Vice-President this duty would fall upon you. We have talked about holding a meeting in November, but this possibly may be passed over.

I am writing in advance to inform you so that you and he will be ready.

Yours very truly,
My dear Mr. You Kenner:

The German Government has given permission to convey Weyer to become a member of the Unitary Conference at the next meeting of the Council.

I see you are going to have to make some changes of plane, and I hope you are not too much disturbed.

We welcome you to the meeting. We hope you will enjoy the hospitality.

I am writing to announce to you so that you may be ready.

Yours very truly,

[Signature]
My dear Mr. Stagg:

Next Thursday there will be a meeting of the Congregation to consider financial matters. It is important at this meeting that there be someone to represent the athletic interests. I appreciate the fact that it will be very difficult for you to attend the meeting at that hour. I suggest that Raycroft represent you and all the facts be put in his hands. What we want to do is to have a statement of the athletic finances for the year ending June 30th.

Yours very truly,
October 28th, 1944

My dear Mr. Secretary,

Next Thursday there will be a meeting of the Congression to consider financial matters. It is important that the meeting that there be someone to represent the welfare interests. I suppose that the task that it will be very difficult for you to attend the meeting at that time. I suggest that you report to the Secretary. What we want is for you to have a representation at the specialist's function for the near evening June 30th.

Yours very truly,
1. The work of the Junior College should be in charge of a separate faculty made up of instructors giving instruction to students of this grade.

2. The work of the Junior College is concerned with special problems in education and discipline which can be handled best by those who are in actual touch with the student and with educational subjects of the Junior College grade.

3. The interests are altogether different from those of the higher work; the regulations are in many cases different; and all questions required to be considered from a point of view other than that of work exclusively of a university character.

4. The membership of the present Junior College faculty is already large and still growing. To join to this membership the remaining members of the University connected with departments of Arts, Literature and Science, would make the faculty too large to be effective.

5. Such differentiation as is involved in the present arrangement is necessary to secure that feeling of direct responsibility which is absolutely essential to good work. It would be impossible to locate responsibility in a faculty made up of one hundred or more members giving instruction in several grades of college or university work.

6. In the meetings of such a general faculty the time is largely occupied by very few men, and these the men who have least concern in and knowledge of the problems in hand. The discussions, as a matter of fact, are not educative from the point of view of the younger members.

7. The separate faculty gives the younger members an opportunity for development which, joined with the feeling of responsibility, secures the highest educational results.

8. The work of the Junior College faculty is of as much interest to the faculties of Law, Medicine and Divinity, as to those of Liberal Arts and Pure Sciences, and neither the one nor the other should be placed in a position to control this work except through the regular channels.

9. The work is sufficiently large in amount, and sufficiently distinctive in scope, to deserve and occupy the full attention of an independent faculty.
The document contains text that is not legible due to the quality of the image. It appears to be a page from a written report or essay, but the content is not discernible from the image provided.
The Junior College does not need the direct help of those outside its instructors. The body is large enough, representative enough, and strong enough to do the work required.

9. The Junior College Faculty is made up of representatives of all departments and these representatives keep all departments in close touch with the work of the faculty and its problems.

10. A proper and sufficient check is placed upon the actions of the Junior College faculty by the review of the Senate and Council, both of which contain representatives not only of nearly all departments, but of all schools and colleges in the University.

11. Individual officers of the University, who are not members of the Junior College Faculty or of the Senate, but never-the-less, wish to express opinions on the problems which concern this faculty, have opportunity to do so inasmuch as it is competent for any faculty to express its opinion concerning the work of another faculty, or to send to another faculty its recommendation on any point of common interest.

12. A Board cannot, in the nature of things, administer the affairs of a college as satisfactorily as a faculty. The very fact that it does not have power to legislate detracts from its responsibility. Legislation in the greatest number of instances grows out of individual cases. To be unable to consider individual cases, except as they come absolutely and specifically under a rule already created, is distinctly restricting and injurious.

II. The proposal for the constitution of the Senate, and for placing under its control the various administrative boards, is unwise and impracticable.

1. The heads of departments, of whom the Senate is chiefly composed, are not administrative officers except in connection with individual departments. It would be a serious mistake to place the administration of a university in the hands of such a body.

2. The members of a university selected for the general administration of divisions are naturally omitted from the proposed body. In other words, the very persons selected for their administrative ability, and having experience in administration, are shut out
II. The reason for this is that we have a strong belief in the importance of education.

Moreover, education is not just about acquiring knowledge, but also about developing the individual's potential. It is through education that we can learn to think critically, to question, and to analyze. It is through education that we can develop our skills and abilities, and that we can become better citizens of the world.

In conclusion, education is a fundamental right that all individuals should have access to. It is through education that we can build a better future for ourselves and for our communities. Let us work together to ensure that every child has access to quality education.

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The text is in a natural form and does not require any further conversion.
from participating in the very work for which they have been appointed.

3. The administrative functions of a university, by the plan proposed, as indicated in Section 5, Article 2, would be so distributed as to mean practically disorganization and incapacity to perform the work.

4. The questions relating to the University Press, Libraries and Laboratories and Museums, Physical Culture, Student Organizations and Exhibitions, are not questions which concern the members of the Senate as such, unless they involve questions of educational policy. These questions are for the most part purely administrative questions, and should be considered, not by heads of departments, but by administrative officers.

5. The proposed plan renders it impossible for the Senate to perform the most important service such a body could render the University, namely, the consideration of delicate and difficult questions of a confidential nature, which are constantly presenting themselves, and in reference to which it is impossible to consult the University as a whole. The inability to take up such matters is involved

(1) in the lack of time which would remain after the consideration of matters referred to it for which it is distinctly responsible by the proposed plan, and

(2) that by the plan the Senate may not take up any questions relating chiefly to a single branch of the University.

6. As in the case of faculties, so in the case if boards having charge of the University Press, Libraries, etc. The responsibility must be distinctly fixed, and such responsibility cannot be located if the decision (except in the case of the most fundamental questions) is to be reserved for a large body like the Senate. So large a body as the Senate cannot handle to advantage questions to which they have not given special study.

7. In many cases the work of the Boards of Administration is the work pertaining largely of a business character. For its administration, men are selected by the Trustees who have given evidence of business instinct and ability. It would be injurious to the best interests of a university to have the actions of boards thus constituted submitted in every case for final decision to a body constituted on an entirely different principle,
The)...
and having in its membership many men who have no interest in business matters or ability to grapple with business problems.

8. It is safe to say that if the affairs of the University now committed to the administrative boards, namely, the Press, The University Extension, the subject of Affiliation, had been in the hands of the Senate from the beginning, most of these interests would have long since ceased to exist.

9. A fundamental difficulty in the proposed plan is the fact that it permits difficulties to arise between faculties before any effort is made to consider them. In other words, the procedure proposed is one which will inevitably produce conflict, and not only produce conflict but prolong it.

10. The veto of the President.