St. Louis, U. S. A. Sept. 20, 1901.

Dr. W. R. Harper,
University of Chicago,
Chicago, Ill.

My dear Doctor:—

Let me preface the purport of this letter by stating that, although not enjoying the honor and pleasure of your personal acquaintance, I am familiar with your great work and the insurpassable success you have achieved in building up the University, in the history of which your name will be perpetuated as that of a man whose work speaks for itself. This knowledge will give me a better introduction to you than a formal letter of Mr. Skiff could accomplish.

Agreeable to a conversation I had with this highly distinguished gentleman, of which you have been confidentially informed, I beg to state that it is our intention to make the congresses of statesmen, jurists, financiers, scientists, literati, teachers and theologians, representing the great world of government, jurisprudence, finance, physics, literature, education and religion, one of the greatest features of the St. Louis World's Fair to equal if not surpass the material triumphs, industrial achievements and mechanical victories of man, however magnificent the display may be.
By the President of the United States of America:
A Proclamation.

Whereas notice has been given me by the Louisiana Purchase Exposition
Commission, in accordance with the provisions of Section 3 of the Act of Congress,
approved March 3, 1901, entitled "An Act To provide for celebrating the one
hundredth anniversary of the purchase of the Louisiana territory by the United
States by holding an international exhibition of arts, industries, manufactures and
the products of the soil, mine, forest, and sea in the city of St. Louis, in the State
of Missouri," that provision has been made for grounds and buildings for the use
provided for in the said Act of Congress:

Now, therefore, I, William M. McKinley, President of the United States,
by virtue of the authority vested in me by said Act, do hereby declare and pro-
claim that such International Exhibition will be opened in the city of St. Louis,
in the State of Missouri, not later than the first day of May, nineteen hundred
and thirty, and will be closed, not later than the first day of December, thereafter.

And in the name of the Government and of the people of the United States, I
do hereby invite all the nations of the earth to take part in the commemora-
tion of the Purchase of the Louisiana Territory, an event of great interest to the United
States and of abiding effect on their development, by appointing representatives
and sending such exhibits to the Louisiana Purchase Exposition as will most
fitly and fully illustrate their resources, their industries, and their pro-
gress in civilization.

In testimony whereof, I have hereunto set my hand and
casuad the seal of the United States to be affixed.

Done at the City of Washington, this twelfth
day of August, one thousand nine hundred
and one, and of the Independence of
the United States, the one hundred
and twenty-sixth.

[Signature]

By the President,
[Signature]
Secretary of State.
Dr. W. R. Harper #2.

St. Louis, U. S. A.

The benefits of such congresses of nations would be higher and more conducive to the welfare of mankind than those which would flow from the material exposition, though it would not be easy to exaggerate the powerful impetus that will be given by the latter to commerce and all the arts by which toil is lightened, and the fruits of labor increased, and the comforts of life augmented.

Such a congress would surpass all previous efforts to bring about a real fraternity of nations and unite the enlightened people of the whole earth in a general co-operation for the attainments of the great ends for which human society is organized. It is impossible to estimate the advantages which would result from a mere establishment of personal acquaintance and friendly relations among the leaders of the intellectual world who now, for the most part, know each other only through the interchange of publications and perhaps the formalities of correspondence.

The gathering of the peoples of the world at a great exposition furnishes an opportunity for association and conference to those who are widely scattered geographically, but united in interests, such as exists under no other conditions.

Among the great schemes that such a congress would naturally consider, are the following:
By the President of the United States of America.
A Proclamation.

Whereas notice has been given me by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 2 of the Act of Congress approved March 3, 1901, entitled "An Act to provide for celebrating the one hundredth anniversary of the purchase of the Louisiana Territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State of Missouri," that provision has been made for grounds and buildings for the use provided for in the said Act of Congress:

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that such International Exhibition will be opened in the city of St. Louis in the State of Missouri not later than the first day of May, nineteen hundred and thirty, and will be closed not later than the first day of December thereof.

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the commemoration of the Purchase of the Louisiana Territory, an event of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth day of August, one thousand nine hundred and one, one of the Independence of the United States, the one hundred and twenty-sixth.

[Signature]

William McKinley
President

By the President,
John Hay
Secretary of State.
Dr. W. R. Harper #3.

1. The grounds for fraternal union in the language, literature, domestic life, religion, science, art and civil institutions of different peoples.

2. The economic, industrial and financial problems of the age.

3. Educational systems, their advantages and their defects and the means by which they may be adapted to the recent enormous increase in all departments of knowledge.

4. The practicability of a common language for use in the commercial relations of the civilized world.

5. International copyright and the laws of intellectual property and commerce.

6. Immigration and naturalization laws and the proper international privileges of alien governments and their subjects or citizens.

7. The most efficient and advisable means of preventing or diminishing pauperism, insanity and crime and of increasing productive ability, prosperity and virtue throughout the world.

8. International law as a bond of union and a means of mutual protection and how it may be enlarged, perfected and authoritatively expressed.

9. The establishment of the principles of judicial justice as the supreme law of international relations and the general substitution of arbitration for war in the settlement of international controversies.
By the President of the United States of America
A Proclamation

Whereas notice has been given me by the Louisiana Purchase Exposition
Commission, in accordance with the provisions of Section 2 of the Act of Congress
approved March 3, 1901, entitled "An Act to provide for celebrating the one
hundredth anniversary of the purchase of the Louisiana territory by the United
States by holding an international exhibition of arts, industries, manufactures and
the products of the soil, mine, forest, and sea in the city of St. Louis, in the State
of Missouri, that provision has been made for grounds and buildings for the use
provided for in the said Act of Congress.

Now, therefore, I, William McKinley, President of the United States,
by virtue of the authority vested in me by said Act, do hereby declare and pro-
claim that such International Exhibition will be opened in the City of St.
Louis in the State of Missouri not later than the first day of May, nineteen hundred
and thirty, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I
do hereby invite all the nations of the earth to take part in the commemoration
of the Purchase of the Louisiana Territory, amount of great interest to the United
States and of abiding effect on their development, by appointing representatives
and sending such exhibits to the Louisiana Purchase Exposition as will most
fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and
caused the seal of the United States to be affixed.

Done at the City of Washington, this twelfth
day of August, one thousand nine hundred
and two, one of Independence
of the United States, the one hundred
and twenty-sixth.

[Signature]
William McKinley

By the President,
[F. W. Hay]
Secretary of State.
Dr. W. R. Harper #4.

To be successful in such a great undertaking it is necessary to establish a compact and efficient working organization which will take charge of the arrangements of such gatherings, furnish places for assemblage, fixing the sequence and the times of meeting and giving to all a systematic and orderly supervision.

To insure the success of this great undertaking, we need a man for the position of director of the highest standing, a man with an international reputation, a man who has shown through his past work that he is eminently fitted for such a position of the greatest responsibility conceivable. You are the man who has all these qualifications and, for this reason, I beg to ask you to prepare an expose upon the plan and scope of such a tremendous task as outlined by me above, and state to me at the same time confidentially, whether you would consider the acceptance of the position of director of such a department and upon what terms of compensation.

I am happy to say that Mr. Skiff agrees with me that no other man we know of would be so well qualified to fill such a position as Dr. Harper and Mr. Skiff's comment upon your abilities is so highly flattering to you, that I prefer to impart the same personally to you upon our first meeting.

While anticipating the pleasure of your kind reply, I remain

Respectfully yours,
By the President of the United States of America.

A Proclamation.

Whereas notice has been given me by the Louisiana Purchase Exposition
Commission, in accordance with the provisions of Section 9 of the Act of Congress,
approved March 1, 1901, entitled "An Act To provide for celebrating the one
hundredth anniversary of the purchase of the Louisiana Territory by the United
States by holding an international exhibition of arts, industries, manufactures and
the products of the soil, mine, forest, and sea, in the city of St. Louis, in the State
of Missouri," that provision has been made for grounds and buildings for the uses
provided for in the said Act of Congress:

Now, therefore, I, William McKinley, President of the United States,
by virtue of the authority vested in me by said Act, do hereby declare and pro-
claim that such International Exhibition will be opened in the city of St. Louis
in the State of Missouri, not later than the first day of May, nineteen hundred
and thirty, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I
do hereby invite all the nations of the earth to take part in the commemoration
of the Purchase of the Louisiana Territory, an event of great interest to the United
States and of abiding effect on their development, by appointing representatives
and sending such exhibits to the Louisiana Purchase Exposition as will most
fully and fully illustrate their resources, their industries, and their pro-
gress in civilization.

In testimony whereof, I have hereunto set my hand and
caused the seal of the United States to be affixed.

Done at the City of Washington, this twelfth
day of August, one thousand nine hundred
and one, one of the Independence of
the United States, the one hundred
and twenty-sixth.

[Signature]

By the President,

[Signature]

Secretary of State.
Sept. 23, 1901.

Mr. John Schroers,  
Chairman, Committee on Education,  
Louisiana Purchase Exposition Company.

My Dear Sir:-

It has given me great pleasure to receive and to read your letter of September 20th. I do not quite understand why you should have honored me with a proposition of so important a character but I surely appreciate the courtesy extended and the distinction thus conferred.

Our common friend, Mr. Skiff, has presented to me informally the question, and I have been giving it quite a good deal of consideration for the past week. I greatly fear that you have over-estimated my ability in the lines you propose. At the same time, I am free to confess to you that the matter presented by you in so admirable a way appeals to me very strongly. I have this afternoon had luncheon with Mr. Skiff and he has again gone over the subject with me. I have said some things to him which he has kindly consented to present to you, and I am quite sure that this presentation will be more acceptable than any statement which I might make in a letter.
Mr. John Gordon,

Chairman, Committee on Education

Kontane Produce Exportation Company

My dear Mr. Gordon,

I am very pleased to receive and to read your letter of September 20th. I go out of my way to mention why you should have honored me with a proposition of so important a character that I hereby appreciate the company extended and the gratification the company.

On common knowledge, Mr. Smith, as I understand it, during the past week, I have been living to the best of my ability in the house. I think that you have an-estimated my abilities in the house. At the same time, I mean to continue to you the matter of the company, you to me, to the company, and I have the matter to present your case to me very attentively. I have the same attention paid by Mr. Smith, and I am sure that you are not an expert with me. I have dealt some attention to this appeal to me kindly.

I appreciate more communication to you, and I am quite sure that the presentation will be more acceptable than any arrangement whatever.

I might make a letter.
Your suggestion that I prepare an expose upon the plan and scope of the outline suggested by you has received some consideration. I am quite sure that you will agree with me in the statement that the preparation of such an outline if it is to be of any value, would require a period of at least thirty to sixty days and that would constitute a fairly good beginning of the entire work. Perhaps Mr. Skiff will explain to you more in detail my thought upon this point.

As you know, the work of a University President is somewhat onerous and the outlook for the University of Chicago for the next two or three years promises no appreciable diminution in the amount of work required. It seems therefore at first as if it would be almost impossible even to consider the suggestion; on the other hand, I cannot fail to appreciate the fact that the work proposed would be an exceedingly interesting and profitable piece of work, one also in which I should take the greatest possible personal interest. If now after conversation with Mr. Skiff we could arrange for an interview by telephone or otherwise, I should be glad to take up the matter somewhat more in detail.

I remain Yours very sincerely,
Your suggestion that I preserve an exposure upon the plan any scope of the outline suggested by you, I fear leaves me some "consideration" I am quite sure that you will see more with me in the statement that the presentation of more or an outline it is to be of any value, would involve a bearing of a least thirty to sixty years and that would constitute a burden. Every beginning of the outline work, perhaps its start with expression to you more in general my thought upon the point, as you know, the work of a University President to somewhat overrun any the outlook for the University of some extent over the next few or three years, pictured on the ideal model of the institution and the institutions on the other hand, I cannot fail to appreciate the fact that the work beyond many as an essentially interesting and profitable piece of work, one to which I should take the greatest possible bent as interest. If in your letter conversation with me, I can only assume that you are interested in telephone or otherwise, I should feel easy to take up the matter somewhat more to greater

Yours very sincerely

I remain
Doctor W. R. Harper,  

President, University of Chicago,  

Chicago, Illinois.  

My dear Doctor Harper:—  

I had rather reluctantly postponed  

a special arrangement for an interview with you because it  

had been stated to me that you intended to be a guest of the  

Contemporary Club at an early date. But as I now learn that  

you have selected the tenth of December as the date of your  

reception by that organization, and as this date is too remote  

for my purposes, I beg to ask your co-operation in bringing  

about an interview. We are both busy men, and are obliged to  

make important engagements ahead. I wish as far as possible  

to adjust my engagements to yours. My desire to confer with  

you about the International Congresses at once is for certain  

reasons, very strong, and Mr. Schroers and I will come to  

Chicago for the purpose of an interview with you, unless it  

may be that you will be able to come to St. Louis. If it should  

be convenient for you to come here, I should ask the pleasure  

of having you as my guest at my home during your stay in the  

city. If you will favor me with a prompt and perfectly frank  

reply, I shall be under obligations to you.  

Very cordially yours,  

DAVID R. FRANCIS,  

President.
By the President of the United States of America

A Proclamation.

Whereas notice has been given by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 2 of the Act of Congress approved March 3, 1901, entitled "An Act To provide for celebrating the one hundredth anniversary of the purchase of the Louisiana Territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State of Missouri, that provision has been made for grounds and buildings for the use provided for in the said Act of Congress:

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that an International Exposition shall be opened in the city of St. Louis in the State of Missouri not later than the first day of May, nineteen hundred and three, and shall be closed not later than the first day of December following:

And in the name of the Government and of the people of the United States I do hereby invite all the nations of the earth to take part in the commemoration of the Purchase of the Louisiana Territory, an event of great interest to the United States and of enabling effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twelfth day of August, one thousand nine hundred and one, one of the Independence of the United States, the one hundred and twenty-sixth.

[Signature]

By the President,

[Signature]

Secretary of State.

Doctor William R. Harper,
President, University of Chicago, Chicago, Illinois.

My dear Doctor:

The subject of International Congresses, in connection with the Exposition of 1903, is one that has claimed the closest consideration on the part of the Directory, of appropriate Committees, and of myself. It is intended that these Congresses shall be formulated and conducted upon a scale and upon a plane not heretofore undertaken. A separate department, to be called the Department of International Congresses, has been created, and provision is made for the appointment of a Director, who, under certain rules and regulations to be hereafter prescribed, shall report to the President. In my opinion, and expressing the views of the members of the Executive Committee with whom I have consulted, funds will be provided to meet a far-reaching plan, and a liberal attitude financially will be assumed by the Executive when addressing himself to the details of this most important and essential feature of the scope of the Exposition of 1903. The possibilities awaiting the efforts of a Director, who shall comprehend them, and have the ability and the energy and the courage to gather adequate forces and perfect an effective organization for their accomplishment, are really limitless.

In the intercourse I have had with you upon this undertaking, I have been impressed with the breadth of your views and the elevated tone with which you have treated its higher purposes, and I
By the President of the United States of America

A Proclamation

Whereas notice has been given me by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 9 of the Act of Congress approved March 3, 1901, entitled "An Act to provide for celebrating the one hundredth anniversary of the purchase of the Louisiana Territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mines, forest, and sea in the city of St. Louis, in the State of Missouri," that provision has been made for ground and buildings for the use provided for in the said Act of Congress:

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that such International Exhibition will be opened in the city of St. Louis, in the State of Missouri, not later than the first day of May, nineteen hundred and thirty, and will be closed not later than the first day of December thereof:

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the commemoration of the Purchase of the Louisiana Territory, an event of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth day of August, one thousand nine hundred and one, one of the Independence of the United States, the one hundred and twenty-sixth.

William McKinley

By the President,

John Hay
Secretary of State.
should be very glad to have you accept the Directorship of this department. I believe that your position as a man of letters, your temperament, your wide acquaintance, and the distinguished position you occupy, equip you for this grand work to an exceptional degree. Justified by the interest you have manifested in these Congresses, and by your well known devotion to higher education, and to a better organization of human effort throughout the world to accomplish its greatest mission, I beg to tender you this office.

The general appropriation of funds would depend largely upon your recommendation, and I am not disposed to anticipate in any manner the action of the Executive Committee, but it would seem to me that the accomplishment of all that is anticipated and intended, including the suggestions and provisions of this communication, would require a sum below but approximately $200,000, which I feel should at the same time be ample for these purposes.

The Exposition offers you a salary of $8,000 a year, and, satisfied that you will so divide your time between your University duties and those of Director of these Congresses as to fully meet the requirements of the latter position, will allow you to be your own judge as to the proportions of your services it will be proper to devote to each. If you should deem it necessary, your recommendation for an Assistant Director, at a salary of $3000 a year, and for a Chief Clerk (there is to be but one Secretary, and that is the Secretary of the Directory) at a salary of $2250 a year, with such stenographic and clerical assistance as you may require, will be approved. You will be permitted to travel as you may deem it necessary, at home and abroad, and you will be allowed all your traveling expenses and $10.00 per day subsistence, with a special appropriation for entertainment in certain instances, to be determined in each case by the President. If you shall deem it necessary to take a stenographer, or any one of your assistants, on your journeys,
I regret to advise you that your request for the appointment of the
Department of Justice for the position of the
Congressional Record and the Executive Committee
has been granted. In view of your many years of service to the
Government, your wide experience and the outstanding work you
have done, the Senate has decided to grant your request.

I must inform you that the Senate has not approved the appointment
of your son, John, to the position of the
Executive Committee. However, I will
consider your request for his appointment to the
Executive Committee at a future date.

I regret to inform you that your request for a salary of $50,000 per
year has been denied. However, I will
consider your request for a salary of $50,000 per
year at a future date.

I regret to inform you that your request for a leave of absence has
been denied. However, I will
consider your request for a leave of absence at a future date.

I regret to inform you that your request for a promotion has
been denied. However, I will
consider your request for a promotion at a future date.

I regret to inform you that your request for a transfer has
been denied. However, I will
consider your request for a transfer at a future date.

I regret to inform you that your request for a loan has
been denied. However, I will
consider your request for a loan at a future date.

I regret to inform you that your request for a vacation has
been denied. However, I will
consider your request for a vacation at a future date.

I regret to inform you that your request for a refund has
been denied. However, I will
consider your request for a refund at a future date.

I regret to inform you that your request for a reimbursement has
been denied. However, I will
consider your request for a reimbursement at a future date.

I regret to inform you that your request for a certificate of
excellence has been denied. However, I will
consider your request for a certificate of
excellence at a future date.

I regret to inform you that your request for a certificate of
merit has been denied. However, I will
consider your request for a certificate of
merit at a future date.

I regret to inform you that your request for a certificate of
merit has been denied. However, I will
consider your request for a certificate of
merit at a future date.

I regret to inform you that your request for a certificate of
merit has been denied. However, I will
consider your request for a certificate of
merit at a future date.
especially abroad, the expenses of this individual will be borne by the Exposition, with an allowance of $4.00 per day for subsistence. If in your opinion it shall be necessary, in order to secure the participation in the Congresses of certain noted delegates, their expenses will be paid from their homes to St. Louis, and return, and borne while they are in St. Louis in attendance upon the Congresses. Your office during the preliminary work, at least, may be at the University of Chicago, but you will be expected to visit St. Louis whenever it is considered necessary for you to do so from time to time, and ultimately establish permanent headquarters in this city.

I am prepared to recommend that the dormitory of the Washington University be fitted for the accommodation of certain delegates to the Congresses that you may desire to especially and wholly entertain while here, that they may take up their residence and be provided with every accommodation during their attendance.

It is intended that the literature resulting from these Congresses shall not alone consist of the reports of what actually took place, and the publishing of the papers presented, but shall go beyond that, and in a series of volumes resulting from plans and arrangements by you previously made, present the views of distinguished people in the arts, sciences and industries, fixing the record of the past, the status of to-day, and the tendency of the future.

I am, Doctor Harper, with much respect,

Very truly yours,

[Signature]
President.
especially express the expression of the participation in the Conference of November 20th, 11.

Your attention is called to the meeting on Tuesday, November 21st, at 8:00 p.m., the place of the meeting, and the following agenda:

1. Approval of the minutes of the previous meeting.
3. Discussion of the financial report.
4. Election of officers for the next year.
5. Adjournment.

I am honored to submit the above report.

Very truly yours,

[Signature]

[Note: The text is not clearly legible due to the nature of the handwriting and the quality of the image.]
St. Louis, U.S.A., November 30, 1901.

Doctor William R. Harper,
University of Chicago,
Chicago, Illinois.

My dear Doctor Harper:

As I telephoned you this morning, President Francis is very much annoyed at the premature publication of your acceptance of the position of Director of the Department of International Congresses. It seems to have been brought about through the enterprise of a Chicago correspondent of the Republic, and the injudicious acceptance of a rumor as the truth. The President sincerely hopes that this will not seriously embarrass you, and trusts that it will at an early date be confirmed by advices from you.

The President, as I told you, anticipates going to Washington next week, and says that he will probably be in New York on Sunday, the eighth. I have told him that you will be at the Murray Hill hotel, Saturday, the seventh, and probably on Sunday, the eighth, and he will be very glad to personally do anything he can in New York to bring about your important association with his great task in St. Louis.

With the highest esteem,

Yours very truly,

[Signature]
By the President of the United States of America.

A Proclamation.

Whereas notice has been given me by the Louisiana Purchase Exposition Commission, in compliance with the provisions of Section 3 of the Act of Congress approved March 3, 1901, entitled "An Act To provide for celebrating the one hundred and fiftieth anniversary of the purchase of the Louisiana territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, water, forests, and sea in the city of the levee in the State of Missouri," that provision has been made for proper arrangements for the use provided for in said Act of Congress.

Now, therefore, I, William M. McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and pro-

claim that said international exhibition will be opened in the city of St.Louis,

in the State of Missouri, not later than the first day of November, inclusive,

and three, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I

do hereby invite all the nations of the earth to take part in the celebration

of the one hundred and fiftieth anniversary of the Louisiana Purchase,

of which the United States was the principal extinguisher of territory to the

United States, and of aiding effect on their development by affording representa-

tion and sending such exhibits to the Louisiana Purchase Exposition as will met-

ify and fully illustrate their resources, their industries, and their pro-

gress in civilization.

In witness whereof I have caused the seal of the United States to be affixed.

Done at the City of Washington, this twelfth day of August, one thousand nine hundred

and twenty-six,

and twenty-sixth,

William M. McKinley,

Secretary of State.
St. Louis, U. S. A., December 4, 1901.

Doctor William R. Harper,
Murray Hill Hotel,
New York.

My dear Doctor:

I have your letter in response to the conversation on the long distance telephone, and note that you will be in New York from Saturday until Wednesday following.

Governor Francis maintains his position of extreme desire for your association with him in his work in St. Louis, and he cannot believe that Mr. Rockefeller will withhold his consent when he thoroughly understands the situation and appreciates the far reaching benefit positively promised to all interests. The President of the Exposition leaves for Washington to-night, and will be at the Arlington Hotel in that city for at least two days. He now anticipates going to New York, but his plans may be changed. If he goes to New York he will stop at the Waldorf, and you will be notified. I will not repeat to you the solicitude I personally feel about this matter.

With much esteem,

Very truly yours,

F.J. V.S.

P. S.- The President agrees with me that you should deliver your address before the Contemporary Club, no matter what the outcome may be.
By the President of the United States of America:

A Proclamation

Whereas notice has been given by the Louisiana Purchase Exposition
Commission, in accordance with the provisions of Section 3 of the Act of Congress
approved March 3, 1901, entitled "The Act to provide for celebrating the one
hundredth anniversary of the purchase of the Louisiana territory by the United
States by holding an international exhibition of arts, industries, manufactures,
and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State
of Missouri", that provision has been made for grounds and buildings for the
work prescribed for in said Act of Congress:

Now, therefore, I, William McKinley, President of the United States,
by virtue of the authority vested in me by said Act, do hereby declare and pro-
claim that said International Exhibition will be open in the city of St. Louis,
in the State of Missouri, on the first day of May following, and will continue for
not less than one hundred and thirty days, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I
do hereby invite all the nations of the earth to take part in the commemoration
of the Purchase of the Louisiana Territory, an event of great interest to the
people of the United States and of wide-spread significance to the whole family of
nations. It is the purpose of the Louisiana Purchase Exposition to present
fully and forcibly through all the arts and sciences of the world, the resources
and the products of the people of the United States and to show the progress
and civilization of the nation.

In testimony whereof, I have hereunto set my hand and
sealed the seal of the United States of America.

Done at the City of Washington, this twelfth
day of August, one thousand nine hundred
and twenty-six.

William McKinley

By the President.

[Signature]

Secretary of State.
Dec. 2nd, 1901.

Mr. F. J. V. Skiff,
St. Louis, Mo.

My dear Mr. Skiff:

I have received your letter of November thirtieth. I am very glad to understand the situation exactly. I shall be in New York City on Saturday, Sunday, Monday, Tuesday and Wednesday, from the 7th to the 11th. I shall hope to have a chance to see President Francis. Can you let me know where he will stop?

Professor Small has written a strong letter to-day which goes to New York. I thought that I wrote a very strong letter Saturday. I want you to know that I am doing everything to carry out the proposed plan. I really want to work it out. I have already outlined my address for December twentieth, but now the question occurs to me, would it on the whole be for the advance of the friends in St. Louis to have me give to St. Louis on the twentieth if this question is settled in the negative? Will you kindly consult the gentlemen interested and let me have your reply on this point immediately?

Yours very truly,

W. R. Harper
W. R. Hafter

...
Dec. 2nd, 1901.

Mr. John Schroers,

St Louis, Mo.

My dear Mr. Schroers:—

I am in receipt of your letter of November thirtieth. I appreciate very much indeed your kindness. The matter is still under consideration and I am sure no stone will be left unturned. I have just written to Mr. Skiff raising the question whether after all, if the question is settled in the negative, it would be best for me to appear before the Contemporary Club to discuss this question.

Yours very truly,
Don't let me play

Everybody do what I told the people to do because I'm not happy about it. I'm not happy about being out here alone. I'm not happy about being here alone. I'm not happy about being here alone.

I'll never be alone. I'll never be alone.

To tootalk you to joecare me. I\n\nHe said, "Whacks."

Don't go. I'll never be alone. The things we've been going through are so terrible. I'll never be alone.

Bobby my brother down where we're going. I'll never be alone.
Prof. William R. Harper,
University of Chicago,
Chicago, Ill.

My dear Doctor:--

I have just been confidentially informed of Mr. R's disinclination to favor your acceptance of our proposition which is not surprising to me, for I should do exactly the same if Dame Fortune would have placed me in the most enviable position, which Mr. R. occupies most deservedly. In justice to you Mr. R. could not favor such a diversion from your present work without the greatest hesitancy. You have built up the University of Chicago, in the history of which Mr. R's name is perpetuated as that of one of its greatest benefactors and indeed it would be injudicious on the part of Mr. R. to agree most willingly to a temporary desertion of that post of responsibility, which is so well adapted to your great versatility and capacity of handling the most profound and complicated work attached thereto. But, Mr. R. ignores one essential point in the matter at issue - the opportunity it offers you to make your name and the institution with which the same is so intimately connected a chapter in the history of the world, presenting to the latter the genius, force, will-power, sagacity and versatility of a learned American, teaching civilization a lesson of possibilities offered by the new world in all branches of human knowledge.
By the President of the United States of America

A Proclamation

Whereas notice has been given me by the Louisiana Purchase Exposition
Commission, in accordance with the provisions of Section 9 of the Act of Congress
approved March 3, 1901, entitled "An Act to provide for celebrating the one
hundredth anniversary of the purchase of the Louisiana Territory by the United
States by holding an international exhibition of arts, industries, manufactures and
the products of the soil, mines, forest, and sea in the city of St. Louis, in the State
of Missouri," that provision has been made for grounds and buildings for the uses
provided for in the said Act of Congress.

Now, therefore, I, William McKinley, President of the United States,
by virtue of the authority vested in me by said Act, do hereby declare and pro-
claim that such International Exhibition will be opened in the city of St. Louis
in the State of Missouri not later than the first day of May, one thousand
hundred and thirty-three and three, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States,
I do hereby invite all the nations of the earth to take part in the commemoration
of the Purchase of the Louisiana Territory, an event of great interest to the United
States and of abiding effect on their development, by appointing representatives
and sending such exhibits to the Louisiana Purchase Exposition as will most
fitly and fully illustrate their resources, their industries, and their pro-
gress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth
day of August, one thousand nine hundred
and one, one hundred and twenty-six.

William McKinley

By the President,

J. G. Hay
Secretary of State.
Prof. William R. Harper #2.

It is not any more a theory on our part to have Dr. Harper, that great typical American hustler, with us, but a well founded condition to have you as one of the most valuable co-workers in our great enterprise.

Whatever Mr. R's personal inclination may be, it does not change the firm conviction on our part that our interests demand your services, which we shall obtain at all hazard and at any cost.

My dear Doctor, pardon me for the lack of dignified language in presenting this matter to you but the furor teutonicus has gained preponderance over all other feelings of mine of a more subtle nature when I anticipate the great possibilities which your connection with our Fair will have as well for us as for yourself.

Here is an opportunity for you which seldom once never twice is offered to man in a life-time and you would do yourself an injustice which would cry to heaven if you should be willing to consider for a moment the remotest possibility of declining our offer. The information referred to by me in the beginning of my letter has not had, I am glad to say, the sad effect upon me as it had upon Gov. Francis and that distinguished scholarly gentleman from Chicago, Mr. Skiff. Both gentlemen felt deeply disappointed, but when I made the bold statement that Dr. Harper has to come even at
By the President of the United States of America:  
A Proclamation

Whereas notice has been given by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 9 of the Act of Congress approved March 3, 1901, entitled "An Act To provide for celebrating the one hundredth anniversary of the purchase of the Louisiana Purchase territory by the United States by holding an international exhibition of arts, industries, manufactures, and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State of Missouri," that provisions have been made for grounds and buildings for the use provided for in said Act of Congress;

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that such International Exhibition will be given in the city of St. Louis, in the State of Missouri, not later than the first day of May, nineteen hundred and three, and will be closed not later than the first day of December of the same year.

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the celebration of the Purchase of the Louisiana Territory, amount of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and truly illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth day of August, one thousand nine hundred and one, and of the Independence of the United States, the one hundred and twenty-sixth.

William McKinley

By the President,

[Signature]

Secretary of State.
Dr. William R. Harper #3.

the cost of buying the University of Chicago with body and soul and incorporate the same in the scope of my educational department, it had a re-assuring effect upon these two gentlemen and they listened most attentively to my views in this matter as outlined to you above.

Mr. Skiff, who otherwise is always so full of humor, was dead to the world and Gov. Francis felt like having lost his last friend in this world when I first met them, but had apparently recovered after I made myself clearly understood.

I shall be in Boston next Monday and in New York Tuesday and Wednesday morning. If you wish, I should gladly call upon Mr. J. D. R. and present our claims we have upon you in the best possible manner. A word from you care of the Imperial Hotel New York, will suffice and Mr. R's power of resistance will have to succumb to my enthusiasm and power of persuasion re-enforced by the knowledge that, after all, you are inclined to join in making the World's Fair of St. Louis the greatest event of that kind ever attempted before.

Cordially yours,
By the President of the United States of America.
A Proclamation.

Whereas notice has been given me by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 3 of the Act of Congress approved March 3, 1901, entitled "An Act to provide for celebrating the one hundredth anniversary of the purchase of the Louisiana territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State of Missouri, that provision has been made for grounds and buildings for the uses provided for in the said Act of Congress.

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that said International Exhibition will be opened in the city of St. Louis in the State of Missouri at a later date than the first day of May next, hundred and seventy-five years, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the celebration of the Purchase of the Louisiana Territory, an event of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fitly and fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twelfth day of August, one thousand nine hundred and one, one of the Independence of the United States, the one hundred and twenty-sixth.

[Signature]

By the President,
John Hay
Secretary of State.
Nov.1st, 1901.

Mr. John Schoors,
Louisiana Purchase Exhibition, St. Louis, Mo.

My dear Sir:—

I am very much obliged to you for your kind favor of Oct.29th. Acting on your kind suggestion, I have accepted the invitation to read before the Contemporary Club on National and International Congresses. The exact date has not been fixed. It will be held, I understand, the last week of November or the first week of December.

Yours very truly,
Nov. 3rd, 1909

Mr. John Gordon,

President Purchase Exhibition & Ex. Rooms, Mo.

My dear Sir:

I am very much obliged to you for your kind notice of Oct. 28th and for the invitation to keep the committee informed of the exact date and to meet before the committee on that date. I have not been able to keep in touch with the department and I will be glad to meet you and the committee of the last week of November at the first week of December.

Yours very truly,

[Signature]
Prof. Wm. R. Harper,
University of Chicago,
Chicago, Ill.

Dear Doctor:—

Pardon me for the spell of silence under which I have been compelled to labor through a combination of circumstances beyond my control and I apologize for the apparent lack of courtesy on my part which, to explain to your satisfaction, will be my privilege and a pleasant duty upon your visit to St. Louis in the near future.

For the last four weeks or longer I have been urging the Executive Committee to consider the matter broached in my letter of September 20th to you, but not until yesterday have I been successful in discussing the matter at length with Gov. Francis who, I am glad to know, is delighted at the prospect of obtaining your active co-operation in the matter indicated.

Gov. Francis, I am happy to say, is a very ardent admirer of Dr. Harper, who perpetuated his name in the history of the University of Chicago as the most successful contributor to the grandeur of that great institution, and he is very much in favor of having you come here for a consultation with all parties directly interested.
By the President of the United States of America

A Proclamation

Whereas notice has been given me by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 9 of the Act of Congress approved March 3, 1901, entitled "An Act to provide for celebrating the one hundredth anniversary of the purchase of the Louisiana Territory by the United States by holding an international exhibition of art, industries, manufactures and the products of the soil, mines, forest, and sea in the city of St. Louis, in the State of Missouri," that provision has been made for grounds and buildings for the use provided for in the said Act of Congress.

Now, therefore, I, William M. McKinley, President of the United States,

by virtue of the authority vested in me by said Act, do hereby declare and proclaim that such International Exhibition will be opened in the city of St. Louis, in the State of Missouri, not later than the first day of May next, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the commemoration of the Purchase of the Louisiana Territory, a monument of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and fully illustrate their resources, their industries and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth day of August, one thousand nine hundred and one, and of the Independence of the United States, the one hundred and twenty-sixth.

[Signature]

By the President,

Charles W. Fairly
Secretary of State.
Prof. Wm. R. Harper #2.

Your intention to deliver, upon invitation of Prof. Sears of the Mary Institute, a lecture before the Contemporary Club, would offer the best opportunity possible for a conference. Your trip to St. Louis could not even be misconstrued later on, for the apparent purpose of your visit would be to give the St. Louis people the pleasure of listening to an essay upon - say "National and International Congresses and Conventions" which would be highly interesting to us and a grateful subject for you to dwell upon.

Our mutual friend, Mr. Skiff, whose bewitching manners have captivated the hearts of all St. Louisans who have had the pleasure of meeting him, is fully advised upon the attitude of Gov. Francis in the matter at issue and will gladly furnish all additional information desired by you.

While anticipating the pleasure of having you with us in the near future, I remain

Sincerely yours,
By the President of the United States of America.

A Proclamation.

Whereas, notice has been given me by the Louisiana Purchase Exposition Commission, in accordance with the provisions of Section 3 of the Act of Congress, approved March 3, 1901, entitled "An Act To provide for celebrating the one hundredth anniversary of the purchase of the Louisiana territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mine, forest, and sea in the city of St. Louis, in the State of Missouri," that provision has been made for grounds and buildings for the uses provided for in the said Act of Congress.

Now, therefore, I, William McKinley, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and proclaim that such International Exhibition will be opened in the city of St. Louis, in the State of Missouri, not later than the first day of May, nineteen hundred and three, and will be closed not later than the first day of December thereafter.

And in the name of the Government and of the people of the United States, I do hereby invite all the nations of the earth to take part in the commemoration of the Purchase of the Louisiana Territory, an event of great interest to the United States and of abiding effect on their development, by appointing representatives and sending such exhibits to the Louisiana Purchase Exposition as will most fully and fully illustrate their resources, their industries, and their progress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth day of August, one thousand nine hundred and one, one of the Independence of the United States, the one hundred and twenty-sixth.

[Signature]

By the President,

[Signature]

Secretary of State.
Jan. 13th, 1902.

President J. R. Francis

St. Louis, Mo.

My dear President Francis:

It is with the greatest possible sorrow that I write you, after studying the matter a full week and looking at it from every point of view, that upon the while it seems best for me not to undertake anything in addition to what I am now doing.

I can think of no other work which I should prefer to do than that which you have so generously put before me in connection with the Louisiana Purchase Exposition. I can think of no other man under whom I should prefer to labor. My heart was so much in the work that after the first decision I could not entirely withdraw myself, and I thought that in some way I might be able to make a contribution to this most important enterprise, but a careful survey of the ground, and further consultation with my friends, convinces me that it would be worse than folly for me to undertake anything in addition to what I am now doing. I am told by my physician that it would be done at great risk. Indeed, I am absolutely forbidden to undertake anything now, and am urged to give up a good deal of what I have already undertaken. It is only on
My dear President Frazee:

If I agree with the President's proposal concerning the matter of the matter, I think that I agree with the proposal that the matter is not from any point of view that the matter is not important enough to warrant an appropriation to meet the current need.

I can think of no other work which I would prefer to do than that which has been so generously paid to me in connection with the Cattaraugus Purebred Association. I can think of no other work which I would prefer to do than that for which I have been paid to meet the current need. My heart is so much in the work that I want to do it heartily and I want to do it heartily. If I were able to make a contribution to this work in any way, I might be able to make a contribution to this work.

Important importance, but certainly more of the money, and I feel that in some ways I might be able to make a contribution to this work.

I feel that I am able to make a contribution to this work.

I am sorry to say that I am not able to make a contribution to this work.
Mr. Frederick J. V. Skiff,

Director of Exhibits, Louisiana Purchase Exposition Company.

St., Louis, Missouri.

My dear Mr. Skiff:

In accordance with the tenor of conversation held with you, I take up in detail the subject of the International Congresses with our common friend, President Butler, of Columbia University. We gave the matter a fairly complete consideration. He is ready to join with me in the recommendation through you to President Francis, that from all points of view no better step could be taken to-day than the appointment of Professor Small to the Directorship of the Congresses. He agrees with me in the opinion (1) that Mr. Small has personal qualities which fit him pre-eminently for this work, and that he is above all a man with whom it is a pleasure to be associated in work; (2) that Mr. Small is in a position, because of his intimate acquaintance with men in this country and abroad, to secure for the Congresses the co-operation of the best men.

We discussed at some length the question of an advisory committee, and both of desire to have you express to Mr. Francis our opinion that a
small committee is the most desirable. The original committee as proposed, namely, the Presidents of Harvard, Columbia and Chicago, would seem to us to be a committee capable of representing the different sections of the country, and of accomplishing the results desired. To increase this committee would be to introduce many difficulties, and if the number is to be increased it might as well be twenty-five as five. We feel, however, the delicacy of our position in this matter, and with this expression of opinion beg to say, that we shall in any case be most happy to co-operate with President Francis and the representatives of the Louisiana Purchase Exposition Company in any way that they may desire of us. We are of the opinion that the time has come for immediate action.

It has occurred to me to suggest as the name of the assistant director Mr. Frank K. Sanders, Dean of the Divinity School at Yale University. Mr. Sanders is a man of very large executive ability, and has shown himself most capable in this direction as is evidenced by the fact that although so young a man he is Dean of the Divinity School. His knowledge of men, not only in the east and west and south but abroad, would be of very great service, and as a resident of Connecticut he would be a good representative of New England. Mr. Butler does not have in mind now anyone whom he could recommend as assistant director. He is not acquainted with Mr. Sanders. I may say that I have known him intimately for thirteen years. Whether or not Mr. Sanders would
The original committee as the most desirable

broadened somewhat the possibilities of Master's Compano and Company, would

lead to us to do a committee capable of representing the different

collections of the country and of accomplishing the necessary change.

To increase the committee would be to introduce many different and

we felt, however, the gentleman of our position to this matter and with

the expression of opinion and to say that we are in any case of

the Committee. I propose, therefore, that the Committee

be not continued with Mr. Sander's. I may say that I have known

Mr. Sander for a great number of years and respect and regard him as an able

committee as the most desirable

broadened somewhat the possibilities of Master's Compano and Company, would

lead to us to do a committee capable of representing the different

collections of the country and of accomplishing the necessary change.

To increase the committee would be to introduce many different and

we felt, however, the gentleman of our position to this matter and with

the expression of opinion and to say that we are in any case of

the Committee. I propose, therefore, that the Committee

be not continued with Mr. Sander's. I may say that I have known

Mr. Sander for a great number of years and respect and regard him as an able
consent to consider the matter I do not know.

Hoping that you are well, and begging to be remembered to my friend, President Francis, I remain

Yours very truly
Pres. Francis of St. Louis Exposition offers Dr. Harper position as Director of International Congresses, with salary of $8,000 per year. Dr. H.'s physician advises him not to take on any more work.
My Dear Sir:—

My absence from the city has prevented an earlier acknowledgement of your letter of the 13th instant. I cannot adequately express my regret that you are unable to accept the proposed relationship with our Exposition. I feel sure it would have been congenial to you and pleasant and profitable to us.

I bespeak a continuation of your earnest interest and friendly co-operation in our work, and would be gratified if, from time to time, you should favor us with advice and suggestions.

With personal regards and earnest solicitude for your health,

I am

Very sincerely yours,

[Signature]

President.

Mr. William R. Harper,
Chicago, Ill.
By the President of the United States of America.

A Proclamation:

Whereas notice has been given by the Louisiana Purchase Expedition Commission, in accordance with the provisions of Section 2 of the Act of Congress approved March 3, 1801, entitled "An Act To provide for celebrating the one hundredth anniversary of the purchase of the Louisiana territory by the United States by holding an international exhibition of arts, industries, manufactures and the products of the soil, mines, forest, and sea in the city of St. Louis in the State of Missouri," that provision has been made for grounds and buildings for the uses provided for in the said Act of Congress.

Now, therefore, I, William H. Seward, President of the United States, by virtue of the authority vested in me by said Act, do hereby declare and for
dispose of the said International Exhibition will be opened in the city of St. Louis,
the State of Missouri, not later than the first day of May, nineteen hundred
and three, and will be closed not later than the first day of December thereafter.

For the honor of the Government and of the people of the United States it
is hereby invited, all the nations of the earth to take part in the commemoration
of the Purchase of the Louisiana Territory, an event of great interest to the United
States and of abiding effect on their development, by appointing representatives
and sending such exhibits to the Louisiana Purchase Exposition as will
fully and fitly illustrate their resources, their industries, and their pro-
gress in civilization.

In testimony whereof, I have hereunto set my hand and caused the seal of the United States to be affixed.

Done at the City of Washington, this twentieth
day of August, one thousand nine hundred
and one, and of the Independence of
the United States, the one hundred
and twenty-sixth.

William H. Seward,

By the President,

_Feb. 19, 1872_

Secretary of State.
My dear Chief:—

Apropos of the Muensterberg affair I spoke to Dr. Henderson yesterday and he said at once "Gregory said very emphatically "Muensterberg is a donkey. He has no standing among German scholars. His articles on German education were pronounced an exhibition of his ignorance."

The more I study his scheme, the more certain I am that it is an effort of the scholastic imagination utterly untempered by practical judgment. In the whole scheme of the human sciences the problems are of such a sort that the men would refuse to work in the straight jacket of logical classification. Instead of having a display of the unity of science the result would be a show of the disunity of scientists. This is best illustrated in my own group. It so happens that I agree with Muensterberg completely as to the logical place of Sociology. I have been contending for that view of its correlation for fifteen years. It also happens however, that only here and there a sociologist in the world takes the same view. Practically nobody representing the sciences logically included within Sociology gives the view any toleration whatever. Think of asking Laughlin, Judson and Jameson, not to speak of philologists and others, to exhibit the problems of their sciences as sub-sections of Sociology! This is precisely what the scheme calls for. Unless I misinterpret the attitude of men all along the line there would be similar disagreements about the relations of their disciplines to each other. It shows a complete lack in practical judgment to imagine that the logical scheme of one specialist can be mechanically forced upon the whole world of specialists, each equally determined to work at his own problems from his own point of view. It is of course decidedly important that methodologists should work away at the unification of these points of view, and correlation of the results, but this notion of a sort of game of living chess with specialists as opinionated as we all are about our particular
departments as the pieces, is to my mind the vision of a closet philosopher. Regardless of my own relation to the affair, it seems to me it would be the most grateful service that could be rendered to the St. Louis people to eliminate Wuensterberg from the situation if the thing has not already gone too far.

Sincerely,

[Signature]

[Name]
President W. R. Harper.

My dear Chief:

I have just returned from the last meeting of our committee, in New York, and, as I may not see you before you go to St. Louis, I think it best to send you a few notes.

First, I found on meeting my colleagues that the interim since our meeting and conference with your Board had been marked by a decidedly edifying correspondence between Muensterberg and Chairman Butler. It seems that Newcomb had been informed of the correspondence, but my first knowledge of it was in our committee meeting when copies of the letters were produced. They gave me a very distinct feeling if "I told you so," but under all the circumstances I was very non-committal. The points seemed to me to reduce to thes: In the first place, according to M's. frank statement, President Eliot has encouraged him, and indeed they have encouraged each other, to believe that the whole matter of the Congress is at bottom a scheme to exploit Columbia and Chicago at the expense of Harvard. M. said that Eliot would positively decline an invitation to take the part assigned him. In this connection it seems to me that it would disarm a portion of that feeling if Kittredge and Ames should be replaced in the list as our committee originally proposed. The second factor, as was also frankly confessed by M., is this: it seems that more than a year ago Dewey took a position at the meeting of the psychologists radically opposing M's. scheme of classifying the sciences. M. consequently is unwilling that Dewey should have a chance
To the Secretary:

I have just returned from the lab to find a note of

your last communication. I am not aware of the

matter referred to in your note, and I do not know the

facts. I have, however, been in consultation with the

departments of the college and have learned that

there is no question of the case. I am informed that

the matter is in the hands of the officers of the

college and that the report will be made to the

faculty at the next meeting.

I shall have no further communication on the

subject, and I shall have no further communication

with you unless you desire me to do so.

Sincerely yours,

[Signature]
to represent his views in our programme. This he stated frankly to us. I said, with equal frankness, "This is my first knowledge that Dewey has ever taken such a position, and on the other hand, I had nothing to do with suggesting his name in the place of Hall. As my long discussions of the plan of classification show, at the beginning of our work, I agree with Dewey on the principle involved, but I have had my say and have been overruled, so that I am unwilling to vote on a proposition to ask the administrative board for a reconsideration of the names in psychology." In other words, as I pointed out long ago, the plan which we are now attempting in good faith to carry out with considerable modification was originally altogether too much of a scheme to exploit a personal thesis at the expense of all dissenting opinions. The unwisdom of giving such a thesis such prominence was the more marked because it is so far from representing a consensus among methodologists.

I should add that meanwhile the members of our committee have reached a personal understanding which enables us to work with cordiality and good feeling, although we disagree so sharply in our ways of looking at things.

Another point on which we ought to say a word is with reference to the difficulty of making complete foreign lists in most of the departments after Medicine in our schedule. We have written hundreds of letters and have received a fair percentage of replies, but they indicate more clearly than anything else the fact that our people in those lines are not very well acquainted with foreign col-
leagues. The rambling and fragmentary nature of the lists fairly reflects the state of mind of the men with whom we have corresponded. It will therefore be necessary for us to do a large amount of work in the way of instructing ourselves after we get to the other side. I had hoped to get a chance to talk with you about the Old Testament people, for in this department the answers which I have received illustrate as clearly as anything else the above remark. When people have named George Adam Smith and Budde they seem to stop, perplexed. You will notice that we have made a sharp distinction between Judaism and the Old Testament, and I suppose this is proper. Our names for the former section are, as nearly as my instructions go, the ablest representatives of the historical study of Judaism outside of Christian scholarship.

In the case of European publicists, under the heads of International Law, Diplomacy, by which we meant practical international relations, and National Administration, our idea was to select men not at present in official life, because members of European administrations would probably be out of the question, but rather men either in the opposition, like Roseberry, or retired from active politics. In the latter list we should have inserted, for example, Hanotaux, of France as a good specimen of the type. In this connection I ought to say that the preponderance of Germans in the list submitted ought not to be charged in any degree to Muensterberg. The fact is that the prominent scholars are so overwhelmingly German that we have done our best to canvass the other nations in order to make for them
To the Committee of the University of California:

I am gratified to report that the work of the department of Forestry is progressing steadily and satisfactorily. The financial situation of the department is such that we are able to carry on our operations without any embarrassment. The prospect for the coming year is equally promising, and we are confident that we shall be able to continue our work in an efficient and satisfactory manner.

Sincerely yours,

[Signature]
a respectable showing. I want especially to call your attention to the name of E. Muensterberg of Berlin, in the section on Treatment of the Poor. This is not a case of nepotism, although he is a brother of Muensterberg of our committee. He is at the head of the administration of charities in Berlin and is recognized among the charity experts all over the world as the first authority in that field. He was not mentioned by his brother, and the name represents the wishes of the well-informed workers in that department.

I should have said in connection with the Butler-Muensterberg correspondence that a third item which appears to have figured in the matter was some degree of annoyance because nothing had been said about the amount of honorarium fixed for the committee. I do not think that this item was a first rate factor in the matter, but I found that my colleagues had been discussing it.

The record of our work which Mr. Butler will carry with him to St. Louis involves enough labor, but we foresee that the difficulties ahead are really the heaviest part of the work. I hope, among other things, that you will indorse our suggestion that the foreign scholars invited be left at liberty to publish their papers elsewhere if they so desire. Such publication would in almost every instance reach a constituency which would not be touched by the official publications in book form. On the other hand, right so to use the papers would doubtless, in many cases, be a deciding factor in the minds of persons invited. That is, they would not like to run the risk of having an important paper kept from seeing
the light possibly a year after it had been presented. They would feel that they might be in danger of being anticipated by some other scholar before their peers.

I think this touches on all the points which are not brought out in the report submitted to the chairman of your Board.

Sincerely,

[Signature]
President W. N. Pritchett,
Massachusetts Institute of Technology,
Boston, Massachusetts.

My dear President Pritchett:

I am transmitting to you, with enclosure, a copy of a letter sent to President Butler, Chairman of the Board. This letter explains itself. It has seemed to me that we ought to be exceedingly careful before we present our plans to the public.

I remain

Yours very truly,
I am transmitting to you, with
enclosure, a copy of a letter sent to President
Mr. John W. F. Pitcairn
President of Massachusetts Institute of Technology.

My Dear President Pitcairn:

I have transmitted to you, with
enclosure, a copy of a letter sent to President
Mr. John W. F. Pitcairn. The letter expresses
the opinion of the Board.

I have reason to believe we ought to be ex-
ceptionally careful before we assume any blame to the

Yours very truly,

[Signature]
January 31st, 1903.

President Richard H. Jesse,
University of Missouri, Columbia.

My dear President Jesse:

I am transmitting to you, with enclosure, a copy of a letter sent to President Butler, Chairman of the Board. This letter explains itself. It has seemed to me that we ought to be exceedingly careful before we present our plans to the public.

I remain

Yours very truly,
Present Rector & Senate
University of Missouri, Columbia

My dear President Senate:

I am forwarding to you with
enclosure a copy of a letter sent to President Hunt-
the letter explains the
felt disappointment of the Board. It has seemed to me that we ought to be ex-
pecially careful before we present our plans to the

b pullice.

I remain

Yours very truly,
January 31st, 1903.

Professor Simon Newcomb,
Washington, D. C.

My dear Professor Newcomb:

I am transmitting to you, with enclosure, a copy of a letter sent to President Butler, Chairman of the Board. This letter explains itself. It has seemed to me that we ought to be exceedingly careful before we present our plans to the public.

I remain

Yours very truly,
December 3rd, 1905

Dear Professor Simon Newcomb,

May 7th, 1905

Professor Simon Newcomb,

Washington, D.C.

My dear Professor Newcomb:

I am pleased to send you with the enclosed:

As a copy of a letter sent to President Forrest, Chairman of the Board of the Institute Explorers, it has been suggested to me that we ought to be excused from certain portions of our plan to the public.

I remain

Yours very truly,
January 31st, 1903.

Professor Hugo Muensterberg,
Harvard University, Cambridge, Massachusetts.

My dear Professor Muensterberg:

I am transmitting to you, with enclosure, a copy of a letter sent to President Butler, Chairman of the Board. This letter explains itself. It has seemed to me that we ought to be exceedingly careful before we present our plans to the public.

I remain

Very truly yours,
January 31st, 1929

Professor Hugo Meurerer:

Herewith a xerox copy of a letter sent to President Hunter:

I am enclosing to you, with
endorsement, a copy of a letter sent to President Hunter
for Chairman of the Board. The letter explains
fully. It has seemed to me that we ought to be ex-
ceedingly careful before we present our plans to the
public.

I remain

Very truly yours,

[Signature]
January 31st, 1903.

Mr. H. L. Putnam,
Librarian of Congress, Washington.

My dear Mr. Putnam:

I am transmitting to you, with enclosure, a copy of a letter sent to President Butler, Chairman of the Board. This letter explains itself. It has seemed to me that we ought to be exceedingly careful before we present our plans to the public.

I remain

Very truly yours,
Dear Mr. F. B. Furse:

In reference to Congressman Weymouth,

I am transmitting to you with enclosures, a copy of a letter sent to President Butler, Chairman of the House. This letter explains the facts. It has seemed to me that we ought to be especially careful before we present our plans to the people.

I remain,

Very truly yours,

[Signature]
January 30th, 1903.

My dear President Butler:

Perhaps I am slower of perception than the other members of our Board, but I confess I did not fully appreciate what our plans involved, until I had Professor Kuntz's plan rearranged in the form of a program, with days, hours, and topics precisely as he suggests. I enclose the plan in this shape. It is an arrangement of his original draft, but the revision does not differ from it in principle, suggests, as he says, the first two days remain precisely the same. As soon as I had time to consider it in this form it appeared to me in an entirely new light. For the sake of testing my own impressions I submitted it to members of our Faculty representing each of the major divisions of science. Without any pointers as to my feelings, they invariably noted the difficulty which I had felt. That is, it seemed to me now that if the plan had been presented to us in this program form each of us would have seen it in more nearly its true character. It appears to me, as it has from the beginning, a thoroughly worthy piece of special work, but its emphasis does not seem to me to be placed where any of us want to put it. In a word, it is the outline of a scheme of epistemology, classification and methodology. It is the particular line of work in which Pro-
[Image text is not legible or identifiable]
Professor Muensterberg is at present specially interested professionally. It has a value of its own as a part of the technique of knowledge. It is his attempt to solve the inescapable problem upon which logicians have worked from Aristotle to Wundt, viz., to assign notes and bounds to activities which are every moment finding problems which take them across or outside the bounds. It would be perfectly proper to assign a section of the Congress to the methodologists, and to make Professor Muensterberg's scheme the subject of debate. There would be no lack of heat in such a congress, whether it generated any light or not. But the methodologists will be among the first to point out the impropriety of making the whole program of even the pure science division of the Congress revolve about their peculiar interests.

It seems to me fair to infer that on the general matter of the nature of a program the members of our Faculties whom I have consulted would at least in a rough way represent the probable attitude of their various types. Without exception they have said that such a program would have no interest for them. It is arranged from the point of view of the specialist in correlating preceding research, not from the point of view of those who are conducting research. It completely ignores or subordinates what is uppermost in the interest of the latter, namely the problems that they are working on, and requires focalizing of
Functional Insufficiency in the present country.

It may be noted that it has no part in the formation of its character. It is only necessary to observe the tendency of such, which, after what I have said, will be found to be natural and inherent in the same. It may be that the element of the present is a section of the government to which the method of its action is not the same as that of the government, and to make provision for the same by some or all of the people.

If money be necessary, money can be raised, and the people are capable of raising it. It is necessary to make the same section of the government to which the money is to be raised, and to make provision for the same by some or all of the people.

It is necessary to make the same section of the government to which the money is to be raised, and to make provision for the same by some or all of the people.
attention upon a logic or a metaphysic or a correlation of their subject which each group is inclined to regard as too remote from reality to deserve such attention. They regard it as falling within a division of labor which belongs to specialists who are thinking about their work from the outside, instead of being something properly within their own field. Each man has examined the program proposed for his own department, and has said in terms practically identical with the language used, without his knowledge, by the others, that he cannot imagine who, that counts for anything in his field, would take an interest in discussing the subjects proposed; and still less could he imagine anybody else in his group going to a congress to hear such topics discussed. Each man says something like this: "Everybody has somewhere in his library a certain number of books on general and particular methodology, but long before he reaches the eminence that would make him worth hearing, his methodology has passed out of the theorizing stage; and he has won his place by showing his faith in his works. He and the people interested in him are concerned, not about the remote logical relationships of his problem and his processes, but about the precise sort of work of which he can speak with authority. The methodeologist's interest in him may be of an entirely different order."

It seems to me that our board should proceed to make its
If means to me that we must not only depend on theory to guide us in our work, but also on practical observation and experience. This is because the world is not a textbook, and there are many situations that cannot be fully understood or predicted by theory alone. Experimental evidence and practical experience are essential to our understanding of many phenomena.
views of the program so specific that there would be no room for misunderstanding as to the relative amount of emphasis to be placed upon classification and upon that content of the sciences in turn which is at present most important in the judgment of the scientists themselves. For instance, to take an inorganic and an organic science for illustration, Professor Kuensterberg has given neither astro-physics nor ecology a place by name in his outline. I judge that if astronomers were called upon to decide what subjects it would be most profitable for astronomers to discuss they would assign a very large place to problems in astro-physics, and quite likely they would occupy a place in the program entirely out of proportion to that which any methodologist would assign them in his scheme. So in the other case, General botany would be a subject on which nothing but commonplace places could be presented. A botanist could doubtless formulate a number of capital problems presented by the recent developments in ecology, which the botanists would find it thoroughly worth their while to consider. The same thing would be true all along the line. Take my own group for instance, (vid. program enclosed, p. 3 and pp. 8 and 9). I do not see how any of the American Orientalists, to say nothing of the Europeans, could find it worth while to make a long journey for the sake of the generalities which could be presented according
to the plan for Tuesday and Thursday. They might be interested
in seeing some men, but his position on these subjects would be
pretty well known in advance, and there would be no expectation
of hearing from him anything of importance.

In general, I see no good reason why the scientific division
of a Congress should not be organized in accordance with
Professor Muensterberg's classification, if it is understood
that there is flexibility left for re-adjustment of the lines,
to meet the views of the various groups. It would, however, be
a fundamental defect in any Congress if the point of view of one
type of specialist should be allowed to determine the final form
or subject-matter which the discussions of other specialists
should take. It seems to me that our Board must go farther
than it has in adapting the general scheme to a less formal con-
ception than that of the mere methodologist. For instance,
it seems to me that the whole program proposed for Monday (vid.
p. 1) should be given its appropriate perspective and title as
Methodology, and Classification. If such men as Wundt of Leip-
sig, Flint of Edinburgh, Herbert Spencer, etc., were young and
active enough to come over, I should suppose they would form the
proper nucleus for a lively and profitable discussion of the
subjects proposed, but the inside workers in the several sciences
specified for treatment would have little interest in this part
In conclusion, I see no hope lesson with the sententious given.

To save both human and animal lives, a conference must be organized in accordance with the principle of non-violence. The conference, if it is to meet the aims of the conference, must be for the benefit of all. If not, however, to meet the aims of the conference in its present, in the hopes of a more or less amazing of other objectives.

I am afraid, it seems to me that our songs and the conference are even to the less for one. It would be fair to uproot the research genome to a farm that comes from the factory gate and to the same extent of the same extent as the conference. It seems to me that the conference must be proportionate in scale and be a source of inspiration and excitement. If only he can gain the utmost to the point of the very efficient use of money, I know what I mean or bank the whole method of the method of research, I flout the shuffling, apologist, and other hominy.

The broader non-veneer for a person may be a preference for the use of a higher comforter, but the people of the money to the greater section or the people, for a person may be an intense interest in the fact that
of the program. After the Methodologists had had their chance, the rest of the program should be arranged according to the requirements of the scholars directly concerned, just as naturally as the Methodologists' part should be shaped by their own interests. In other words, in order to get any vitality for the different parts of the Congress, we must provide that its various sub-divisions shall be devoted to what their members want, not to what the Methodologists want them to want.

I am sending a copy of this letter to the other members of the Board and also to the members of the Committee, Boas and Nisbett, Menninger and Small.

I seriously think that the whole matter deserves longer and more definite consideration.

Yours sincerely,
Jan. 30, 1901

My dear President Butler:

Perhaps I am slower of perception than the other members of our board, but I confess that I did not fully appreciate what our plans involved, until I had professor Muensterberg's plan rearranged in the form of a program, with days, hours, and topics precisely as he suggests. I enclose the plan in this shape. As soon as I had time to consider it in this form it appeared to me in an entirely new light. For the sake of testing my own impressions I submitted it to members of our Faculty representing each of the major divisions of science. Without any pointers as to my feelings they invariably replied very emphatically in the line of my revised judgment. That is, it seems to me now that if the plan had been presented to us in this program form each of us would have seen it in more nearly its true character. It appears to me now, as it has from the beginning, a thoroughly worthy piece of special work, but its emphasis does not seem to me to be placed where any of us want to put it. In a word, it is the outline of a scheme of epistemology, classification and methodology. It is the particular line of work in which professor Muensterberg is at present specially interested professionally, it has a value of its own, as a part of the technique of knowledge. It is his attempt to solve the insubstantial problem upon which logicians have worked from Aristotle to Wundt, viz. to assign metes and bounds to activities which are every moment finding problems which take them across or outside the bounds. It would be perfectly proper to assign a section of the Congress to the methodologists, and to make prof. Muensterberg's scheme the subject of debate. There would be no lack of heat in such a congress, whether it generated any light or not. But the methodologists will be among the first to point out the propriety of making the whole program of even the pure science division of the Congress revolve about their peculiar interests.

It seems to me fair to infer that on the general matter of the nature of a program the members of our faculties whom I have consulted would at
least in a rough way represent the probable attitude of their various types. Without exception they have said that such a program would have no interest for them. It is arranged from the point of view of the specialist in correlating research, not from the point of view of those who are conducting research. It completely ignores or subordinates what is uppermost in the interest of the latter, namely the problems that they are working on, and calls for focalizing of attention upon a logic or a metaphysic or a correlation of their subject which each group is inclined to regard as too remote from reality to deserve much attention. They regard it as falling within a division of labor which belongs to specialists who are thinking about their work from the outside, instead of being something properly within their own field. Each man has examined the program proposed for his own department, and has said in terms practically identical with the language used without his knowledge by the others, that he cannot imagine what counts for anything in his field, would take an interest in discussing the subjects proposed, and still less could he imagine any work else in his group going to a congress to hear such topics discussed. Each man says something like this: "Everybody has somewhere in his library a certain number of books on general and particular methodology, but long before he reaches the eminence that would make him worth hearing, his methodology has passed out of the theorizing stage, and he has won his place by showing his faith in his works. He and the people interested in him are concerned, not about the remote logical relationships of his problem and his processes, but about the precise sort of work of which he can speak with authority. The methodologist's interest in him may be of an entirely different order.

It seems to me that our Board should proceed to make its views of the program so specific that there would be no room for misunderstanding as to the relative amount of emphasis to be placed upon classification and upon that content of the sciences in turn which is at present most important in the judgment of the scientists themselves. For instance, to take an
inorganic and an organic science for illustrations. Professor Muensterberg has given neither astro-physics nor ecology a place by name in his outline. I judge that if astronomers were called upon to decide what subjects it would be most profitable for astronomers to discuss they would assign a very large place to problems in astro-physics, and quite likely they would occupy a place in the program entirely out of proportion to that which any methodologist would assign them in his scheme. So in the other case. General botany would be a subject on which nothing but common-places could be presented. A botanist could doubtless formulate a number of capital problems presented by the recent developments in ecology, which the botanists would find it thoroughly worth their while to consider. The same thing would be true all along the line. Take my own group for instance, (vid. program enclosed p. 3 and pp. 8 and 9). I do not see how any of the American Orientalists, to say nothing of the Europeans, could find it worth while to make a long journey, for the sake of the generalities which could be presented according to the plan for Tuesday and Thursday. They might be interested in seeing some man, but his position on these subjects would be pretty well known in advance, and there would be no expectation of hearing from him anything of importance.

In general, I see no good reason why the Scientific division of a Congress should not be organized in accordance with Prof. Muensterberg's classification, if it is understood that there is flexibility left for re-adjustment of the lines, to meet the views of the various groups. It would however, be a fundamental defect in any Congress if the point of view of one type of specialist should be allowed to determine the final form or subject matter which the discussions of other specialists should take. It seems to me that our Board must go farther than it has in adapting the general scheme to a less formal conception than that of the mere methodologist. For instance, it seems to me that the whole program proposed for Monday (vid. p. 1) should be given its appropriate perspective and title as Methodology, and Classification. If such men as Wundt of Leipzig, Flint of Edinburgh, Herbert Spencer etc. were young and active
enough to come over, I should suppose they would form the proper nucleus for a lively and profitable discussion of the subjects proposed, but the inside workers in the several sciences specified for treatment would have little interest in this part of the program. After the Methodologists had had their chance, the rest of the program should be arranged according to the requirements of the scholars directly concerned, just as naturally as the Methodologist's part should be shaped by their own interests. In other words, in order to get any vitality for the different parts of the Congress, we must provide that its various sub-divisions shall be devoted to what their members want, not to what the Methodologists want them to want.

If you think my point is important enough to deserve the attention of the Board I will send the other members copies of this letter and of the enclosed program. I shall of course do nothing further unless you agree with me that these matters deserve consideration.

I am sending a copy of this letter to the other members of the Board and also to the Committee on Research.

I believe that the matters deserve closer and more definite consideration.

Yours sincerely,
The meeting of the Scientific Committee of the International Congresses was called to order at 3:30 p.m. Thursday, April 9, 1903; adjourned at 4:30 to Hotel Manhattan and met there from 5 to 8 o'clock. The meeting continued on Friday in the Hotel Manhattan at 9 o'clock, continuing until 1 o'clock, and then adjourned to Headquarters being in session there from 3 to 5:30. Adjourned to meet at Manhattan Hotel from 7 to 9:30 o'clock.

There were present at this meeting:

Dr. Simon Newcomb, Chairman,
Professor Hugo Munsterberg,
Professor Albion W. Small.

The Committee proceeded first to the consideration of the division of the program. It was voted to change the classification of sciences in the following way:

A. Normative Sciences,
   1. Philosophy.

B. Historical Sciences,
   3. Politics.
   4. Law.
   5. Economics.
   6. Languages.
   7. Education.
   8. Literature and Art.

C. Physical Sciences,
   11. Chemistry.
   13. Sciences of the Earth.

D. Mental Sciences,
   15. Psychology.
### F. UTILITARIAN SCIENCES.
17. Medicine,
18. Technology,
19. Practical Economics.

### G. REGULATIVE SCIENCES.
20. Practical Politics,
21. Jurisprudence,
22. Social Regulation.

### G. CULTURAL SCIENCES.
23. Practical Education,
24. Practical Aesthetics,
25. Practical Religion.

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<tbody>
<tr>
<td>1.</td>
<td>a. Metaphysics,</td>
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<td></td>
<td>b. Logic,</td>
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<td></td>
<td>c. Ethics</td>
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<tr>
<td></td>
<td>d. Aesthetics,</td>
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<td></td>
<td>e. Philosophy of Religion,</td>
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<td></td>
<td>f. Philosophy of Law,</td>
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<td></td>
<td>g. Philosophy of State</td>
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<td>2.</td>
<td>a. Algebra and Analysis,</td>
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<td></td>
<td>b. Geometry,</td>
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<td></td>
<td>c. Applied Mathematics,</td>
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<td></td>
<td>d. Mathematical Economics,</td>
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<td>3.</td>
<td>a. History of Asia,</td>
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<td></td>
<td>b. History of Greece and Rome,</td>
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<td></td>
<td>c. Mediaeval History of Europe,</td>
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<tr>
<td></td>
<td>d. Modern History of Europe,</td>
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<td></td>
<td>e. History of America,</td>
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<td>4.</td>
<td>a. History of Roman Law,</td>
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<td></td>
<td>b. History of Common Law,</td>
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<td></td>
<td>c. Comparative Law,</td>
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<td>5.</td>
<td>a. History of Economic Institutions,</td>
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<td></td>
<td>b. History of Economic Theory,</td>
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<td>6.</td>
<td>a. Indo-Iranian Languages,</td>
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<td>b. Semitic Languages,</td>
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<td></td>
<td>c. Greek,</td>
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<td>d. Latin,</td>
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<td></td>
<td>e. English,</td>
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<td></td>
<td>f. Germanic Languages,</td>
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<td>g. Romance Languages,</td>
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<td>7.</td>
<td>a. History of Education,</td>
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<td>b. Educational Theory,</td>
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<tr>
<td>8.</td>
<td>a. Classical Art,</td>
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<td></td>
<td>b. History of Modern Architecture,</td>
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<td></td>
<td>c. History of Modern Painting and Sculpture,</td>
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<tr>
<td></td>
<td>d. Oriental Literature,</td>
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<td></td>
<td>e. Classical Literature,</td>
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8. a. English Literature.
   b. Germanic Literature.
   c. Romance Literature.
9. a. Buddhism and Brahmanism.
    b. Judaism.
    c. Old Testament.
    e. History of the Christian Church.
    b. Physics of Forces.
    c. Electricity and Corpuscular Physics.
11. a. Inorganic Chemistry.
    b. Organic Chemistry.
    c. Physical Chemistry.
    d. Physiological Chemistry.
12. a. Astronomy.
    b. Astrophysics.
13. a. Geology.
    b. Petrology and Mineralogy.
    c. Physiography.
    d. Geography.
    e. Meteorology.
    f. Geodesy.
    b. Plant Physiology.
    c. Ecology.
    d. Bacteriology.
    e. Animal Morphology.
    f. Embryology.
    g. Comparative Anatomy.
    h. Human Anatomy.
    i. Physiology.
    j. Neurology.
    k. Pathology.
    l. Anthropology.
15. a. General Psychology.
    b. Experimental Psychology.
    c. Comparative Psychology.
    d. Abnormal Psychology.
    b. Social Structure.
    c. Social Psychology.
    d. Social Technology.
17. a. Hygiene.
    b. Contagious Diseases.
    c. Internal Medicine.
    d. Psychology.
    e. Surgery.
    f. Gynecology.
    g. Optometry.
    h. Therapeutics.
18. a. Mechanical Technology.
    b. Electrical Technology.
    c. Optical Technology.
    d. Chemical Technology.
    e. Metallurgy.
    f.Surveying.
    g. Agriculture.
    h. Veterinary Medicine.
   b. Transportation.
   c. Commerce and Exchange.
   d. Money and Banking.
   e. Credit and Credit System.
   f. Insurance.
   g. Industrial Organization.

20. a. Diplomacy.
    b. National Administration.
    c. Municipal Administration.
    d. Colonial Administration.
    e. Public Organization.

    b. Constitutional Law.
    c. Criminal Law.
    d. Private Law.

22. a. Family.
    b. Rural Community.
    c. Urban Community.
    d. Industrial Group.
    e. Dependent Group.
    f. Criminal Group.

23. a. School.
    b. University.
    c. Library.

    b. Painting and Sculpture.
    c. Music.

25. a. Religious Education.
    b. Training for Religious Service.
    c. Missions.
    d. Influence of religion on civilization.

It was agreed that addresses in the seven divisions ought to
deal with the "Unity" of the Division, and that addresses in the
twenty-five Departments ought to be, one on the progress of the
Department, and one on the "Fundamental Conceptions and Methods";
The sectional speeches, one "the Relations" of the Department to
the other departments, and one on "the Problems of to-day."

LIST OF SPEAKERS FOR THE DIVISIONS AND DEPARTMENTS:

DIVISIONS:

A. Royce, Harvard.
   Lea, Yale.
   Ormond, Princeton.

B. Wilson, Princeton.
   Robinson, Columbia.
   Rhodes, of Boston.

C. Rense, Johns Hopkins.
   Agassiz, Harvard.
   Gibbs, Yale.
<table>
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<tr>
<th>DIVISIONS, cont'd.</th>
<th>Departments</th>
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<p>| 1. Ladd, James, Morrison, Ormond, | Yale, Harvard, Univ. of California, Princeton, |
| 2. Moore, Booker, Fine, | Chicago, Harvard, Princeton, |
| 3. Bourne, Hunskin, Robinson, | Yale, Harvard, Columbia, |
| 4. Baldwin, Ames, Beale, | Yale, Harvard, |
| 5. Ely, Clark, Fisher, Farhan, | Univ. of Wisconsin, Columbia, Yale, Yale, |
| 6. Gildersleeve, Stoddard, Bloomfield, Cook, | Johns Hopkins, Harvard, Johns Hopkins, Yale, |
| 7. Harris, Ledyard, Brown, Lesarmo, | of Washington, Oregon, Univ. of California, Cornell, |</p>
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<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>University</th>
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<tr>
<td>11</td>
<td>Richards, Moreley, Crafts</td>
<td>Harvard of Cleveland, Mass. Inst. of Technology</td>
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<tr>
<td>12</td>
<td>Campbell, Lamont, Pickering, Hauge</td>
<td>Univ. of Calif. of Washington, Harvard, Chicago</td>
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<td>13</td>
<td>Shafter, Chamberlain, Van Nise, Davis</td>
<td>Harvard, Chicago, Univ. of Wisconsin, Harvard</td>
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<td>14</td>
<td>Amsden, Welsh, Wilson, Osborne, (Short)</td>
<td>Harvard, Johns Hopkins, Columbia, Columbia, Harvard</td>
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<td>Ogburn, Guttell, Pitchener, Jastram</td>
<td>Princeton, Columbia, Cornell, Univ. of Wisconsin</td>
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<td>16</td>
<td>Ward, Giddings, Vincent, Gooley</td>
<td>of Washington, of Columbia Univ., Chicago, of Ann Arbor</td>
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<td>20</td>
<td>Cleveland, Glens, Brown, Womble, Hammond, Wines, Thomas, Shaw, Lindsay</td>
<td>Princeton, of Boston, Univ. of Calif., Columbia, of Boston</td>
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<td>21</td>
<td>Chief Jan. Slater, W. W. Rowe, Weeley</td>
<td>of Washington, of New Orleans, Yale</td>
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<td>22</td>
<td>Henderson, Folks, Wines</td>
<td>Chicago, of New York, of New Jersey</td>
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<td>23</td>
<td>Le Barre, Draper, Hanus</td>
<td>Cornell, Univ. of Ill., Harvard</td>
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<td>24</td>
<td>Russell Sturgis, Weir, Robinson</td>
<td>of New York, Yale, of Boston</td>
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<tr>
<td>25</td>
<td>Peabody, Taylor, Archbishop Ireland, Bishop Vincent</td>
<td>Harvard, Chicago, of Chicago, of Chicago</td>
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</tbody>
</table>
The Committee voted to recommend as the honorarium for the speakers in the divisions and departments on Monday afternoon and Tuesday, the sum of $250.00 in addition to the $60.00 for expenses.

It was voted to recommend to the Administrative Board the erection of a suitable building, the cost of which the Committee desires should not exceed $10,090.

The Committee agreed upon plans for the selection and invitation of foreign speakers.

There being no further business before the Committee, the same was adjourned.
HATTIESBURG HEADQUARTERS
Louisiana Purchase Exposition Company
April 9 1903.

The meeting of the Scientific Committee of the International Congresses was called to order at 8:30 p. m. Thursday, April 9, 1903; adjourned at 4:30 to Hotel Manhattan and met there from 5 to 6 o'clock. The meeting was continued on Friday in the Hotel Manhattan at 9 o'clock, continuing until 1 o'clock, and then adjourned to Headquarters, being in session there from 3 to 5:30. Adjourned to meet at Manhattan Hotel from 7 to 8:30 o'clock.

There were present at this meeting:

Dr. Simon Newcomb, Chairman,
Professor Hugo Munsterberg,
Professor Albion W. Small.

The Committee proceeded first to the consideration of the division of the program. It was voted to change the classification of sciences in the following way:

A. NORMATIVE SCIENCES.
1. Philosophy.

B. HISTORICAL SCIENCES.
3. Politics.
4. Law.
5. Economics.
7. Education.
8. Literature.
10. Religion.
C. **PHYSICAL SCIENCES.**
   11. Physics,
   12. Chemistry,
   13. Astronomy,
   14. Sciences of the Earth,
   15. Biology.

D. **MENTAL SCIENCES.**
   16. Psychology,
   17. Sociology.

E. **UTILITARIAN SCIENCES.**
   18. Medicine,
   19. Technology,
   20. Practical Economics.

F. **ERGOLATIVE SCIENCES.**
   21. Practical Politics,
   22. Jurisprudence,
   23. Social Regulation.

G. **CULTURAL SCIENCES.**
   24. Practical Education,
   25. Practical Aesthetics,

-------------------

1. a. Metaphysics,
   b. Logic,
   c. Ethics,
   d. Aesthetics,
   e. Philosophy of Religion,
   f. Philosophy of Law,
   g. Philosophy of the State.

2. a. Algebra and Analysis,
   b. Geometry,
   c. Applied Mathematics.

3. a. History of Asia,
   b. History of Greece and Rome,
   c. Medasvial History of Europe,
   d. Modern History of Europe,
   e. History of America.

4. a. History of Roman Law,
   b. History of Common Law,
   c. Comparative Law.
6. a. History of Economic Institutions,  
b. History of Economic Theory.

6. c. Indo-Iranian Languages,  
b. Semitic Languages,  
c. Greek,  
d. Latin,  
e. English,  
f. Germanic Languages,  
g. Romance Languages.

7. a. History of Education,  
b. Educational Theory.

8. a. Oriental Literature,  
b. Classical Literature,  
c. English Literature,  
d. Germanic Literature,  
e. Romance Literature,  
f. Slavic Literature.

9. a. Classical Art,  
b. History of Modern Architecture,  
c. History of Modern Painting and Sculpture.

10. a. Siddhā and Brahmanism,  
b. Judaism,  
c. Islam,  
d. Old Testament,  
e. New Testament,  
f. History of the Christian Church,  
g. Systematic Theology.

11. a. Physics of Matter,  
b. Physics of Ether,  
c. Electricity and Corpuscular Physics.

12. a. Inorganic Chemistry,  
b. Organic Chemistry,  
c. Physical Chemistry,  
d. Physiological Chemistry.

13. a. Astronomy,  
b. Astrophysics.

14. a. Geology,  
b. Petrology and Mineralogy,  
c. Physiography,  
d. Geography,  
e. Meteorology,  
f. Geodesy.
18. a. Plant Morphology,
b. Plant Physiology,
c. Ecology,
d. Bacteriology,
e. Animal Morphology,
f. Embryology,
g. Comparative Anatomy,
h. Human Anatomy,
i. Physiology,
j. Neurology,
k. Pathology,
l. Physical Anthropology.

19. a. General Psychology,
b. Experimental Psychology,
c. Comparative and General Psychology,
d. Abnormal Psychology.

20. a. Ethnology,
b. Social Structure,
c. Social Psychology,
d. Social Technology.

21. a. Hygiene,
b. Contagious Diseases,
c. Internal Medicine,
d. Psychiatry,
e. Surgery,
f. Gynecology,
g. Ophthalmology,
h. Therapeutics.

19. a. Mechanical Technology,
b. Mechanical Technology,
c. Optical Technology,
d. Chemical Technology,
e. Metallurgy,
f. Surveying,
g. Agriculture,
h. Veterinary Medicine.

20. a. Manufactures,
b. Transportation,
c. Commerce and Exchange,
d. Money and Banking,
e. Credit and Credit System,
f. Insurance,
g. Industrial Organization.
21. a. Diplomacy,
b. National Administration,
c. Municipal Administration,
d. Colonial Administration,
e. Party Organization.

22. a. International Law,
b. Constitutional Law,
c. Criminal Law,
d. Private Law.

23. a. Family,
b. Rural Community,
c. Urban Community,
d. Industrial Group,
e. Dependent Group,
f. Criminal Group.

24. a. School,
b. University,
c. Library.

25. a. Architecture,
b. Painting and Sculpture,
c. Music.

26. a. Religious Education,
b. Training for Religious Service,
c. Missions,
d. Influence of Religion on Civilization.

It was agreed that addresses in the seven divisions ought to deal with the "Unity" of the Division, and that addresses in the twenty-five Departments ought to be, one on the progress of the Department and one on the "Fundamental Conceptions and Methods." The sectional speeches, one on the relations of the department to the other departments, and one on the problems of to-day.
LIST OF SPEAKERS FOR DIVISIONS AND DEPARTMENTS.

Divisions:

A. Boyce, Harvard.
   Ladd, Yale.
   Ormond, Princeton.

B. Wilson, Princeton.
   Robinson, Columbia.
   Rhodes, of Boston.

C. Ramsen, Johns Hopkins.
   Agassiz, Harvard.
   Gibbs, Yale.

D. Hall, Clark.
   Dressy, Chicago.
   Baldwin, Princeton.

E. Hadley, Yale.
   Jordan, Leland Stanford.

F. Holme, of Washington.
   Baldwin, Main.
   Burgess, Columbia.

   Harris, of Washington.
   Spaniding, of Peoria.

Departments:

1. Ladd, Yale.
   James, Harvard.
   Howison, University of California.
   Ormond, Princeton.

   Becher, Harvard.
   Fine, Princeton.

   Hawkins, Harvard.
   Robinson, Columbia.

4. Baldwin, Yale.
   Anco, Harvard.
   Driscoll, Harvard.
THE MENTAL AGE SCALE

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Score</th>
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Note: The scale above is for identifying mental age levels in children. Each item corresponds to a specific mental skill or ability, and the score indicates the level of development. For detailed instructions, please refer to the comprehensive manual provided with this scale.


8 &


| Cattell, | Columbia. |
| Titchener, | Cornell. |
| Jastrow, | University of Wisconsin. |

| 17. Ward, | of Washington. |
| Giddings, | Columbia. |
| Vincent, | Chicago. |
| Coolsey, | of Ann Arbor. |

| 18. Galen, | Johns Hopkins. |
| Mitchell, | of Philadelphia. |
| Parker, | Chicago. |
| Smith, | Harvard. |

| Thurston, | Cornell. |
| Martin, | Roland Stanford. |
| Wiley, | of Washington. |

| 20. Adams, | of Ann Arbor. |
| Jenks, | Cornell. |
| Shaw, | of New York. |
| McKinzy, | of Philadelphia. |

| Clay, | of Boston. |
| Ross, | University of California. |
| Burgess, | Columbia. |
| Hallin, | of Boston. |

| 22. Chief Justice Fuller, | of Washington. |
| W. W. How, | of New Orleans. |
| Woolsey, | Yale. |

| Rolfe, | of New York. |
| Wines, | of New Jersey. |

| Draper, | University of Illinois. |
| Hume, | Harvard. |

| Woff, | Yale. |
| Robinson, | of Boston. |

| Taylor, | Chicago. |
| Archbishop Ireland, | of St. Paul. |
| Bishop Vincent, | of Chicago. |
The Committee voted to recommend as the honorarium for the speakers in the divisions and departments on Monday afternoon and Tuesday, the sum of $350.00 in addition to the $50.00 for expenses.

The Committee agreed upon plans for the selection and invitation of foreign speakers.

There being no further business before the Committee, the same was adjourned.
The Committee agree to recommend to the
immediate action of the Governor to the Governor, for the necessity of
imposing an additional tax of $500,000, for the
meeting of the $800,000, for the
committee shall meet immediately for the purpose
and transmission of further information.

This page is not legible.
LIST OF FOREIGN SPEAKERS.

Department 1.


   Berlin, Cambridge, Copenhagen, Vienna.

d. Lipps, Basson, Bossaquoit, Gross, Volkelt, Munich.
   Berlin, St. Andrews, Grassin, Leipsic.

e. Macken, Pfudler, Ritschl, Jena.
   Berlin, Bonn.

   Leipsic, Bonn.

Department 2.

   Paris, Stockholm, Strassburg.

   Paris, Gräfswald.

   London, Vienna.
Department 3.

   E. Schrader, Berlin (Asyiology)
   E. Cordier, Paris (China)
   Sir Lee-Warner, London (India)
   E. E. Chamberlin, Tokyo (Japan)

b. Busolt, Gottingen.
   E. Meyer, Halle.
   Ettore Pais, Naples.
   Wachsmitt, Leipzig.
   J. B. Bury, Dublin.
   J. F. Mahaffy, Dublin.

   Gabriel Monod, Paris.
   Lemprecht, Leipzig.
   E. L. Poole, Oxford.

   Delbruck, Berlin.
   Ramondu, Paris.
   Sordi, Paris.
   Aulard, Paris.

Department 4.

   Hemelin, Paris.
   Wach, Leipzig.
   Ranklin, Freiburg.

   Sir F. W. Maitland, Cambridge.
   Brunner, Berlin.

c. Kohler, Berlin.
   T. E. Holland, Oxford.
   Sir Courtney Ilbret, Ck. House of Commons.

Department 5.

   Boehm-Bawerk, Vienna.
   Brentano, Munich.
   Eudor, Leipzig.
   Cunningham, Cambridge.

b. von Phillipovich, Vienna.
   Leroy Beaulieu, Paris.
   Gidi, Montpellier.
Department 6.

a. Pischl, Halle.
   Karl Goldner, Berlin.

b. F. Delitzsch, Berlin (Assyrian).
   Noldike, Strasbourg (Arabic).
   Wallhousen, Gottingen (Hebrew).
   Stade, Gressin (Hebrew).

c. Dias, Berlin.
   Hins, Halle.
   Frascuoli, Turin.
   Burnet, St. Andrews.
   Sandays, Cambridge.

d. Wolfflin, Munich.
   Lee, Gottingen.
   Havet, Paris.
   Sonnenschein, Birmingham.
   Purser, Dublin.

e. Hepfer, Oxford.
   Jespersen, Copenhagen.
   Skeat, Cambridge.
   Sweet, Oxford.

f. Sievers, Leipsic.
   Kluge, Friburg.
   Paul, Munich.
   Branne, Heidelberg.

g. Haumann, Heidelberg.
   Meyer, Berlin.
   Tobler, Grass.

Department 7.

a. & b.
   Paulsen, Berlin.
   Ziegler, Strasbourg.
   Laurie, Edinburgh.
   Rashdall, Oxford.
   Rein, Jena.
   Fouilles, Paris.

Department 8.

   Schroeder, Vienna.
   Janart, Paris (India).
   de Coejas, Leyden.
   Brown, Cambridge (Arabic).
Williamson, Berlin.
Croiset, Paris.
S. N. Butcher, Edinburgh.
Crusius, Heidelberg.

C. Dowden, Dublin.
Hales, London.
Stafford Brookes, London.
Addis Wright, Cambridge.

D. Erich Schmidt, Berlin.
Muncker, Munich.
Minor, Vienna.
Koester, Leipzig.

E. Rio, Florence.
Hajun, Turin.
Toldo, Oxford.
E. Moore, Halle.
Suchier,

f. No names ready.

Department 9.

a. Studniczka, Leipsic.
André, Paris.

Beausilvand, Paris.
Thode, Heidelberg.
Boni, Venice.

Emather, Breslau.
Muntz, Paris.
Sztutwangel, Munich.

Department 10.

a. Oldenburg, Kiel.
Geldner, Berlin.
Barth, Paris.
Raya-Davide, London.
Carpenter, Oxford.

b. Budda, Marburg.
G. A. Smith, Glasgow.
C. C. Montafiore, London.
Sayce, Oxford.

c, d, and e. Names not ready.

C. Pfeiderer, Berlin.
P. Sabatier, Paris.
Fawcett, Oxford.

Department 11.

    Bunsen, Paris.
    Appell, Paris.

    Bottonley, London.
    Demar, London.

    Montg, Munich.
    Becquerel, Paris.

Department 12.

    D. Wenzeloff, St. Petersburg.
    Sir Wm. Ramsay, London.
    Julius Thompson, Copenhagen.
    F. T. Clove, Upsala.
    Clemence Winkler, Freiberg.

    A von Beyer, Munich.
    E. Wittig, Strassburg.
    O. Wallack, Gottingen.
    A. Ladenburg, Breslau.
    E. Liebemann, Berlin.

c. J. K. van't Hoff, Berlin.
    W. Ostwald, Leipzig.
    W. Norst, Gottingen.
    M. Berteleot, Paris.

d. Franz Hofmeister, Strassburg.
    Ernst Talkowik, Berlin.
    Kossel, Heidelberg.
    J. P. Pawlow, St. Petersburg.

Department 13.

    Forster, Berlin.
    Backlund, Falkowa.
    Turner, Oxford.

b. Vogel, Potsdam.
    Belopolsky, Falkowa.
    Jaasnaa, Paris.

Department 14.
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<tr>
<th>Department 16.</th>
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<td>a. Balfour,</td>
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<td>Leipzig,</td>
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<td>Tübingen,</td>
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</table>
   Deniker, Paris.
   Martin, Zurich.
   Klaatsch, Heidelberg.

Department 16.

   Sally, London.
   Lipps, Munich.
   Ribot, Paris.

   Ebbinghaus, Braunschweig.
   Mueller, Gottingen.
   Binsf, Paris.

c. Lloyd Morgan, England.
   Stout, Oxford.
   Jodl, Vienna.
   Ziehen, Utrecht.
   Groos, Groningen.

   Krepselin, Heidelberg.
   Ziehen, Utrecht.
   Moriseli, Genoa.

Department 17.

   Tyler, Oxford.
   Topinard, Paris.
   Matsal, Leipzig.

b. Hatscharofer, Vienna.
   Tessec, Kiel.
   Turckheim, Bordeaux.
   Mandello, Genoa.

c. Simmel, Berlin.
   Tarde, Paris.
   Le Boe, Paris.
   Scullier, Bordeaux.
Columbia University,
New York, April 14, 1903

My dear Sir:

I beg to hand you herewith the tentative list of speakers for the first two days of the International Congress of Arts and Science, as arrived at at a meeting of the Administrative Board held in New York on Saturday, April 11, 1903. It is understood that this list will be taken up for revision and completion at the meeting of the Administrative Board to be held at the St. Louis Club, St. Louis, Mo., on Wednesday, April 29, at 3 P.M.

You will observe that the numbers of the departments in the enclosed draft differ from those in the printed scheme for the Congresses after No. 8, owing to the fact that it was decided to separate literature and art into separate departments.

Very truly yours,

[Natured signature]

President William R. Harper,
Chicago, Ill.

P.S. I enclose also the list of suggestions as to foreign speakers prepared by our Scientific Committee. This is the list from which selections are to be made of speakers for the later days of the Congress.
Mr. President.

I am pleased to present you herewith the tentative list of
speakers for the first two days of the Information Congress of
West and Southwest as printed at the meeting of the Administrative
Board held in New York on Saturday, April 24, 1928. It is
expected that these names will be inserted in the program of
the Administrative Board for the period of the
preliminary meeting of the Administrative Board to be held at the
intersection of South Main and Central Avenues, New York. It is
expected that the names of the speakers in the preliminary
session of the Congress shall appear from time to time in the
program of the Administrative Board.

Very truly yours,

[Signature]

President William R. HANDER
Chairman
International Congress of Arts and Science

Provisional List of Speakers agreed on by Administrative Board, Apr. 11, 1903

### Divisions

A - Professor Josiah Royce of Harvard University
B - President Woodrow Wilson of Princeton University
C - Professor Robert S. Woodward of Columbia University
D - Professor John Dewey of Chicago University
E - President David Starr Jordan of Stanford University
F - Justice Oliver Wendell Holmes of the Supreme Court of the U.S.
G - President Charles W. Eliot of Harvard University

<table>
<thead>
<tr>
<th>Historical Paper</th>
<th>Departments</th>
<th>Analytical Paper</th>
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<tbody>
<tr>
<td>1. Prof. George T. Ladd, Yale University</td>
<td>Philosophy</td>
<td>Prof. William James, Harvard University</td>
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<tr>
<td>2. Prof. E. H. Moore, Chicago University</td>
<td>Mathematics</td>
<td>Prof. Maxime Bocher, Harvard University</td>
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<td>3.</td>
<td>Politics</td>
<td>Prof. John W. Burgess, Columbia University</td>
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<tr>
<td>4. Justice Edward D. White, Supreme Court of U.S.</td>
<td>Law</td>
<td>Joseph H. Choate, American Ambassador to Great Brita in</td>
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<tr>
<td>6. Prof. B. L. Gildersleeve, Johns Hopkins Univ.</td>
<td>Language</td>
<td>Prof. Thomas R. Lounsbury, Yale University</td>
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<td>7. Prof. Elmer E. Brown, Univ. of California</td>
<td>Education</td>
<td>Dr. W. T. Harris, U.S. Commissioner of Education</td>
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<tr>
<td>8(a). Pres. Benjamin I. Wheeler, Literature, Univ. of California (Ancient)</td>
<td>Literature, (Modern)</td>
<td>(a) Prof. Paul Shorey, Chicago University</td>
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<tr>
<td>(b). William Dean Howells, New York</td>
<td></td>
<td>(b) Prof. James A. Harrison, Univ. of Virginia</td>
</tr>
</tbody>
</table>
Institutional Congress of Arts and Science

President List of Speakers to Meet on Administrative, Second, Apr. 11, 1903

**Introduction**

A. President Joseph H. Kyrish of Harvard University

B. President Woodrow Wilson of Princeton University

C. Professor Horace E. S. Woodrow of Columbia University

D. Professor John Dewey of Columbia University

E. President David T. Board of Education of Harvard University

F. Justice Oliver Wendell Holmes of the Supreme Court of the U.S.

G. President Charles W. Eliot of Harvard University

<table>
<thead>
<tr>
<th><strong>Affiliation</strong></th>
<th><strong>Department</strong></th>
<th><strong>Institution</strong></th>
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<tbody>
<tr>
<td>John W. Burgess, Harvard University</td>
<td>Philosophy</td>
<td>Yale University</td>
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<tr>
<td>William James, Harvard University</td>
<td>Mathematics</td>
<td>Chicago University</td>
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<tr>
<td>George T. Leach, Harvard University</td>
<td>Economics</td>
<td>New York University</td>
</tr>
<tr>
<td>Alfred E. Woodrow, Harvard University</td>
<td>Law</td>
<td>Supreme Court of U.S.</td>
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<td>W. D. R. Professor</td>
<td>International Relations</td>
<td>New York University</td>
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<td>Professor</td>
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<td>Professor</td>
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<td>Business Administration</td>
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<td>Professor</td>
<td>Fine Arts</td>
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<td>Professor</td>
<td>Engineering</td>
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<tr>
<td>Professor</td>
<td>Agriculture</td>
<td>New York University</td>
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</tbody>
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**Historical Paper**

9(a). Prof. Rufus B. Richardson, Am. School of Classical Studies, Athens

(b). Prof. John C. Van Dyke, Rutgers College

10. Prof. George F. Moore, Harvard University

11. Prof. Ernest Rutherford, McGill University

12. Pres. Ira Remsen, Johns Hopkins University

13. Prof. William W. Campbell, Univ. of California


15. Prof. William H. Welch, Johns Hopkins Univ.

16. Prof. George F. Fullerton, Univ. of Pennsylvania

17. Lester F. Ward, Smithsonian Institution


19. Prof. Robert H. Thurston, Cornell University

20. Dr. Albert Shaw, New York

21.

22. Richard Olney, Boston

23. Prof. Felix Adler, Columbia University

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**Departments**

Art (Ancient)  Prof. Charles Eliot Norton, Harvard University

Art (Modern)  John LaFarge, New York

Religion

Physics  Prof. A.A. Michelson, Chicago University

Chemistry  Prof. John W. Mallet, University of Virginia

Astronomy  Prof. T.C. Chamberlin, Chicago University

Sciences of the Earth  Prof. Edmund B. Wilson, Columbia University

Biology  Prof. Franklin H. Giddings, Columbia University

Psychology  Dr. William Osler, Johns Hopkins University

Sociology  Prof. Henry C. Adams, University of Michigan

Medicine  Elihu Root, Secretary of War

Technology  James C. Carter, New York

Practical Economics  Frederick H. Wines, N.J.

Practical Politics

Jurisprudence

Social Regulation
Art (Ancient) Education

Art (Modern) Religion

Physics Chemistry

Physics Chemistry Astronomy

Physics Chemistry Geology

Physics Chemistry Geology

Physics Chemistry Psychology

Physics Chemistry Psychology

Medicine Sociology

Medicine Sociology

Psychology Sociology

Psychology Sociology

Psychology Sociology

Psychology Sociology

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<th>Historical Paper</th>
<th>Departments</th>
<th>Analytical Paper</th>
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<td>25.</td>
<td>Practical Aesthetics</td>
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</table>
Oct. 2, 1903

President William R. Harper,
University of Chicago,
Chicago, Ill.

Dear President Harper:

Although I have not yet heard from you that you will be able to dine with me at Sherry's on the evening of the 12th, to meet the Mosely Educational Commission, yet I sincerely hope that you are going to be able to be here. I know that you have important engagements in New York every few weeks, and I trust that both you and Small will come on in time for the dinner. I am counting upon you both.

A very important meeting of our Administrative Board has been called for the 13th and 14th, and it is highly advisable from every point of view that we hear the report of Newcomb, Munsterberg, and Small as to their European visit, and agree, so far as possible, upon the list of American names invited, thus giving ample time for the work of propaganda in this country. I hope to have a wire from you on receipt of this advising me that both you and Small will be here for the evening of the 12th.

Cordially yours,
Deer President Harper:

Although I have not yet heard from you since
you will be able to give me an account on the evening of
the 15th, to meet the Women's Reconstruction Commission, yet I
sincerely hope that you are going to be able to be here.

I know that you have important engagements in New York every
few weeks, and I trust that both you and Senator Will come on
in time for the dinner. I am counting upon your part.

A very important meeting of our administrative
board has been called for the 15th and 16th, and if it is possible
to arrange from every point of view that we hear the report of
Women's Cooperation and Small and Other Non-profit Organiza-
tions, to see what is possible and the effect of American na-
tive industries, and to see as possible with the labor of the states
in the country. I hope to have a wire from you on receipt of
this letter regarding your part, and Senator Will's, if possible.

Yours respectfully,

[Signature]
January 30th, 1904

Mr. C. H. Wacker,
403-415, 130 Jackson Boulevard, Chicago

My dear Mr. Wacker:

It was very good of you to help us in the matter of the exhibit at the Louisiana Purchase Exposition. I cannot tell you how greatly I appreciate your kindness and help in this matter. I shall take pains to keep you posted as to the exhibit, and feel quite sure that you will be pleased to see this particular exhibit when you go to St. Louis. On behalf of the trustees I thank you very cordially.

Yours very truly,

W. B. Harper
The Queen's Speech

If I were very busy or had to push my in the

respects of the British Government, I will

certainly tell you how greatly I appreciate your kindness and help in

the matter. I am very pleased to hear that you are going to the

exhibition and look forward to seeing you. This letter is to

particularise the matter when you go to the Queen's

exhibition. I trust you have a good time.

Yours very truly,

W. B. Hackett
Dr. W. F. Harper, President,

University of Chicago,

CHICAGO.

My Dear Sir:-

In response to your favor of Jan. 13th, I am pleased to hand you herewith my check for $100.

Truly yours,

[Signature]
January 14th, 1904.

Dr. William R. Harper,

c/o University of Chicago,

CITY.

Referring to your letter of January 13th: It will give me great pleasure to contribute $100.00 for the purpose you mention. Will be glad to pay the money whenever you call for it.

Yours truly,

John R. Walsh
January 30th, 1904

Dr. William H. Fewer,
Dy. Comptroller of Education,
S. I. T.

Referring to your letter of January 28th, I will give you
great pleasure to contribute $100.00 for the building you mentioned. Let
me know to pay the money whenever you call for it.

Yours truly,

[Signature]
My dear Dr. Harper:—

I return letter of John B. Walsh, having made a note of his promise of $100.

Yours truly,

Trevor Arnett
CHICAGO
February 16, 1898

To dear Mr. Higgins:

I received letter of 10th. 6" Water Pipe

Your truly,

[Signature]
July 22nd, 1904.

Mr. Thomas R. Walsh,
152 Monroe St., Chicago.

My dear Mr. Walsh:—

I wish to acknowledge very cordially your letter of July 20th and the check which it contained for $100, your contribution toward the fund to provide an exhibit of the University of Chicago at St. Louis. I appreciate more than I can tell you the kindness you have shown us in this matter, and I wish on behalf of the trustees to make formal acknowledgment of the same. I am hoping that when you go to St. Louis you will find it possible to look into the exhibit.

With many thanks, I remain

Yours very truly,
July 28th, 1904

Mr. Thomas A. Waterman
152 Monroe St., Chicago

My dear Mr. Waterman:

I wish to communicate very confidentially with you concerning our letter of July 28th and the scope which it contains for $100,000. Your contribution toward the fund to purchase an exhibit of the University of Chicago at the World's Fair is appreciated. More than I can tell you the kindness you have shown me in this matter, and I wish to express my appreciation of the same. I am hoping that you will turn this opportunity to good account.

With many thanks, I remain,

Yours very truly,
Oct. 27, 1899.

My dear President:—

With your help, and, indeed, mainly by you, the enclosed list of Divinity Schools was made out. I have written to them all, and have at present the promise of twenty-five dollars yearly, from six of them, for the Fellowship in Christian Archaeology. There has been one refusal, and there are of course many failures to answer as yet. Could you enlarge the list? Are there not as many as ten more good institutions, the name of which would look perfectly well in our list?

For the Princeton Episcopal Divinity School of Philadelphia no name was furnished me. Do you happen to know the name of the head of it, or of the Secretary of the Faculty?

I know that you are much crowded, but if you could give me these addresses soon it would be a great help.

Faithfully yours,
My dear President:

With your kind and generous assistance, I have written to several institutions to seek the necessary funds for the support of the first two years of the project. I have been able to secure pledges from several sources, and I hope to receive a larger amount of money from the United States government.

I am now in a position to offer you a position of great responsibility and honor. The project, as you know, is one that will bring great benefits to the country. The funds that I have secured will enable us to begin the work in a few months.

I have enclosed a letter from the Secretary of the Interior, who has expressed his interest in the project. He has offered to provide some financial assistance, and I hope to receive a larger amount of money from the government.

I know that you are much occupied, but I hope you will give me a few minutes of your time to discuss the matter further.

Yours faithfully,

[Signature]
The following schedule is simply an outline which assumes that details under the several heads are to be worked out by the proper specialists.

The outline, with its details worked out, should be printed as a general preliminary survey of Nineteenth Century progress. It should serve as a syllabus to orient, not only the hearers but those who discuss the subjects in the congresses; i.e., it should indicate the prospective within which each detail belongs.

In this schedule it has been impossible to indicate degrees of importance of the different specifications, or the relative amount of attention which should be paid to each in the congresses. Many of the titles stand for complex groups of activities, and it is assumed that they will be developed accordingly. Other titles, which stand in this catalogue as coordinate with those just referred to, may be able to claim but brief notice in the final treatment.

The main point is that human progress comprises the results of achievement in each of these divisions and details of effort, and that no exhibit short of that called for in these specifications would do justice to the facts.

It is also assumed that each representative of the grand divisions and of sub-divisions under them would do his part toward showing how each is related to and dependent upon all the rest.

On account of the brief time at command it has been impossible to mature a correlation of the topics suggested. They are presented therefore rather as a tentative catalogue than as a classified arrangement.
The following sections are adapted from a book on enterprise and business management.

Chapter 1: Introduction to Enterprise Management

The purpose of this chapter is to introduce the fundamental concepts of enterprise management. It discusses the importance of understanding the enterprise environment and the role of management in creating value.

Section 1.1: The Enterprise Environment

An enterprise is a system of organizations and individuals working together to achieve a common goal. The enterprise environment includes the external and internal factors that influence the enterprise's performance.

Section 1.2: Management Functions

Management involves planning, organizing, leading, and controlling. These functions are essential in ensuring the enterprise's success.

Section 1.3: Enterprise Management Objectives

The objectives of enterprise management are to create value, ensure sustainability, and achieve competitiveness.

Section 1.4: Key Terms and Concepts

- Enterprise
- Management
- Planning
- Organizing
- Leading
- Controlling
- Value creation
- Sustainability
- Competitiveness

Chapter 2: Strategic Planning

This chapter focuses on the strategic planning process and its importance in enterprise management.

Section 2.1: The Importance of Strategic Planning

Effective strategic planning is crucial for the long-term success of an enterprise. It helps in identifying opportunities and threats, and in setting priorities.

Section 2.2: The Strategic Planning Process

Strategic planning involves the following steps: problem identification, situation analysis, objective setting, strategy formulation, strategy evaluation, and implementation.

Section 2.3: Key Tools and Techniques

- SWOT analysis
- PESTLE analysis
- Porter's five forces model
- Benchmarking

Chapter 3: Organizational Structure

This chapter discusses the organizational structure and its impact on enterprise management.

Section 3.1: The Importance of Organizational Structure

The organizational structure defines how work is divided, coordinated, and controlled within an enterprise.

Section 3.2: Types of Organizational Structures

- Functional structure
- Divisional structure
- Matrix structure

Section 3.3: The Role of Leadership

Effective leadership is essential in managing the organizational structure and ensuring its alignment with the enterprise's objectives.

Chapter 4: Human Resource Management

This chapter focuses on human resource management and its role in enterprise success.

Section 4.1: The Importance of Human Resource Management

Human resource management is crucial for attracting, developing, and retaining employees.

Section 4.2: Human Resource Management Functions

- Recruitment
- Selection
- Training and development
- Compensation and benefits

Section 4.3: Key Tools and Techniques

- Job analysis
- Competency models
- Performance management

Chapter 5: Financial Management

This chapter discusses financial management and its impact on enterprise success.

Section 5.1: The Importance of Financial Management

Financial management involves planning, organizing, leading, and controlling financial resources.

Section 5.2: Financial Management Functions

- Budgeting
- Forecasting
- Cost control
- Financial reporting

Section 5.3: Key Tools and Techniques

- Ratio analysis
- Cash flow management
- Financial statement analysis

Chapter 6: Marketing Management

This chapter focuses on marketing management and its role in enterprise success.

Section 6.1: The Importance of Marketing Management

Marketing management involves the planning and execution of programs to achieve the enterprise's objectives.

Section 6.2: Marketing Management Functions

- Market research
- Product development
- Price setting
- Distribution and promotion

Section 6.3: Key Tools and Techniques

- SWOT analysis
- Marketing mix
- Customer relationship management

Appendix A: Case Studies

This appendix provides real-world examples to illustrate the concepts discussed in the book.

Appendix B: Glossary

This appendix defines key terms and concepts used throughout the book.

Appendix C: References

This appendix lists the sources of information and data used in the book.
SKETCH OF SUBJECTS TO BE DISCUSSED IN ANALYSIS OF THE GENERAL TOPIC THE PROGRESS OF MAN SINCE THE LOUISIANA PURCHASE.

PROPOSED BY ALBION W. SMALL

GRAND DIVISIONS

I. PROGRESS IN PROMOTING HEALTH
II. PROGRESS IN PRODUCING WEALTH
III. PROGRESS IN HARMONIZING HUMAN RELATIONS.
IV. PROGRESS IN DISCOVERY AND SPREAD OF KNOWLEDGE
V. PROGRESS IN THE FINE ARTS
VI. PROGRESS IN RELIGION.
SECTION OF SUBJECTS TO BE DISCUSSED IN ANALYSIS OF THE
COMMUNAL TOPIC: THE PROGRESS OF MAN AND THE COMMUNAL PURPOSES.

PROPOSED: MY ADOPTION OF THE

GRAND DIVISIONS

I. PROGRESS IN PROMOTING HEALTH

II. PROGRESS IN PRODUCING WARLTH

III. PROGRESS IN HARMONIZING HUMAN RELATIONS

IV. PROGRESS IN DISCOVERING AND SPREADING KNOWLEDGE

V. PROGRESS IN THE FINE ARTS

VI. PROGRESS IN RELIGION.
DIVISION I. PROGRESS IN PROMOTING HEALTH.

1. Public Sanitation and hygiene, including systems of quarantine, isolation, and colonization (of lepers, epileptics, etc.)

2. Preventive and curative medicine and surgery, including the apparatus of hospitals, dispensaries, ambulances, "first aid" instruction to police, etc.

3. Safeguards against accidents, and protection in dangerous occupations.

4. Fire and police protection in general.

5. Development of dietetics and prevention of adulteration of food.

6. Protection against disease germs in food.

7. Improved dwellings and workshops.

8. Topographical arrangement of cities, especially extension of workman's dwellings into suburbs.

9. Water, light and transportation supply.

10. Parks, play-grounds, sewerage, baths, outings.

11. Promotion of temperance.

12. Control of sexual vice, and treatment of its consequences.

13. Shortening the labor day.


15. Cooking schools.


17. Disposal of garbage and sewage.

18. Physical culture, gymnasiaums, health resorts.

19. Athletic sports.
DIVISION I

1. Routine and periodic examination of personnel, including physical and mental examinations.

2. Promotional examination and promotion of personnel, including the preparation and selection of personnel.

3. Maintaining personnel files and records.

4. Personnel administration and personnel services, including the maintenance of personnel records, personnel files, and personnel data.

5. Personnel development and training, including the development of personnel programs and the provision of training for personnel.

6. Personnel selection and placement, including the selection of personnel and the placement of personnel in appropriate positions.

7. Personnel and personnel services, including the provision of personnel services and the maintenance of personnel files.

8. Personnel and personnel services, including the provision of personnel services and the maintenance of personnel files.

9. Personnel and personnel services, including the provision of personnel services and the maintenance of personnel files.

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19. Personnel and personnel services, including the provision of personnel services and the maintenance of personnel files.

20. Personnel and personnel services, including the provision of personnel services and the maintenance of personnel files.
DIVISION II. PROGRESS IN PRODUCING WEALTH.

1. Two points of view:-

First, progress in each industry
Second, progress in each country,

i. e. the composite view must include total progress of all industries in all countries. Another double view-point is first, progress in production merely, second progress in accumulation.

2. Certain forms of progress common to all industries:

(a) Improved tools and machinery.
(b) In use of waste and bi-products
(c) Increase in amount of capital invested in machinery.
(d) Greater skill of laborers.
(e) Improved managerial ability.
(f) Improved processes of production.
(g) Standardizing of weights and measures.
(h) Improved industrial organization:

(1) In division of labor,
(2) In size of plant,
(3) In coordination with other industries: e.g. fuel, ore, transportation and factory in hands of one organization.

(i) Localization of industry:

(1) With respect to nearness of raw material,
(2) With respect to nearness to labor,
(3) With respect to nearness to market

(j) Increased regularity of production.

(k) New uses for materials and products.

(l) New Products.
DIVISION II. PROGRESS IN PRODUCING MATTER

The points of view:

1. The progress to new inventions

2. The progress to new economy

3. The progress to new society

4. The progress to new intelligence

An important view-point to first introduce in production metary, receive progress in consumption.

5. Certain two of progress common to all immediate

a) Increasing food and machinery.
b) In use of waste and by-products.
c) Increasing in amount of capital invested in machinery.
d) Greater skill of learner.
e) Improved management skillful.
f) Improved process of production.
g) Improving machinery of water and measure.
h) Improved intelligent organization.
i) In cultivation of labor;
j) In site of plant;
k) In coordination with other intelligence:

Note ace, transformation and teor of in science of intelligence.

1)Coistence of information.

(1) With respect to measure of laws material.
(2) With respect to measure of labor.
(3) With respect to measure of market.
(4) Importance legitimacy of production.
(5) Need new illegal material and production.
(6) New Production.
(m) Improved means of storing and preserving products.
(n) Progress in the development of motor power.
(o) Bounties, tariffs, subsidies, patents, etc. as stimuli of production.

3. Progress in the principal industries.

A. Extractive industry:
   (a) Agriculture and grazing.
   (b) Stock breeding.
   (c) Fisheries.
   (d) Forestry
   (e) Exploitation of mineral resources, including oil and gas.
   (f) Quarrying.
   (g) Irrigation.
   (h) Work of agricultural experiment stations.

   Treatment would exhibit:—

   (1) Progress of each crop or output.
   (2) Progress in preserving sources of supply.
   (3) Progress in the peculiar technique of the industry.

B. Manufactures.

   (a) Food

   1. Milk
   2. Breakfast foods
   3. Slaughtering and meat packing
   4. Butter, cheese and oleo.
   5. Canning and preserving.
7. Beet sugar.
8. Rice.
10. Alcoholic liquors.
11. Malt liquors.
12. Tobacco
13. Ice.

(b) Textiles:

(c) Metals } Including metallurgical progress and new

(d) Wood } uses for mineral products.

(e) Chemicals.

(f) Vehicles.

(g) Clay, glass and stone products.

(h) Explosives and fire-arms.

C. Progress in all branches of engineering, except as more properly discussed in Division I.

D. Progress in the building arts.

E. Progress in the handicrafts.

F. Transportation:

(a) Marine.  (b) Land.

1. Structure of vessels  1. Railroads
2. Charts, Lighthouses,  2. Urban transit
   life saving stations and  3. Autos and other vehicles.
   other protections of navigation.  4. Improved highways.
G. Means of communication.
   1. Postal systems
   2. Telegraph and telephone systems.
   3. Minor improvements: e.g. tubular posts, messenger service, organization of news service, etc.

H. Progress in the art of printing and in methods of publication.

I. Progress in trade and commerce.
   1. Improvement in machinery for bringing buyer and seller together; produce exchanges, etc.
   2. Commercial banking and credit.
   3. Savings institutions.
   4. Insurance.
   5. International commerce.
   6. Domestic commerce.

J. Ship building.

DIVISION III PROGRESS IN HARMONIZING HUMAN RELATIONS.

i.e., in adjusting relations of groups to groups and of individuals to individuals in the process of securing proportional shares in political, industrial and social opportunity: i.e., progress in harmonizing claims respecting primarily:

   A. Political rights.
   B. Industry and property.
   C. Opportunities for culture.

These may be indicated more in detail as follows, viz:

   A. POLITICAL PROGRESS.

   1. Between nations within the national law group.
      (a) Progress in definition of rights through alliances,
treaties, spheres of interest, mediation, arbitration, etc.

(b) International peace; and improvements in articles of war.

2. Between the international law group and other peoples.
   (a) Administration of dependencies.
   (b) International status of non-civilized peoples.

3. Adjustment of political balance between minor political units and the central power (local self-government).

4. Progress in admission of individuals and classes to civic right.

5. Progress in civic organization.
   (a) Responsibility of ministries.
   (b) Enhanced representative character of Parliament.
   (c) Enlistment of expert service in administration (including all branches civil and military).
   (d) Improvements in fiscal systems.
   (e) Improvements in currency systems.

6. Improvement in status of aliens, and in naturalization laws.

B. INDUSTRIAL AND PROPERTY RIGHTS.

1. Primarily through governmental action.
   (a) Removal of artificial barriers to enterprise (international and domestic); i.e., increased freedom of industry and migration.

2. Movements aimed at further civic progress.
   (a) Agitations for extension of constitutional guarantees (in various countries of the world).
   (b) Organization of political parties.
   (c) Agitations for minor political reforms:
(1) In principals of representation, e.g., minority representation.

(2) In control of nominations and elections.

(3) In popular check upon legislation (initiative and referendum)

(4) Enlargement of areas of uniform regulations (in Continental Europe imperial federation, in Great Britian colonial federation, in the United States uniform legislation of states, etc.)

(5) In extension of the merit system.

(6) Good government clubs of the various types.

(7) Associations for promoting international peace.

B. PROGRESS IN HARMONIZING INDUSTRIAL AND PROPERTY INTERESTS.

1. Primarily by law:

(a) Improved legal status of various kinds of property, partnerships, corporations, franchises, etc.

(b) Labor laws.

(c) Homestead laws.

(d) Laws protecting seamen.

(e) Arbitration laws.

(f) Checks on possessive power of capitalistic or labor organizations.

(g) Governmental pensions and insurance.

(h) Governmental supervision of industrial and commercial enterprise, including departments of agriculture, commerce, transportation, bureaus of labor, etc.

(i) State ownership of industries.

(j) Improvement in status of married women and of children
In principles of representation and minority.

In context of competition and elections.

In popular scope of new legislation (initiative and referendum).

In management of areas of minimum regulation (continental Europe, more important legislation in Great Britain, colonial legislation in the United States, minimum legislation of states, etc.).

In extension or the moratorium.

Good government offence of the various types.

Association for promoting international peace.

Progress in harmonizing industrial and property interests.

1. Primarily by law:

(a) Important legal status of various kinds of property, pension,

(b) copyright, franchises, etc.

(c) Patent law.

(d) Homestead law.

(e) Law of property seizure.

(f) Affirmation law.

2. Cheek on possession: power of opelization or legal organ.

3. Governmental planning and finance.

Governmental supervision of industry and commerce, under

the influence departments of commerce, commerce, transportation,

commerce, etc.

4. State supervision of industries.
both as to property and to industry.

(1) Municipal pawnshops.

(1) Asset banking.

(1) Improvement in legal status of professional and personal service:

(1) Clergymen, (2) lawyers, (3) teachers, (4) physicians, (5) dentists, (6) pharmacists, (7) artists, (8) clerks and other salaried employees, (9) domestic servants.

2. By voluntary action.

(a) Capitalistic and labor organizations.

(b) Organizations among farmers.

(c) Same among farm laborers.

(d) Profit sharing and other forms of partnership between labor and capital.

(e) Improved forms of labor contract, the sliding scale, etc.

(f) Private pension systems.

(g) Private insurance systems.

(h) Organization in other occupations; i.e., forestry, mining, fisheries, etc.

(i) Progress in apprentice systems.

(j) Organizations of professional and other occupations.

C. PROGRESS IN HARMONIZING CULTURE INTERESTS.

(Using the term culture to include all interests not more conveniently classified under political rights, property, or industry)

1. Primarily legal.

(a) Marriage and divorce laws

(b) Laws affecting freedom of thought, research, speech, publication, teaching and worship.
(c) Laws removing cultural disabilities from individuals and classes.

(d) Public institutions for culture.
   1. Churches.
   2. Schools, of all grades and types scheduled in Division IV,

Part II.

4. Art galleries.
5. Theatres.
6. Concerts.
7. Recreation halls and grounds.
8. Baths.

(e) Laws aimed at improvement of rural social conditions.

2. Primarily voluntary.
   (a) Organizations for protection of the family.
   (b) Private foundations for the different cultural purposes scheduled above.

(c) Women's clubs.
(d) Municipal, national and international missions.
(e) Social settlements.
(f) Neighborhood guilds.
(g) Municipal improvement associations.
(h) Child saving.
(i) Children's aid societies.
(j) Forms of social intercourse and recreation.

In addition to the three main divisions of human relations thus outlined, we must schedule:-
(e) Leave remaining controls entirely from initiative and


close.

(f) Public Institution for control.

(1) Government.

(2) Special grants.

(iii) Reorganization of all grades and types separated in Division II.

Part II.

3. Interpretation and Research committee.

4thEntertainment.

5. Theatres.

6. Concerts.

7. Recreation Halls and Gardens.


(e) System of improvement of health and social conditions.

2. Maternity.

(f) Organization for protection of the Family.

Private Contribution for the different parts or problems.

(e) Woman's Aid.

5. Methodist, Baptist and Independent Ministry.

(f) Social Settlement.

(g) Neighborhood Center.

(h) Methodist Improvement Association.

(i) High School.

(j) College.

(k) Citizenship and societies.

(l) Home of Social Inference and Reclamation.

In addition to the three main divisions of human relations, there is

Thus we must conclude:
D. PROGRESS IN TREATMENT OF THE SUB SOCIAL CLASSES.

1. Defectives.
2. Dependents.
3. Delinquents.

In this case as with A. B. and C. above, we must examine first the legal, second the voluntary systems and efforts which aim to prevent, to restrain and to cure the development and activities of these classes.

DIVISION IV. PROGRESS IN KNOWLEDGE.

PART I. PROGRESS IN DISCOVERY.

A. General questions.

1. What discoveries and inventions have been made?
2. What improvements have been made in the methods of research?
3. " " " " in the apparatus of research?
4. " " " " in the organization of research?
5. What gains have been made in providing financial means for research?
6. What rewards and other incentives are available for discovery and invention?

B. PROGRESS IN THE SCIENCES.

(a) The inorganic sciences.
(b) The organic sciences.
(c) The psychological sciences, including child-study and pedagogy.
(d) The linguistic sciences.
PROGRESS IN THE SCIENCE.
(a) The theoretical science.
(b) The empirical science.
(c) The developmental science, introducing applied-study.
(d) The instinctive science.

PROGRESS IN THE SOCIAL CLASSES.
1. Peasant.
2. Dependents.
3. Peasants.
4. Peasants.

In this case as with A. F. May C. above, we must examine first the fact that, because the agricultural systems and efforts which aim to prevent or arrest, and to cure the development and activities of these classes.

DIVISION II. PROGRESS IN KNOWLEDGE.

PART I. PROGRESS IN DISCOVERY.
A. General discussion.

1. What discoveries and inventions have been made?
2. What improvements have been made in the methods of research?
3. In the apparatus of research?
4. In the apparatus of research?
5. In the apparatus of research?

What errors have been made in obtaining historical means for research? What errors and other inventions are applicable for agricultural and inventions?

A. The theoretical science.
B. The empirical science.
C. The developmental science, introducing applied-study.
D. The instinctive science.
(e) Literary criticism and interpretation.
(f) The archaeological sciences.
(g) The historical sciences.
(h) The economic sciences.
(i) The statistical sciences.
(j) The administrative sciences.
(k) The sociological sciences.
(l) Philosophy
(m) Ethics.
(n) Theology.
(p) The applied physical sciences.

PART II. PROGRESS IN MAKING KNOWLEDGE ACCESSIBLE.

A. EDUCATION PUBLIC AND PRIVATE.

1. Progress in the different forms of education.
   (1) Intellectual education.
      (a) Professional
      (b) Higher.
      (c) Secondary.
      (d) Primary and kindergarten
   (2) Moral education.
   (3) Religious education.
   (4) Esthetic education.
   (5) Physical education.
   (6) Manual training.
   (7) Trade and craft education.
   (8) Education of defectives.

2. Progress of different educational institutions.
PART II. PROGRESS IN MAKING KNOWLEDGE ACCESSIBLE

A. INSTRUCTION PUBLIC AND PRIVATE

I. Progress in the different forms of education

(a) Preparatory

(b) Higher

(c) Secondary

(d) Primary and Kindergarten

(e) Moral education

(f) Religious education

(g) Military education

(h) Technical education

(i) Trade and craft education

(j) Education of handicapped

 indigenous education
(1) Universities and professional schools.
(2) Colleges
(3) Secondary schools.
(4) Chautauquas
(5) Primary schools, including kindergartens.
(6) University extension
(7) Trade schools.
(8) Evening schools.
(9) Sunday schools.
(10) Literary clubs.
(11) Schools for defectives.

B. OTHER MEANS OF EDUCATION.

(1) Museums.
(2) Art galleries
(3) Libraries
(4) The lecture platform
(5) Expositions.
(6) The press
   (a) The periodical press.
      (1) Progress of different classes of periodicals,
newspapers, magazines, including periodical scientific publications, trade journals, fraternal periodicals, including labor papers, religious papers.
(2) Progress toward low priced periodicals.
(3) Progress in the quality of periodical literature.
   (b) Books and pamphlets
(7) The learned societies.
(8) The pulpit as an educational force.
(9) Improved postal, telegraph and telephone facilities are factors in the spread of knowledge.

(10) Governmental bureaus for the collection and spread of knowledge.

(11) International commerce in knowledge.

(12) Comparison of educational institutions of different nations.

C. PROGRESS IN EDUCATIONAL TECHNIQUE.

(a) In pedagogical methods.

(b) " " apparatus, text-books, etc.

(c) In coordination of educational institutions.

(d) In progress toward rational coordination of studies.

(e) In educational finances.

(f) In administration of educational institutions.

(g) In compulsory education.

DIVISION V. PROGRESS IN AESTHETIC CREATION AND IN POPULAR APPRECIATION OF ART PRODUCTS:

A. LITERATURE

B. SCULPTURE

C. PAINTING

D. MUSIC

E. ARCHITECTURE

F. LANDSCAPE ARCHITECTURE

G. THE MINOR ARTS.
(3) Informationat facilities for the collection and analysis of knowledge.

(4) Inadequate planning for the collection and analysis of knowledge.

(5) Inadequate collection of data on the effectiveness of different methods.

(a) Inadequate methods of collection.

(b) Inadequate methods of analysis.

(c) Inadequate methods of interpretation.

(d) Inadequate methods of presentation.

(e) Inadequate methods of communication.

(f) Inadequate methods of dissemination.

(g) Inadequate methods of publication.

(h) Inadequate methods of education.

(i) Inadequate methods of training.

(j) Inadequate methods of research.

(k) Inadequate methods of administration.

(l) Inadequate methods of management.

(m) Inadequate methods of coordination.

(n) Inadequate methods of evaluation.

(o) Inadequate methods of control.

(p) Inadequate methods of regulation.

(q) Inadequate methods of supervision.

(r) Inadequate methods of inspection.

(s) Inadequate methods of audit.

(t) Inadequate methods of research.

(u) Inadequate methods of education.

(v) Inadequate methods of training.

(w) Inadequate methods of communication.

(x) Inadequate methods of coordination.

(y) Inadequate methods of presentation.

(z) Inadequate methods of dissemination.

(A) INTELLIGENCE

(A) INFORMATION

(B) CONSTRUCTION

(C) PUBLISHING

(D) MUSICAL

(E) ARCHITECTURE

(F) THEATRICAL ARTS
DIVISION VI. PROGRESS IN RELIGION.

A. In defining standards of religious authority.
B. In shifting center of religious interests from another life to present life.

C. In enlarged religious tolerance, with distinction between religion and theology.

D. In definite religious tendencies, promoted by the example of eminent religious men of the century; Cardinal Newman, Spurgeon, Phillips Brooks, Moody, General Booth, etc., etc.

E. In federation of religious effort.

F. In religious extension.

G. In local, national and international enlargement of the sphere of religious activities.

H. Present religious problems:

1. The relation of the individual to ecclesiastical authority.

2. The social function of the church.

3. The common factors in subjective and social religious conceptions.

4. Ultimate forms of social expression in religion.

5. The interpretive function of religion in the organization of the state.

6. The interpretive function of religion in the administration of the state.

7. Religious discipline in relation to a homeogenous national spirit.

8. Gradation of religious influences in accordance with age and intelligence.
DIVISION IV. PROGRESS IN RELIGION

A. In gaining recognition of religious authority
B. In making contact of religious interests from another life to
C. In emerging religion conferences with affiliation between

D. In creating religion condensation, progressive by the example of
E. In attracting religion mean of the continuous constant movement of
F. In generation of religion effect
G. In religion extension

H. In religion activities

I. In religion activities

J. In religion activities

K. In religion activities

L. In religion activities

M. In religion activities

N. In religion activities

O. In religion activities

P. In religion activities

Q. In religion activities

R. In religion activities

S. In religion activities

T. In religion activities

U. In religion activities

V. In religion activities

W. In religion activities

X. In religion activities

Y. In religion activities

Z. In religion activities

...
Dear President Harper,—

In our last conversation we discussed the reasons for the evident mismanagement of some local arrangements at St. Louis during the Congress. You had the impression that Mr. Howard did not really fill his place and that his lack of forethought was responsible for most of the troubles. I have since that time carefully looked into the matter, and, while it is of no practical avail any more, I feel it yet my duty to inform you that the situation is different.

Mr. Howard and Mr. Rogers had made definite arrangements as to the division of their labor. They had a written statement of what each one had to prepare. It is true that the distribution of halls was Mr. Howard's share, and that he had been careless in not considering the noise of the intermural train; but all the other defects came up outside of Mr. Howard's sphere of work. Especially all those unfortunate developments in the dormitory belonged absolutely to that sphere which Rogers had reserved for himself.

I do not want to blame Mr. Rogers, as even a man with better fore-
thought would have been unable to fulfill all the duties which the
World's Fair had put on his shoulders. It was enough to give him
full charge of the Department of Education. It was quite impos-
sible that he could direct at the same time the hundred or more
Congresses which were going on during the year, the more as he had
only a boy as his assistant. Do you know that not a single one
of our Speakers or Chairmen ever received a copy of our Congress
programme, in spite of our constant urging and in spite of the re-
peated assurance that would send them out from St. Louis. Mr.
Rogers was simply unable to do much more than to promise and to
promise. As I said, I mention this merely because I do not want
that more blame falls on Howard than he deserves. The three as-
sistants, Perry, Yerkes, and Jessen, who worked with him for two
weeks, assure me that Howard has done excellently, and, with the
exception of the mentioned distribution of halls, I see indeed no point where his
management was defective.

In the meantime, we had three good days in Washington
where at least the reception at the White House proved quite at-
ttractive. About seventy men had come over for it, and the Presi-
dent spoke quite a long time with everyone. From Saturday until
yesterday, we had them here in Boston, but their number had been
reduced in the meantime to fifty. Here they had a good time,
favored by excellent weather, and the banquet last night, with President Eliot as toast-master, was a most distinguished affair. It was practically the ending of the Congress assembly, inasmuch as President Hadley's luncheon at Yale today seems to have become a failure. Hardly more than a dozen of the foreigners will take part. The men are tired out from this continuous round of festivity.

Very truly yours,
April 23rd, 1904.

Charles Scribners' Sons, Publishers,
New York City.

My dear Sirs:-

The University of Chicago will make at the
St. Louis Exposition, an exhibition of all the publications
of the members of its faculty since the organization of the
University. I am writing to ask you if you would not be kind
enough to donate a copy of each of the books you have published
for me since 1893 for this purpose. The ones I have parti-
cularly in mind are (1) Hebrew Method and Manual, (2) Elements
of Hebrew, (3) Elements of Hebrew Syntax, and (4) Hebrew Voca-
Aularies. There may be also others in the series that
fall within these dates which I do not nor recall. The presence
of these books in the exhibition will, of course, advertise
them quite widely.

Hoping that you may be willing to grant us this favor,
and thanking you in anticipation of it, I remain

Yours very truly,

N.B. Please send the books to the University of Chicago
Press.
April 33rd, 1904

Columbia University, New York City

My dear Sir:

The University of Chicago with the permission of the Board of Trustees, is publishing an exhibition of the art and decorative work of the members of the faculty since the organization of the University. I am writing to ask you if you would not be kind enough to donate a copy of one of the books you have prepared for us since 1895 for this purpose. The one I have particular interest in is (1) Hebrew Method and Language, (2) Hebrew Vowel Vocational. There may be other books in the series that fall within these dates which I do not yet know. The presence of these books in the exhibition will of course, enhance our efforts.

I am duty bound.

Hoping that you may be willing to grant me this favor,

Your very truly,

[Signature]
Mr. Horace Rogers,

Education Department,

Albany, New York.

My dear Sir:

I am in receipt of your letter of November 7th with the reports. I am very much obliged to you for the same and have read them with great interest.

Thanking you, I remain,

Yours very truly,
Mr. Horace Rogers

Innovation Department

Albany, New York

My dear Mr. Rogers,

I am in receipt of your letter of November 24, 1929. I am very much gratified to hear that you are now engaged in work that I believe is of great interest.

Thinking you in health,

Yours very truly,
November 7, 1904

Dr William R. Harper

University of Chicago

Chicago, Ill.

Dear Dr Harper:

I send you under this cover two reports which bear upon the matter of editing the Congress report. I have received word from St Louis that the entire matter has been referred back to the Congress Committee for consultation with the Administrative Board.

I also inclose herewith for your personal examination a letter written Mr Knapp a few days ago. As this is the only extra copy which I have I shall be glad to have you return this to me after reading it.

With best regards,

Yours very truly

HJR
Dr. William L. "Bud"
University of Chicago

Dear Mr. Chancellor:

I am writing this letter out of concern over the effects of the recent letter on the administration faculty. I have heard that the matter of affording the graduate student board will be brought up at the next meeting of the Committee for the Administration of the University. I hope to attend the meeting to support the administration faculty.

I also wish to commend you on your handling of the recent situation. I have not only read the letters but also discussed them with my colleagues. I have found your approach to be fair and just.

With kind regards,

[Signature]

[Name]
Albany, N.Y., November 7, 1904

To Dr. William R. Harper

Dear Sir:

I inclose for your information copy of my report to the Committee on Congresses, and of my letter to President Francis transmitting same. This perhaps should have been done earlier, but with the pressure of Congress and jury duties and the closing of my exhibit departments before leaving St Louis for Albany, it was delayed. I had not thought, moreover, of the editorship of the Arts and Science report assuming a controversial attitude, but inasmuch as it has the data in the above mentioned papers is necessary for your judgment in the matter.

During the week of the Congress the members of the Administrative Board present were Messrs Harper, Jesse and Skiff, President Butler was in telegraphic communication. President Pritchett was either in Europe or en route home, and Mr. Putnam was somewhere in the Adirondacks, address unknown to us. Twice, at least, a meeting of the Board was arranged for during the Congress week, but it so happened that most important matters demanded all of Mr. Skiff's time that week and nothing could be done but adjourn. I immediately prepared the two main resolutions and mailed them to the members of the Board within reach...
Dear Sir:

I propose for your information copy of my report to the Committee on Commerce, and of my letter to President [illegible] transmitting same. This letter and the same should have been gone out with the pleasure of Congress and your active and earnest support of my effort to expedite the opening of my exhibit department before preserving it to the present condition of the War. My report contains a summary of the different parts of the Act and some relevant facts that for the sake of the report, I must necessarily refer you to my judgment in the above mentioned matters.

During the week of the Congress the members of the Administrative Board present were Messrs. Weller, James, and Skiff. President Skiff was in charge of the communications. President Weller was active in every State, and the home, and my future was somewhere in the Administrators' schedules unknown to me. Twice at least a meeting of the Board was arranged for during the Congress week, but it was no question that week important matters were expected of Mr. Skiff's, a time, but now nothing can be done. I am certain President the two main reports from and assistance from the members of the Board within reach.
for a vote by mail. These resolutions and the votes thereon are recorded on pages 1 and 2 of the accompanying report to the Committee on Congresses.

The action of the latter committee on October 17 is set forth in my report to President Francis of the same date.

I now learn by wire that "the whole subject is referred back to the Congress Committee to permit consultation with Administrative Board." I am therefore sending you the official records for your information.

Yours respectfully

[Signature]
for a vote to mail. These recommendations may the vote present
are received on page 1 and 5 of the accompanying report to
the Committee on Congress.
The section of the letter committee on October 17 is

Dear Sir,

I now feel you Were first "the whole subject to me-

the Committee on Congresses, and the letter to Congress.

I refer back to the Congress Committee to bring Congress

I refer back to the Congress Committee to bring Congress

With administrative Board. I may be religious, seeking you for

Your most respectfully,

During the week of the Congress the members of the

Administrative Board present were H. M. M. Baker, Jesse M. Black,

President, Multi were representative communication. President

Executive officer were elected in accordance to the rules

and regulations of the Administrative committee, making mention to

of Jones, a meeting of the Board and satisfactory for sending the

Congress week week it is impossible that more important matters

general, if of any value, must be dealt with and written during

Your for and account. I immediately present the two following

copies of the membership of the Board. A hale reports

The name of the letter is not clear for the entire page of the document.
October 17, 1904

Honorable David R. Francis,
President.

Dear Sir:

I forward herewith a report of the meeting of the Committee on Congresses, held at the Noonday Club October 17th.

The full Committee was present, consisting of Chairman, Frederick W. Lehmann, Charles W. Knapp, Breckinridge Jones, A. L. Shapleigh and John Schroers.

The recommendation of the Administrative Board, hereto attached, in reference to the honorariums to Messrs. Newcomb, Munsterberg and Small was unanimously approved.

The resolution in reference to the preparation of the publication of the report; and the recommendation of Howard J. Rogers, Director of Congresses, to be editor of the report, was amended and unanimously adopted.

As amended the resolution reads as follows:

Resolved: That we recommend that Howard J. Rogers be appointed editor of the proceedings of the Congress at a compensation of $2500.00; that he be authorized to incur expenses in connection therewith for the purposes set forth in his report, not exceeding $3375.00, and that he invite propositions from publishers as to the publication of such proceedings and that he report such propositions to this Committee.

I also attach a copy of the estimate of the cost of editing the report and a tabulated statement of the expenses
To cease and to desist, and to stop a damage case.

In the name of the state of Montana, Montana Power Company, et al., Plaintiffs,

v.

The City of Helena, et al., Defendants.

 Montana Power Company is hereby notified that it is being charged

by the Montana Public Service Commission for the violation of

the terms of its franchise agreement with the City of Helena.

The Public Service Commission has determined that Montana

Power Company has violated the terms of its franchise by

engaging in certain activities without the consent of the City of

Helena. Montana Power Company is hereby ordered to cease and

desist from all such activities.

ATTORNEY FOR PLAINTIFFS

ATTORNEY FOR DEFENDANTS
of the Department of Congresses to date, with the exception of the costs of the banquets given the Congress of Arts and Science and the Congress of Lawyers and Jurists.

I have the honor to request that you bring these resolutions, adopted by the Administrative Board and the Committee on Congresses, before the Executive Committee for final approval.

Yours respectfully,

[Signature]
October 17, 1949

of the Department of Justice to serve with the exception of the
the court of the presidents given the Congress of Arts and Sci-
ence and the Congress of Lawyers and Jurists.

I have the honor to recommend that you print these
recommendations adopted by the Administrative Board and the Com-
mittee on Congresses before the Executive Committee for I lament

Dear Sir,

The full Committee on Congresses is now in receipt of the
recommendation of the Administrative Board, and the resolution of the
Hogan, President of Congresses, to be entered into the report.

I am to thank the Executive Board for its

President of the Administrative Board, Dr. William S. Hooper,

I note that this report is to be read at the meeting of the

I have the honor to recommend that you print these
recommendations adopted by the Administrative Board and the Com-
mittee on Congresses before the Executive Committee for I lament

Dear Sir,

The full Committee on Congresses is now in receipt of the
recommendation of the Administrative Board, and the resolution of the
Hogan, President of Congresses, to be entered into the report.

I am to thank the Executive Board for its

President of the Administrative Board, Dr. William S. Hooper,
REPORT

St Louis, October 17, 1904

To the Committee on Congresses:

I submit herewith copy of the resolutions passed at the last meeting of the Administrative Board of the Congress of Arts and Science, September 24, 1904. Those members who were not present were communicated with by mail and the result of their vote so far as received is attached to the various resolutions.

I also submit a proposition based upon the request of the last meeting of the Committee on Congresses in reference to the publication of the report.

I also submit a statement of the expenditures of the Department of Congresses to October 15.

The first resolution passed by the Administrative Board reads as follows:

"MOVED: That a vote of thanks and an expression of deepest obligation be tendered to Simon Newcomb, President of the Congress, Prof. Hugo Munsterberg, Vice-President of the Congress, and Albion W. Small, Vice-President of the Congress, for their efficient, thorough and comprehensive work in connection with the program of the Congress, the selection and invitation of speakers and the attention to detail in its execution.

"That we further recommend that, in view of the enormous amount of labor devolving upon these three gentlemen for the past eighteen months, to the exclusion of all opportunities for outside work in connection with their college departments, an honorarium of Two Thousand Five Hundred ($2500.00) Dollars be given to each.

AYES:  
Nicholas Murray Butler  
F. J. V. Skiff  
William R. Harper  
R. H. Jesse

NAYS:
REPORT

To the Committee on Congressman:

I submit herewith my report of the termination of the Committee of the House of Representatives, which was appointed, pursuant to the resolution of the House of Representatives, on March 3, 1924, for the purpose of investigating the question of the re-election of the President of the United States as President of the Committee of the House of Representatives, for the term ending March 3, 1925.

I hereby request permission to continue the investigation of the question of the re-election of the President of the Committee of the House of Representatives, for the term ending March 3, 1925, in the event that the Committee of the House of Representatives, for the term ending March 3, 1926, shall fail to re-elect the President of the Committee of the House of Representatives, for the term ending March 3, 1925.

I am, respectfully,

[Signature]

[Date]

AYES

[Signatures of Members Aye]
The second resolution passed by the Board is as follows, R. H. Jesse dissenting:

"MOVED: That, in accordance with the plan of the Administrative Board, approved by the Executive Committee and the President of the Exposition at the beginning of the work of preparation of the Congress, the recommendation is made to the President of the Exposition that immediate steps be taken to secure the publication of the proceedings of the Congress, and that Howard J. Rogers, Director of Congresses, be appointed Editor of the report.

AYES:  
Nicholas Murray Butler  
F. J. V. Skiff  
William R. Harper  

NAYS:  
R. H. Jesse

In response to the request of the Committee on Congresses at their meeting on October 8 I submit on the attached sheet the expenses of that department to date. Also in response to your request I make a proposition to edit the report complete for publication for the sum of $2500.00.

I estimate that it will take six months time to do this work and that the additional expense of editing outside the actual printing of the volume may be stated as follows:

Stenographer, six months $450.00
Copyist and extra stenographic help in transcribing translated papers, three months 225.00
Two proof readers, two months 300.00
Translating thirty addresses 1200.00
(This must be done by persons who are not only familiar with the language but also with the subject concerning which the address is made.)
Scientific introductions to the seven main divisions of the Congress, to be written by men eminent in that particular line 700.00
Office and miscellaneous office expenses -- including postage, pater, etc. 500.00

TOTAL $3375.00
The recent resolution passed by the Board to me for

FORMERLY I. H. J. A. I. E.

NOMOED: To be prepared with the plan of the Ambition.

PREPARED: The following committee for the Ambition Committee and the Board.

REPORT: the resolution of the pending of the Work of the Board is not

ACTION: the Ambition Committee to make to the Board.

RESOLUTION: the resolution that immediate steps be taken to secure

R.W. Roemer, Director of Congress, be appointed

N.X.

V. ALFRED

WILLIAM W. HERMAN

R. H. J. W. WITNESS

M. W. W. BUTLER

OF THE REPORT.

ATHER

In response to the request of the Committee on Com-

gres to the Board on October 8 I submit on the attached

o be the experience of the department to date. Also in response

to your request I make a proposition to sell the report complete

for $2,500.00.

For duplication the sum of $1,5000.00.

I estimate that it will take six months time to go

this work and that the significant expense of gathering outline

the report printing of the volume may be stated as follows:

$400.00

Covers the member of the membership help in transcription.

$325.00

the transcription begins, these monoplane.

$300.00

Two Brant leaves, two monoplane.

$150.00

Depending on the expenses, this is only

This must be done by the January first with the following

which includes the membership of the membership.

$200.00

office and miscellaneous office expenses.

$800.00

TOTAL $3,332.00.
The cost of printing the volume depends absolutely on the terms which we can make with some publisher to assume the cost after the book is edited; upon whether the Exposition assumes the whole cost of the publication with a view of recovering the expenditure on the sale of volumes, or whether it is printed by the government. A further report can be made upon the first two items after a more careful investigation.

Yours respectfully

[Signature]

Howard J. Rogers
The cost of printing the volume depends specifically on the size which we can make with our budget. To ensure the cost after the book is edited, we must consider the expected sales. A view of the expected sales of the volume on the basis of expectations can be made upon which the price is set.

Yours respectfully,

[Signature]
**GENERAL EXPENSES:**

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<th>Description</th>
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<td>Travel expenses of Director</td>
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**Congress of Arts and Science:**

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<th>Amount</th>
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<td>Simon Newcomb</td>
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<td>Hugo Munsterberg</td>
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<tr>
<td>Albion W. Small</td>
<td>3,116.32</td>
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<tr>
<td>General expenses (printing, etc.)</td>
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<tr>
<td>Travel expenses of speakers</td>
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**MISCELLANEOUS CONGRESSES:**

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<td>Lawyers</td>
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<td>Pure Food</td>
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<td>Good Roads</td>
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**Total appropriation to Department of Congresses, including the publication of report**

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<th>Amount</th>
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<tr>
<td><strong>$200,000.00</strong></td>
</tr>
</tbody>
</table>

**Reserved for the Congress of Arts and Science**

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>$150,000.00</strong></td>
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<tr>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>Office expenses, Office of</td>
</tr>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Travel expenses of Director</td>
</tr>
<tr>
<td>Congress of AIA and Grocers</td>
</tr>
<tr>
<td>Administrative Board</td>
</tr>
<tr>
<td>Animal Board</td>
</tr>
<tr>
<td>Board and Commission</td>
</tr>
<tr>
<td>Mailing Material</td>
</tr>
<tr>
<td>Local Rent</td>
</tr>
<tr>
<td>General expenses (Printing, etc.)</td>
</tr>
<tr>
<td>Travel expenses of delegates</td>
</tr>
</tbody>
</table>

**Miscellaneous:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Education</td>
<td>$300</td>
</tr>
<tr>
<td>ElectrotropiA</td>
<td>$500</td>
</tr>
<tr>
<td>Military Entourage</td>
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<tr>
<td>Medical</td>
<td>$100</td>
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<tr>
<td>Insurance</td>
<td>$20</td>
</tr>
<tr>
<td>General Rent</td>
<td>$150</td>
</tr>
<tr>
<td>Phonerente</td>
<td>$150</td>
</tr>
<tr>
<td>Good House</td>
<td></td>
</tr>
<tr>
<td>Total appropriation to Department of Conference</td>
<td>$5,100.00</td>
</tr>
<tr>
<td>Including the printing of reports</td>
<td></td>
</tr>
<tr>
<td>Reserve for Congress of AIA and Grocers</td>
<td>$150.00</td>
</tr>
</tbody>
</table>
November 3, 1904

Hon. Charles W. Knapp

The Republic

St Louis, Mo.

My dear Mr Knapp:

A letter received this morning from Dr Butler, inclosing copy of a communication to Dr Jesse, is the first intimation that I have had that there was any objection to the recommendation which the Committee on Congresses laid before the President in reference to editing the Congress report. I had supposed the matter was lying on the President's desk awaiting his action and the approval of the Executive Committee.

Of course it is a matter on which I can say very little. The proposition of my editing the report did not come forward as the result of an application but was suggested for two reasons: first, that the report should be edited by a person of administrative ability thoroughly conversant with the details of the history of the Congress, and one who could also write an impartial narrative; second, to prevent the report assuming a too personal or dogmatic tone as might be the result under certain auspices.

This was the view of the entire Administrative Board so far as they could be reached (Pritchett was in Europe and
My dear Mr. Kapp:

A letter received this morning from Dr. Butler, the President of the American Association of Physicians, contains a copy of a communication from the President in reference to the recent issue of the American Journal of Medical Science. I have no objection to publication of the communication, and I agree with the President in reference to its publication.

I have been thinking of the matter we discussed in the President's letter, and I wish to express my opinion that the President is correct in his conclusion that the report is not significant. The proposition of my committee that the report should not be published is based on the grounds that the report is not significant and that it would not add to our knowledge of the subject.

The President's letter is consistent with the principles of the American Association of Physicians, and I agree with him in his conclusion that the report is not significant. I believe that the President is correct in his opinion, and I wish to express my agreement with him.

This was the view of the committee of the American Association, but I believe that the President is correct in his conclusion that the report is not significant. The President's letter is consistent with the principles of the American Association of Physicians, and I agree with him in his conclusion that the report is not significant. I believe that the President is correct in his opinion, and I wish to express my agreement with him.

November 5, 1940
Putnam in the Adirondacks) except Jesse who wrote that in his opinion a man of ripe and eminent scholarship should edit the report. This was well enough and this same letter was submitted by me with my general report to the Committee on Congresses at our meeting Oct. 17, and the report itself contained Jesse's vote, see page 2. (I asked Lehmann to read the whole letter out but he did not do so as it would in no wise affect the vote already recorded).

The Committee on Congresses unanimously approved the majority recommendation of the Administrative Board and sent it to the President together with other resolutions.

It now appears that President Jesse did not rest quiet with recording his vote, or in remaining the sole member of the Administrative Board bearing his views, but is working actively to defeat the recommendation of the Administrative Board and Congress Committee. This is the first time in the history of the Congress that he has manifested an absorbing interest in its affairs, as a glance at his letter files will show, or evinced a tenacity of opinion. I am bound to believe, however, that he is tenacious only for the views expressed in his letter above mentioned and have dismissed as unworthy of him the totally misleading and false article in the Globe-Democrat, to which of course I paid no attention.

But apart from any personality in the matter his rea-
Hon. Charles W. Kopp...s

In my opinion, a man of ability and eminence cannot impart to the

committee on the Appropriation Committee a sense of a feeling of censorship or anything else.

Please forward the report. I will not return any more. I have read the letter of the committee and have suspended my vote.

The Committee on Appropriation, unanimously opposing the

recommendation of the Administrative Board and senate,

is to the President together with other recommendations.

If you approve this President please take note and

write a letter to the Secretary of the Administrative Board to address the Secretary of the Administrative Board, saying that the letter is in the

Secretary to address the recommendations of the Administrative Board and Committee. This is the first time in the

History of the Committee that has been made as a part of the letter. I will

breath and evidence a tendency of censorship, I am ready to debate.

However, the final decision will be made by the view of the

members of the faculty respecting the tenure or the above expression

of the faculty respecting the tenure or the above expression.

Democratic, to which of course I bring no attention.
sioning is fallacious. A man of "ripe scholarship" could only be such in one of the 24 great departments of knowledge into which the Congress is divided, and would be inclined to over-develop his specialty. On the other 23 departments he would be in the same position as any other man. It seems to me that the "ripe scholarship" which we have expended over $100,000 to secure is in the papers themselves, and if as I recommended in the financial statement on page 2 of my report to you, we secure scientists to write the introduction or preface to the seven main divisions of the Congress, we have fully covered the demands of scholarship and all else that is needed is ability to write an impartial narrative and to manage in a practical way the details of publication.

If the proposition to appoint an editorial committee of four is approved, I shall have to be out of it. I worked hard and quietly for two years without compensation on the Congress. It took every bit of my tact, nearly all of my patience and reams of placating and diplomatic correspondence to pull it through harmoniously. Life is too short in opportunities to go through the routine again.

I am writing you for several reasons: first, because you are a member of both the Executive Committee and the Committee on Congresses and thus conversant with the whole matter;
Hon. Christian W. Kipling

A man of "the executive" committee only means to illustrate the conferences of the great departments of knowledge into which the conferences are divided, and would be loath to overlook the government in question, and would be loath to overlook the government in question. On the other 5 departments he would be in the same position as any other man. It is not to me that the "life of the executive" applies, whether we have exchanged over 50,000 to 50,000 members in the debates of the conferences, and if so I recommend in the financial statement on page 2 of my report to you, the committee of correspondence to write the introduction of the want of harmony in the seven main divisions of the conference, we have fully covered the measure of correspondence, and will soon find that the question is really in the interest of the public interest, to write an important notice, and to send it to a practical and to the Senate of the department.

If the proposition to oppose an able committee of your own in opposition, I shall have to do out of it, I would prefer or two series without competition on the conference.

If you wish to put my facet, honestly, if my patience, and naturally, you are worthy without competition to bring it in opposition, I think it too short an opposition to bring it in opposition.

I am writing you for several reasons: first, patience; second, you are a member of both the executive committee and the committee on conference, and thus conversant with the whole matter.
second, because from your support and expressed opinions my conduct of the Department seemed to meet your entire approval. I have not heard a word on the matter since Oct. 18 when I left St Louis and am rather in the dark. If there is any doubt in the President's mind or any division of opinion in the Executive Committee on the advisability of my editing the report, I shall consider it the highest personal favor if you will wire me to that effect so that I may take the only proper course.

Please consider this last paragraph personal. If you wish to refer to any other part of the letter at any time I shall be glad to have you do so.

By the way I hope to hear soon that the honorariums have been voted Newcomb, Munsterberg and Small and are on the way towards payment. I feel that our honor is pledged in this matter.

Yours very respectfully

HJR
Dear Mr. Knappe,

I write to express my belief that the Department of Agriculture should be expanded to meet our country's needs. I have not heard any news on the matter since October, 1918, and I feel that this lack of information is causing concern among farmers. If I could see some results in the near future, it would be greatly appreciated.

I am enclosing the letters I have written on the matter. It is my hope that if you will write me soon, I can provide you with an update on the progress of the committee. If you will write me, I would be happy to forward any additional information you may have.

In the meantime, I hope to meet soon and discuss this matter further.

Yours very truly,

[Signature]
John H. Mc Gibbons, Esq.,
Secretary of Awards, Universal Exposition, St. Louis, Mo.

Dear Sir: Sirs:-

On behalf of the University of Chicago I beg to acknowledge the diploma of the award conferred by the International Jury of the St. Louis Exposition in Group 3, Higher Education.

Very truly yours,

John H. Mc Gibbons
Secretary of Awards
Secretary to the President.

University of Chicago,
Chicago, Ill.
John H. Mcclepone, Esq.
Secretary of War, University Association, S.E.

Sirs:

On behalf of the University of Chicago I beg to
acknowledge the diploma of the Eighteenth Conference on the Inter-
national Union of the International Association of Graduate
and Higher Education.

With great respect,

Secretary to the President.
Dear Sirs:—

Please find herewith Diploma of the award conferred upon you by the International Jury of the Louisiana Purchase Exposition in Group 3 Higher Education.

Very truly yours,

[Signature]

Secretary of Awards.

University of Chicago,
Chicago, Ill.
To the Members of the Administrative Board and the Organizing Committee:

Dear Sirs:

I beg to state for your information that the matter of the publication of the proceedings of the Congress of Arts and Science has now reached a very satisfactory stage. The Executive Committee and the President of the Exposition has approved the recommendation of the Committee on Congresses submitted on March 1st, of which the following are the essential features:

The proposition of Houghton, Mifflin and Co., of Boston, was accepted to print and publish an edition of 3000 volumes of the proceedings bound in cloth or buckram. The said edition will consist of eight volumes and will be carried on the book lists of the above firm and the entire disposition of the work to the public will be handled by their firm in the regular way. The retail price will be $2.50 per volume. A sum necessary for meeting the requirements of the Houghton, Mifflin contract has been definitely set aside for the purpose.

The Executive Committee also approved the complimentary distribution of 800 sets of the work to the speakers, chairmen and officials of the Congress, the officials of the Exposition, the representatives of foreign governments and state and foreign libraries.
UNIVERSAL EXPOSITION ST. LOUIS

INTERNATIONAL CONGRESS

[Text is not legible due to the quality of the image provided.]

In the hope of securing your favorable expression of opinion as to the possibilities of the development of the exposition and of the additional interest which it would bring to the city of St. Louis, I am pleased to present the following facts:

The proposed exposition is a great opportunity for the promotion of commerce and industry, and for the encouragement of the arts and sciences. It is an ideal place for the exhibition of the products of all nations and for the demonstration of the latest inventions and discoveries. The exposition will attract millions of visitors from all parts of the world, and will contribute greatly to the economic and cultural development of the city.

To arrive at the following conclusions, we have studied the reports of various experts and have consulted with a large number of prominent citizens.

In conclusion, we believe that the universal exposition will be a great success and will bring lasting benefits to the city of St. Louis.
The preparation of the volumes for the publication is rapidly going forward and we expect to place the copy in their hands by July 1st. The volumes will appear from the press as fast thereafter as their manufacture can proceed.

All foreign addresses have been received with the exception of five and these are promised at an early date. There are still sixteen American speakers who have not yet furnished us their papers. The foreign speakers have all consented to the translation of their papers into English and the translations are now being made by competent authorities in various parts of the world.

Both foreign and American speakers have evinced the greatest desire to assist in the publication of the proceedings and many valuable suggestions have been received from them in reference to the form.

Volume 2 will issue from the press first in order to give ample time for the preparation of the historical introduction to be written by the Editor, and the scientific introduction to be written by Professor Munsterberg.

I will send you during the month a small printed slip containing the essential facts regarding the publication which you may use in answering the various inquiries made of you concerning it. I shall also take pleasure in keeping you informed of the progress of the publication.

Yours very respectfully,

[Signature]
Mr. Howard J. Rogers,

Education Department
State of New York, Albany.

My dear Mr. Rogers:

I am glad to learn that the Executive Committee has voted an honorarium.

I am wondering what they did with my last bill of expenses. It does not seem ever to have been noticed.

Wishing you success in all lines, I am

Very truly yours,
Mr. Howard J. Rogers

Education Department
State of New York, Albany

My dear Mr. Rogers:

I am glad to learn that the Executive Committee has voted en honorarium.

I am wondering what they did with my last bill of expenses. It seems not been ever to have been noticed.

Waiting your acceptance in oft times I am

Very truly yours,
January 9, 1905

Dr William R. Harper
University of Chicago
Chicago, Ill.

Dear Dr Harper:

You will be very glad to learn that last Thursday the Executive Committee of the Exposition voted an honorarium of $2500 to Messrs Newcomb, Munsterberg and Small, together with a flattering resolution concerning their work for the Congress of Arts and Science.

Yours respectfully

HJR
January 30, 1948

Dr. William R. Harpke
University of Chicago

Dear Dr. Harpke:

You will go very far to earn their love.

I understand the Executive Committee of the University Board of Regents has been permitted to process an expansion of 2,800 to 3,000 students, including faculty and staff. Together with a new building, this expansion seems more than adequate to the needs of the University.

Yours truly,

Yours faithfully,

[Signature]